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1. Whipstock
2. Air Defenses — Tests
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DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR FORCE RESERVE
ROBINS AIR FORCE BASE, GEORGIA 31093

REPLY TO ATTN OF: HO

30 August 1972

SUBJECT: Declassification of Histories

TO: Albert F. Simpson Historical Research Center
Archives Branch (3825/HOA)
Maxwell AFB AL 36112

The following histories, the originals of which are held by you, have been declassified effective this date, in accordance with AFR 205-1, 2-16.

1. History of the Continental Air Command, 1 Dec 48 - 30 Jun 50, Narrative Volume, The Reserve Forces.

2. History of the Continental Air Command, Jan - Jun 50, Narrative, Volumes V, VI, & VII.

3. History of the Continental Air Command, 1 Dec 48 - 31 Dec 49, Narrative, Sections One through Six.

FOR THE COMMANDER

Gerald T. Cantwell

GERALD T. CANTWELL
Director of Historical Services

Copy to: AFCHO

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HISTORY

of the

CONTINENTAL AIR COMMAND

for

1 January - 30 June 1950

VOLUME SIX: OPERATIONS AND TRAINING

Prepared by: Mr. Thomas A. Sturm

Directorate of Historical Services
Office of the Air Adjutant General
Continental Air Command

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CHAPTER ONE

INDIVIDUAL AND UNIT PROFICIENCY TRAINING 1/

I

As noted in the volume on operations and training in the 1949 History of Continental Air Command, there are as many types of training programs within the command as there are individual specialties and unit mission assignments. And it is one of the major tasks of Continental Air Command to plan and monitor as many training programs as is necessary to permit all units and individuals assigned to acquire combat proficiency in their duties. In official prose, this responsibility is as follows: 2/

> Organize, administer, equip, train and prepare for combat in accordance with directives, policies and schedules issued by Headquarters, United States Air Force such units and combat crews of the Air Force as may be designated, assigned, or attached to the Continental Air Command.

To record all the action Continental Air Command has taken during any specific period to meet this responsibility would be a prohibitive and presumptious undertaking for the historian. Consequently,

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1/ This account of operations and training will be "keyed" to the 1949 volume on the same subject as closely as possible. Consequently, the Prospectus and Introduction to the account of operations and training in the 1949 History is as much a part of this volume as it was of the last. Rather than reiterate background data on the various topics which are discussed herein, cross-reference will be made to the previous volume and the casual reader and the researcher can pick up a topic thread where he dropped it at the end of December 1949 and resume his reading through June of 1950.

2/ AF Reg 23-1, 11 January 1949

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he is forced to limit his research and presentation to those subjects which are most directly concerned with the creation of combat ready ground and flying units. While such subjects as training of administrative and "house-keeping" personnel and organizations are vitally important to the smooth functioning of the command, an account of such matters, except in broad generalities, is beyond the abilities of the historian in view of the time allotted him to record the activities of his organization. Air Force and Continental Air Command directives prescribe the training and functions of these persons and units, and the reader must take it for granted that Continental Air Command has done all within its resources to abet training in these essential but routine employments.

II

Revision and monitoring of Continental Air Command training directives continued during the period. Subjects contained in certain previously published documents of this nature had become obsolete because of the time-lag between their emergence from the "drawing board" and their publication.[3] Also, printing errors in some directives had seriously hampered the ability of the units to interpret and implement them. Finally, changes in policy, equipment, and

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3/ See Vol III, History of ConAC, 1 December 1948-30 December 1949, page 9 for reasons for this delay in publication.

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reference material necessitated revising other directives. 4/

New training directives were also published or were in the final stages of preparation when the period ended. The delineation of detailed training requirements for Regular all-weather and interceptor-fighter units, for example, commenced during this period. The training directive for the interceptor-fighters was completed in May and the all-weather fighter directive was completed the following month. When the period ended, these documents were in the process of being rewritten to incorporate constructive comments received from the several Headquarters, Continental Air Command staff agencies during their coordination. 5/

Improving reporting procedures and developing new ones were also matters of continuous research for Operations and Training personnel in the Headquarters, Continental Air Command. When, early in the year, it became apparent that certain semantical difficulties were preventing uniform interpretation of reporting requirements, a study was made to define such abstract terms as "combat-ready crews" and "combat-ready aircraft." A new Continental Air Command letter

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4/ For example, the flying training directive for Reserve B-26 units was rewritten to eliminate Shoran and APQ-13 bombing; aerial gun camera missions and ground strafing missions were inserted. Shoran bombing and APQ-13 bombing had to be discontinued in these Reserve units because there was no equipment available to them for the conduct of such training. The ground training program for persons assigned to the Operations Sections of combat units was also rewritten. This new program was also to apply to the training of the Corollary units.

5/ Ibid. May and June 1950

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was published in April clarifying these subjects.[6/] When the Tactical Air Operation "Swarmer" was completed,[7/] each numbered air force was directed to submit a report to the parent headquarters covering the flying hours expended during each phase of the operation. This report, it was planned, would be used for planning purposes and for justifying a petition for additional flying hours for combat maneuvers.[8/] It was intended that such reporting procedures would be included as a requirement in all future maneuver directives published by Headquarters, Continental Air Command.[9/]

On that all-important subject of combat readiness, letters were prepared and sent to each of the numbered air force commanders in the early part of the year in which grave concern was expressed over the slow progress of the tactical units toward this goal.[10/] A review of operational status reports submitted by the tactical units in June revealed that the fighter-interceptor and fighter-bomber units had progressed to the point of between seventy-six to eighty-five per cent ready for combat.[11/] The 78th Fighter Group had a lower combat

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6/ Historical Report, Programs and Training Analysis Branch, Dir O&T, January-February 1950, See ConAC Ltr 15-19, 19 April 1950

7/ A detailed account of operation Swarmer is included in Chapter Four, Operations and Training for Tactical Air Support.

8/ See Chapter Two, Factors Affecting Training Potential, for detailed information on allocation of flying hours.

9/ SECRET Historical Report, Tactical Air Branch, Dir O&T, April 1950

10/ SECRET Historical Report, Programs and Analysis Branch, Dir O&T, January-February 1950

11/ Combat Readiness Report for Continental Air Command, 10 July 1950, published by Office of Statistical Services, Hq ConAC and submitted monthly to the Directorate of Historical Services with the Historical Report.

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readiness index because of the fact that it had only approximately seventy-five per cent of its Table of Organization and Equipment authorizations. 12/ The two fighter-all-weather groups were slightly below this level of combat readiness, also, for lack of replacement parts for the type aircraft assigned them. When the all-weather fighter units were converted to F-94 type aircraft, it was expected, their combat readiness status would increase. 13/ The 2601st Assault Squadron made its initial combat readiness report in May and revealed a combat ready index of eight. The major deficiency in this case was a lack of navigators. 14/

A new quarterly report, the Combat Readiness Forecast, was submitted by the units for the first time in May. This report, required of all major subordinate commands, was a forecast of the approximate degree of combat readiness the tactical units would attain at the end of the future six month period. The purpose of the report was to provide Headquarters, United States Air Force advanced information on the difficulties the units expected to encounter in their efforts to attain combat readiness so that early corrective action could, if possible, be taken. 15/ If this action was of historical importance,

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12/ SECRET Historical Report, Programs and Training Analysis Branch, Dir O&T, April 1950

13/ Ibid.

14/ Ibid. May 1950

15/ Air Force Ltr 55-8, Sub: Combat Readiness Forecast, 13 April 1950. See also: Copy of the Combat Readiness Forecast, SECRET, as of 10 April 1950.

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it was because it illustrated the increased emphasis that was placed on bringing flying units up to full combat readiness.

In order to resolve the problem of training personnel in specialties which were short in the command and to eliminate overages, an intensified on-the-job training program was initiated during the month of January.16/ Errors in personnel management and on-the-job training were brought to the attention of all numbered air force commanders by General Whitehead.17/ Lists of specialties critically short or critically over within the command were drawn up and specific directions concerning correcting these discrepancies were issued to the subordinate commands. Procedures and responsibilities for the implementation of on-the-job training were also established at this time.18/ As part of the supervision of individual training and utilization policies, Personnel Accounting Charts of the major subordinate units were closely analyzed by Headquarters, Continental Air Command Operations and Training personnel. The findings were forwarded to each numbered air force and questionable and commendable on-the-job training tactics were pointed out. Similar action was taken periodically to insure that Continental Air Command policies designed to reduce critical

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16/ For a complete account of this program see Chapter Four, Volume IV, Personnel.

17/ Ltr, General Whitehead to CG's ConAC AF's, Sub: Utilization and Training of Airmen, 11 January 1950, (See Sup. Doc. #95, Vol IV, Personnel)

18/ ConAC Ltr, 50-1, Sub: On-the-Job Training, 13 January 1950

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surplus and short specialties were being aggressively implemented in the lower echelons.[19] By April, on-the-job training programs had been coordinated with and based on the on-the-job descriptions contained in the 35-400 series of Air Force letters rather than on the obsolete Air Force Manual 35-1. Also, details concerning Air Training Command on-the-job training programs had been disseminated to the field. The numbered air forces of the Continental Air Command were directed to forward their initial requests for Air Training Command on-the-job training specialists no later than 26 May 1950. In addition, a copy of the proposed Air Training Command training outline for on-the-job training advisors was obtained for use by Headquarters, Continental Air Command.[20] By June, Headquarters, Continental Air Command Operations and Training and Personnel officers felt that within the command on-the-job training had progressed satisfactorily since the inception of the accelerated and closely monitored program enumerated above.[21]

III

Flying training problems continued to center about the jet aircraft, operating techniques and capabilities of this type aircraft

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19/ Historical Report, Technical Training Branch, April 1950, (See Ltrs, Hq ConAC to CG's ConAC AF's: Sub: Progress Toward Effective Training and Utilization, 28 April 1950 included as Sup. Doc. #124(2), Vol IV, Personnel)

20/ Historical Report, Technical Training Branch, Dir O&T, April 1950

21/ Ibid. June 1950

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being still a new science. However, this was to be expected. The Air Force, in the rush toward preparedness, one Air Force General pointed out, oftentimes overlooked the fact that "every man had to grow through boyhood".[22/] In other words, the jet force had not as yet matured; there still remained much to learn about this type aircraft.

The problem of disposition of pilots newly graduated from flying school caused Headquarters, United States Air Force to query the major air commands as to the number of these pilots they could absorb yearly.[23/] A study of this matter within Headquarters, Continental Air Command indicated that 289 of these pilots could be taken yearly into the command's combat units. However, untrained pilots could not be taken into the all-weather or bombardment units because of the prerequisites pilots in these categories had to possess. This rate of absorption would result in a seventy-thirty ratio of combat trained to untrained pilots in the fighter units and it was determined that this was the limiting ratio required to maintain a minimum acceptable state of combat readiness.[24/] To adjust the number of inexperienced pilots (newly graduated pilots with one year or less pilot experience)

22/ SECRET Ltr, General Streett to General Whitehead, 19 April 1950

23/ SECRET Ltr, Hq USAF to CG ConAC, Sub: Tactical Training for Pilot Graduates, 28 December 1949, (See Sup. Doc. #14, Chapter III, Vol III, History of ConAC, 1 December 1948-30 December 1949)

24/ SECRET Historical Report, Training Branch, Dir O&T, January-February 1950

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in the assigned pilot strength of the fighter units, sixty jet pilots were reassigned, early in the period, to equalize assigned strength and the proportion of experienced and newly graduated pilots. The following criteria was followed in effecting the reassignment: (1) Pilots selected for reassignment had to have more than eighteen months remaining to serve under their current Air Force Service Statements; (2) The experienced pilots had to have at least eighteen months at their present station; (3) Pilots who were liable for separation under the provisions of Air Force Letter 36-26 were not selected for transfer; and (4) No pilots were transferred who had less than eighteen or less Foreign Service Credits.[25/]

Irregardless of the ultimate mission of the jet pilots - viz., air defense (fighter-interceptor) or tactical air support (fighter-bomber) - they had to become proficient first of all in the basic skills required to handle such type aircraft. On this score, one expert pilot, Colonel Charles Lindbergh, had commented that pilot proficiency in the United States Air Force was not what it could be.[26/] Oftentimes, Headquarters, Continental Air Command's Deputy for Operations stated, it was not apropos to adjudge today's young pilots by the yardstick of an "oldtimer's" proficiency gained through

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25/ Historical Report, Officers Assignment Section, Deputy for Operations, January 1950

26/ SECRET Ltr, General Vandenberg to General Whitehead, 21 September 1949, (See Sup. Doc. #15, Chapter II, Vol III, History of ConAC, 1 December 1948-30 December 1949)

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years of experience. However, General Thatcher went on to state, there were a few matters training officers could clamp down on to insure greater proficiency in Continental Air Command's pilots: These were: (1) insistence on runway control for fighters; (2) leader control on all landings, take-offs, ascends and descends; (3) a firmer stand on Flying Evaluation Boards when technique was involved; (4) standard operating procedures for all fighter units with identical equipment; (5) standard procedures for ascend through overcast; (6) ground schools in basic use of instruments; (7) radio discipline; (8) ground discipline.27/

Perhaps the most crucial problems concerning fighter aircraft training occurred in the all-weather fighter squadrons. There has been for some time a necessity to increase the training and the training facilities for all-weather flying units. While hooded instrument flying has been a valuable substitute for such training, it was felt that continued efforts had to be made to procure all-weather flying areas to be used by Continental Air Command fighter units - areas where realistic all-weather flying training could be conducted.28/ The problem was studied and as a result a list of all-weather flying areas, recommended by the numbered air forces, was

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27/ CONFIDENTIAL IRS, DO to O&T, Sub: Personal Letter to General Whitehead from General Vandenberg dated 21 September 1949, 23 September 1949

28/ 1. Ltr, Hq ConAC to CG 12th AF, Sub: All-Weather Flying Areas for Fighter Aircraft, 5 August 1949
2. Ltr, Hq ConAC to CG 4th AF, Sub: All-Weather Flying Areas, 3 May 1949

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drawn up to be used by Continental Air Command fighter forces. 29/ A request for the use of these areas was forwarded for approval by Civil Aeronautic Administration authorities. Upon receipt of approval by this organization, the plan, it was intended, would go into effect and it was anticipated that the proficiency of the fighter all-weather units once they commenced to use these areas, would be greatly enhanced. 30/ In February, the commander of the Fourth Air Force notified General Whitehead that instrument flying areas had been established "for actual instrument practice" for most fighter units of that command. Also, this commander stated, an all-weather flying area had been established for the 325th Fighter Wing at Larson Air Force Base, Washington. 31/

In the all-weather fighter units an additional difficulty was encountered. That was the critical shortage of radar observer officers. This problem, it was forecasted, would remain critical for many months to come. In an effort to ameliorate this problem, Headquarters, Continental Air Command initiated, on an experimental basis, a training program whereby potentially qualified airmen could

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29/ SECRET Historical Report, Flying Training Branch, Dir O&T, January-February 1950; See: Status Report of all-weather flying areas in ConAC

30/ Ibid.

31/ 1. CONFIDENTIAL ltr, General Upston, CG 4th AF to General Whitehead, 4 February 1950
2. See also: Ltr, 14th AF to CG ConAC, Sub: All-Weather Flying Area for Turner AFB, 22 December 1949 and accompanying documents. Here is illustrated the steps involved in setting up an all-weather flying area.

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be utilized in these positions.[32] As a part of the program, the 52nd Fighter All-Weather Wing conducted a program of on-the-job training for certain selected airmen in the radar observer vacancies.[33] The Commanding General of the Ninth Air Force was requested to furnish five airmen with the Radar Observer, Sea Search specialty (868) for this purpose.[34] A similar program was commenced within the 325th Fighter All-Weather Wing.[35] After this program got firmly under way, periodic progress reports would be required from the units working with this experiment.[36]

On the same subject, it was urged by Headquarters, Western Air Defense Force that Headquarters, Continental Air Command take action to provide all-weather training for pilots of air defense units so that effective employment of programmed all-weather fighter aircraft would be possible when new equipment was delivered. Ultimately, the plan was to equip all fighter units of the air defense forces with all-weather interceptor aircraft. It was only proper, therefore, that

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32/ 1. SECRET ltr, Hq ConAC to Dir of Tng, Hq USAF, Sub: SSN 0520 Requirements for Continental Air Command, 28 April 1950 and SECRET 1st Ind., Hq ConAC to Dir of Tng, Hq USAF
2. Memo for Col. Muehleisen from Lt Col. Morgan, Chief, Tng Div, Sub: Program for Radar Observer Training, 4 April 1950
3. Ltr, Hq ConAC to Dir of Tng, Hq USAF, Sub: Training of Airmen Radar Observers in All-Weather Fighter Units, 13 June 1950

33/ Ltr, Hq ConAC to CG 1st AF, Sub: Utilization of Airman Radar Observers in All-Weather Fighter Units, 22 May 1950

34/ Ltr, Hq ConAC to CG 9th AF, Sub: Utilization of Airman Radar Observers in All-Weather Fighter Units, 29 May 1950

35/ Ltr, Hq ConAC to CG 4th AF, Sub: Utilization of Airmen as Radar Observers in All-Weather Fighter Units, 26 June 1950

36/ Ibid.

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a program for all-weather fighter pilot training be phased to correspond with conversion to all-weather fighters. And since this training could not be accomplished in tactical units without considerable sacrifice of combat effectiveness, it was recommended that an all-weather fighter school be established.[37/] To this proposal, Headquarters, Continental Air Command was receptive, replying that the problem merited much attention and that consideration for the establishment of such a school was even then under consideration.[38/]

A final matter pertinent to the proficiency training of the all-weather units was the recommendation by the 317th Fighter Squadron, All-Weather, that weather minimums and green card requirements for all-weather fighter pilots be suspended. While Headquarters, Continental Air Command agreed that these pilots ought to be permitted more freedom on such matters, the request to lower green instrument card standards could not be granted. However, it was agreed that each all-weather fighter squadron commander should be granted permission to evaluate his men and establish weather minimums based on each pilot's proficiency. Each pilot would then have those minimums printed on the reverse of his Form 8 (white) instrument card. The individual weather minimums would only be valid, then, when these pilots flew

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37/ Ltr, Hq WADF to CG ConAC, Sub: All-Weather Fighter Training, 6 February 1950

38/ Ibid., 1st Ind., Hq ConAC to CG WADF, 27 February 1950

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all-weather craft. This proposal was "bucked up" to the Director of Plans and Operations in higher headquarters. If granted, this policy should result in greater flexibility of operation for the all-weather pilots. This, in turn, should greatly increase the operational effectiveness of the units to which the pilots are assigned.[39/]

In the process of developing career areas for pilots and in determining the proper utilization and progression for pilots throughout the United States Air Force, it became necessary for Headquarters, United States Air Force to analyze all pilot specialties. In April, therefore, higher headquarters requested one of Continental Air Command's troop carrier units to forward a detailed account of the step-by-step procedure followed in training newly qualified pilots and experienced pilots in the tactics and techniques required in the training of C-47, C-82 and C-119 pilots.[40/] In response, published training standards and standard operating procedures which the Continental Air Command had used and found reliable were forwarded to the Director of Training at Headquarters, United States Air Force.[41/]

IV

The increased tempo of training imposed a requirement for more

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39/ Historical Report, Flying Training Branch, Dir O&T, June 1950. See: Ltr, 317th Ftr Sq All-Weather to C/S USAF (thru channels) Sub: Suspension of Weather Minimums and Green Card Requirements for all-weather Fighter Pilots, 19 May 1950 with four indorsements.

40/ Ltr, Hq USAF to CO 314th Troop Carrier Wing, Sub: Development of the Combat and Operations Career Area, 5 April 1950

41/ *Ibid.*, 1st Ind., Hq 314th Troop Carrier Wing, 20 April 1950

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readily available bombing and ground gunnery ranges which would meet the safety requirements for training with jet type aircraft. Early in the year, the number of ranges within the command were listed and it was seen that this number was inadequate to enable the several units to obtain sufficient training.[42] In the realm of aerial gunnery, lack of suitable tow targets continued to seriously handicap training. In September of 1949, Continental Air Command was informed by Air Materiel Command and Air Training Command that sufficient tow targets (type A-6B) would be available by October and November 1949 to fulfill Continental Air Command's aerial gunnery training needs. However, Air Training Command advised Air Materiel Command to cease procuring this type target in October of that year because it was unsatisfactory. In December, Air Training Command allotted Air Materiel Command $380,000 for purchasing 10,000 A-6A model tow targets. The first 1,500 of them were to be shipped to the gunnery range unit at Las Vegas. However, as of the first of 1950, these targets had not been purchased. This was but another instance, Continental Air Command stated, in the erratic supply action and unsatisfactorily designed target situation which had materially hindered efficient aerial gunnery training within the Continental Air Command since its activation.[43]

42/ SECRET Historical Report, Flying Training Branch, Dir O&T, January-February 1950

43/ Ltr, General Whitehead to Lieutenant General K. B. Wolfe, DC/S Materiel, Hq USAF, 3 January 1950

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A study of aerial camera gunnery by Headquarters, United States Air Force inspector personnel disclosed numerous discrepancies in training programs of this nature. The following practices had to be corrected, these officers stated: (1) the dearth of camera gunnery above 20,000 feet; (2) the lack of supervision at squadron and group level; (3) the failure to take sighting bursts prior to commencement of missions; (4) limited or inaccurate assessing procedures; (5) inadequate recording of assessment results; (6) incomplete film titling; and (7) failure to submit unsatisfactory reports on equipment failure. The correction of these deficiencies, it was pointed out, was paramount and had to be done before fighter pilots could be confident that they could destroy invading enemy aircraft.[44/]

The proper utilization of camera gunnery training affords aerial combat realism by providing a pictorial presentation which enables supervisors to measure and analyze the shooting ability of their pilots. And one of the major defects of the program thus far according to Air Force inspectors, was that organizations were expending considerable amounts of film but were failing to analyze properly and to record the results. The assessing of aerial film enabled pilots to determine errors in range, angle off, and alignment. A record of each camera mission in the form of an assessment report, therefore indicated pilot error and led toward self-improvement of the pilot if he studied them closely.[45/] In the Continental Air Command,

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44/ TIG Brief, Vol II, No. 18

45/ TIG Brief, Vol II, No. 4

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the lack of assessing equipment definitely handicapped the ability of certain units to fully derive the utmost training from their camera gunnery programs. For instance, on Operation "Whipstock"[46] the 81st Fighter-Interceptor Group used camera film all during the maneuver but had no equipment for assessing the films to determine pilot's mistakes.[47]

In March, General Whitehead wished success to all Continental Air Command pilots setting out to participate in the annual fighter gunnery competition at Las Vegas. He had, he stated, great confidence that this meet would exceed all others in competitive effort and high scoring. However, he cautioned, he did not wish any of the pilots to wax so enthusiastic or so zealous in their efforts to exhibit their gunnery prowess that they would endanger themselves.[48]

It was pointed out by Headquarters, Fourth Air Force during this period that there was a discrepancy between Continental Air Command and Air Force gunnery training directives for fighter-intercept units. Continental Air Command directives specified a requirement for proficiency in aerial gunnery for these units but did not require proficiency or familiarization for pilots in air-to-ground gunnery, rocketry or dive-bombing. However, Air Force

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46/ For a detailed account of this training exercise see Chapter Three, Operations and Training for Air Defense.

47/ SECRET History, 81st Fighter-Interceptor Group, "Operation Whipstock", p. 27. This study is on file in the Historical Archives, Headquarters, Continental Air Command directorate of Historical Services.

48/ TWX 7376, Hq ConAC to CO Las Vegas Air Force Base, 23 March 1950

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Manual 35-1 specified that an all-weather fighter pilot had to be able to "execute all offensive and defensive tactics against hostile air and surface forces". The great difficulty these conflicting regulations wrought was that all-weather fighter pilots (1058) and jet fighter pilots (1059) had to be proficient at air-to-ground gunnery before they could be awarded their jet pilot specialty number. And from a practical viewpoint, it was exceedingly difficult for them to acquire this training with any degree of certainty. The shortage of flying time, the lack of near-by gunnery ranges and the lack of versatility in some of the newer type aircraft combined to make it almost impossible for all fighter pilots to qualify in the regulations as set forth in the Air Force Manual.[49] In view of this, the Fourth Air Force Headquarters recommended that pilots assigned to tactical units meet only the Continental Air Command training regulations to earn their specialty number. If necessary, a suffix could be placed before this number designating the type of mission a pilot was qualified to perform. Also, if necessary, pilots could be given cross-training in other specialties. Finally, all pilots could be given a familiarization course in all accepted phases of gunnery, rocketry and bombing at the advanced flying school, immediately before or after graduation.[50]

Headquarters, Continental Air Command forwarded these recom-

49/ Ltr, Hq 4th AF to CG ConAC, Sub: Requirements for MOSs 1058 and 1059, 3 April 1950

50/ Ibid.

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mendations to higher headquarters, remarking that there was "considerable merit" in many of the observations.[51] However, Headquarters, United States Air Force did not consider the identification by suffix of specific qualifications compatible with the functional provisions being developed in the Officer Career Program. Also, higher headquarters felt that job descriptions for these pilots' specialties[52] did not impose requirements which could not be met by individual tactical organizations. For example, the requirements for attainment of the specialty number 1059 were limited to: (1) "proficiency in the performance of maneuvers and procedures peculiar to jet fighter aircraft" and (2) capability in utilizing aircraft armament equipment such as guns, rockets, and bombs in a manner which will permit successful accomplishment of the mission assigned.[53]

Twelfth Air Force, also, had its problems with the awarding of the jet pilot specialty to certain of its pilots. In this instance, some pilots of the 2602nd Tow Target Squadron had flown more than 100 hours in the jet F-80 type aircraft. Yet, these men did not qualify for the 1059 specialty number for the reason that the primary mission of that organization and the allocation of aircraft hours did not permit them to meet the bombing and gunnery

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51/ *Ibid.*, 1st Ind., Hq ConAC to Dir Mil Pers, Hq USAF, 28 April 1950

52/ As revised in AFL 35-701A and 35-701B.

53/ 2nd Ind., Hq USAF to CG ConAC, 11 May 1950 to Ltr, Hq 4th AF to CG ConAC, Sub: Requirements for MOSs 1058 and 1059, 3 April 1950 phase of the requirements for that specialty.[54/]

In the above instances, where jet pilots were unable to acquire <u>all</u> the skills outlined in Air Force directives for attainment of the jet pilot specialty number but were actually performing the mission assignments accorded their individual units, it was evident that more specific breakdowns would have to be made in Officer Career Fields. Perhaps with the final firming up of the Officer Career Program these difficulties will be overcome.

V

The Commanding General, Tactical Air Command, is the Air Force representative with whom the Commanders in Chief of the Atlantic and Pacific Fleets may confer in determining the schedules and other joint aspects of amphibious training.[55/] He is authorized direct communication with Naval authorities for the scheduling of such training and operations. In November of 1949, the Continental Air Command was informed that there were eight Aviation Engineer Battalions in the Zone of the Interior and, with the exception of but one of them, none had engaged in amphibious training since the termination of World War II. The effectiveness of the engineer units in constructing Theater of Operations air bases to permit combat deployment of aircraft, it was pointed out, might depend one day

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54/ Ltr, Hq 12th AF to CG ConAC, Sub: Jet Pilot MOS, Single-Engine, 16 February 1950

55/ Ltr, Hq ConAC to CG 14th AF, Sub: Amphibious Training of Air Force Units, 21 March 1949 upon the efficient movement of construction equipment and personnel of these units. Consequently, they had to be trained in the techniques of their trade.[56/]

Headquarters, United States Air Force was of the opinion that all engineer units should engage in amphibious training on a scheduled cycle basis at the Department of the Navy's two Amphibious Training Centers at Little Creek, Virginia, and Coronado, California. Consequently, higher headquarters proposed that a minimum of one company from each of two Zone of the Interior Air Force Engineer Battalions be scheduled to participate in this training on a rotation basis.[57/]

Headquarters, Continental Air Command agreed with the desirability of amphibious training for these units and requested the Headquarters, Fourth Air Force, to examine the feasibility of readjusting existing training and work schedules of the 803rd Aviation Engineer Battalion and to take advantage of this training opportunity at the Naval installations.[58/] The Fourth Air Force was directed to coordinate the matter with Naval authorities at Coronado and to estimate the expense of implementing such a training program.[59/] To this request, Headquarters, Fourth Air Force replied that the main deterrent to training this unit was its lack of equipment. It had

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56/ Ltr, Hq USAF to CG ConAC, Sub: Amphibious Training for Aviation Engineer Units, 25 November 1949

57/ Ibid.

58/ Ibid., 1st Ind., Hq ConAC to CG 4th AF, 3 December 1949

59/ Ibid.

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no special purpose vehicles and had been assigned very few general purpose vehicles.[60] Since amphibious training was of little value, in Headquarters, Continental Air Command's opinion, unless the organization was completely equipped, it was recommended at this time to higher headquarters that every effort be made to give the 803rd the equipment it needed.

In April, Headquarters, United States Air Force notified the Continental Air Command that the Navy was prepared to conduct individual and unit training for company sized units at the Naval Amphibious Training Center at Coronado, California. It was suggested that a minimum of a company sized unit of the 803rd Engineer Aviation Battalion be scheduled for this training during June through October 1950.[61] This information Headquarters, Continental Air Command passed on to the Fourth Air Force and encouraged that organization to take advantage of this offer.[62] However, before the training could be commenced, Headquarters, United States Air Force cancelled the project.[63]

While little success was had with conducting amphibious training for the Aviation Engineer units, this did not prevent plans from

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60/ *Ibid.*, 7th Ind., Hq ConAC to CG 4th AF, 3 December 1949

61/ Ltr, Hq USAF to CG ConAC, Sub: Amphibious Training of Aviation Engineer Units, 6 April 1950

62/ *Ibid.*, 1st Ind., Hq ConAC to CG 4th AF, 19 April 1950

63/ 1. *Ibid.*, 2nd Ind., Hq 4th AF to CG ConAC, 1 May 1950
2. See also: ConAC Reg 50-10, Sub: Training-Engineer Aviation Battalion, 3 November 1949 and ConAC Reg 50-11, Advanced Training for Engineer Aviation Battalion, 7 November 1950

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being made for training of other Continental Air Command units which, in time of emergency, will participate in amphibious operations. In April, the Commander of the Naval Amphibious Forces, Atlantic Fleet, held a conference aboard the USS Taconic at Norfolk, Virginia for the purpose of arranging amphibious training for elements of the 502nd Tactical Control Group and the 934th Signal Battalion. It was resolved that this training would coincide with training of the Naval and Marine Reserve units during July and August 1950 at the Little Creek Naval Station. To insure that the program received emphasis equal to the annual "Camid" operation, the Commander of the Atlantic Fleet Amphibious Forces expressed his desire to use actual amphibious landings of the Air Force units, including landing of an Air Force Tactical Control Direction Center (TADC) and a Tactical Air Control Party (TACP) and execute the passage of air control ashore. Air Force fighter-bomber units, it was anticipated, would provide close support missions for the exercise.[64/]

The major portion of this training, so far as Air Force units were concerned, was scheduled to take place during the period 22 July through August 1950. This training would include waterproofing of vehicles and equipment, dry and wet net training, and necessary individual training.[65/] In addition, selected personnel of the

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64/ Ltr, Hq TAC to CG ConAC, Sub: Amphibious Training of USAF Units, FY 1950, 28 April 1950

65/ Historical Report, Technical and Ground Training Branch, Dir O&T, May 1950

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502nd Tactical Control Group and Air Force pilots would participate in a training program with the Air Support School and the Gun Fire Support School at the Naval Amphibious Base. Training of the Air Force units in conjunction with naval gun fire and artillery was considered by Continental Air Command Headquarters' Training officers to be an especially meritorious feature of the exercise. Eight F-84 fighter-bombers operating from Langley Air Force Base were scheduled to participate in a fire power demonstration at Bloodsworth Island on 1 August 1950, providing close tactical air support during the amphibious operation extending from 2 through 5 August. In addition to these aircraft, three B-45s, also operating from Langley, were to participate in a "fly-by" during the amphibious operation.[66]

VI

Special Weapons training consisting of chemical and radiological defense training and plans, was to encompass biological defense training as soon as the classification of training material could be downgraded for troop training.[67] While chemical warfare is an old subject, the remaining two types of potential weapons, microbes and radiological after-affects of an atomic explosion, were matters which only the modern soldier has had to consider in his effort to train himself for combat.

Publication of Continental Air Command Letter 52-1, 10 March 1950

66/ Ibid.

67/ Ibid., March 1950

completed a study directed toward the establishment of a radiological defense training program.[68] This program was implemented on an interim basis only, pending the publication of detailed training policies and directives by higher headquarters. Continental Air Command Manual 52-1 became the basic instruction guide for conducting the training program outlined in the new directive. The directive required that all personnel assigned to the Continental Air Command receive six hours of indoctrination in radiological defense procedures per year. The six hours could be credited toward the overall special weapons requirement of twelve hours per year.[69]

The directive regulating the Special Weapons Training in the Continental Air Command was somewhat revised during this period.[70] These revisions were: (1) conversion of Chemical Officers (7314) to Armament Special Munitions Officer (4591); (2) the reduction of the unit gas personnel training course from seventy-three hours to forty-eight hours; and (3) the addition of a radiological defense training report to the monthly report from the units on the progress of their Special Weapons Training. In conjunction with the publication of the above revision, the course outline for the qualifications

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68/ Historical Report, Technical and Ground Training Branch, Dir O&T, March 1950. This letter supplemented the provisions of ConAC Reg 52-1, Sub: Special Weapons Training, 22 June 1949.

69/ Ibid., The title of this Manual is: Radiological Defense Course for Survey and Monitor Personnel.

70/ ConAC Reg 52-1A, Sub: Special Weapons Training, 16 March 1950

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of commissioned and non-commissioned unit gas personnel was revised.[71/] This was to be used as a guide in conducting a minimum course of forty-eight hours. The outline was designed to cover all the essential phases of training necessary to qualify unit gas officers and non-commissioned officers in chemical warfare and was specifically prepared to reduce the training burden at Wing level to an absolute minimum in this field. An evaluation of special weapons training requirements had revealed that the time required in qualifying personnel to perform the various phases of this training needed to be redistributed in order that all phases could be completed without interfering any more than necessary with the primary mission of the Wing-Base.[72/]

Continental Air Command Manual 52-1 received considerable favorable publicity. At the time of publication, there was available no other Air Force publication primarily designed to qualify selected personnel in the duties and responsibilities of unit radiologists. Request for copies of this publication were received from such divergent organizations as: the Office of The Commander, San Diego Group, Pacific Reserve Fleet; the Armed Forces Special Weapons Project;[73/] the United States Atomic Energy Commission; and the Medical

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71/ Course Outline for the Qualification of Commissioned and Non-Commissioned Unit Gas Personnel, included with documents received from Historical Report, Technical and Ground Training Branch, March 1950

72/ Ibid.

73/ Historical Report, Technical Training Branch, April 1950

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Squadron at Albrook Air Force Base in the Canal Zone. As many copies as requested were forwarded these agencies along with copies of errata sheets.[74] Typical reaction to the manual was that it was well-written and accurate and that it was preferred by both instructors and students over other manuals theretofore employed.[75]

In May, Headquarters, United States Air Force was queried in regard to the status of biological warfare training. At this time, Continental Air Command Headquarters requested that it be relieved of its responsibilities for training in biological warfare, or be permitted to present subject material on a Restricted classification basis.[76] The result of this request was that the Continental Air Command was relieved of responsibility for training in biological warfare.[77] This information was passed on to all Continental Air Command units in June.[78]

VII

Following the publication of Air Force Letter 50-64, 27 April 1950, which discontinued the requirement for completion of record courses in markmanship by Air Force personnel, the Continental Air Command was left without authority to continue training for qualifying

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74/ Ibid., June 1950

75/ Ibid.

76/ Ltr, Hq ConAC to Hq USAF, Sub: Biological Warfare Training, 24 May 1950

77/ Ibid., 1st Ind., Hq USAF to CG ConAC, 1 June 1950

78/ Ltr, Hq ConAC to CG's ConAC AF's, Sub: Deletion of Biological Warfare Training, 12 June 1950

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its personnel in their personal arms. 79/ Consequently, Headquarters, Continental Air Command resolved to take a firm stand in opposition to higher headquarters' policy on this subject by pointing out the necessity for requiring the firing of record courses in marksmanship for all personnel in order to insure their continued proficiency in the use of their weapons. Accordingly, a letter was forwarded to the Director of Training in higher headquarters on the matter. 80/ Simultaneously, an interim training program for qualification in arms was established at all Continental Air Command units and activities pending a final decision on the subject by Headquarters, United States Air Force. 81/

Higher headquarters' reply to the matter was that Air Force peacetime preparations for its wartime mission required that the majority of officers and airmen be trained primarily as a team of pilots, technicians, and administrative specialists, rather than as foot soldiers prepared for hand-to-hand combat. The only essential

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79/ Historical Report, Technical and Ground Training Branch, Dir O&T, May 1950. This Air Force Regulation removed a former requirement for the firing by Air Force personnel of annual record marksmanship courses with weapons with which they were armed or in which they were to become qualified as expert. While commanders were still permitted to provide sufficient training to enable garrisons to throw up adequate air installations defense, it was no longer necessary to qualify all persons as expert in specific weapons. ConAC's attitude on the matter seemed to be that if the training was not required, it would be permitted to escape thereby resulting in Air Force unfamiliarity with weapons they might one day have to use.

80/ Ltr, Hq ConAC to Dir of Training, Hq USAF, Sub: Qualification in Arms, 26 May 1950

81/ Ltr, Hq ConAC to CG's major subordinate commands, Sub: Interim Training Program for Qualification in Arms, 26 May 1950

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training with firearms that was necessary, therefore, was sufficient familiarization of each individual with the care and operation of his basic arm.[82/] However, that headquarters stated it would welcome further comment on the subject by Headquarters, Continental Air Command.

Spurred on by the belief that "familiarization" firing alone would not suffice to insure proficiency of an individual in the usage of the carbine or the .45 calibre pistol, Headquarters, Continental Air Command prepared a staff study on the subject. On 27 June, the completed study was sent to the Headquarters, Continental Air Command staff for comment, recommendations and concurrence.[83/]

VIII

Under the provisions of Air Force Regulation 50-27, an Altitude Low Pressure Chamber was activated in January at Mitchel Air Force Base to conduct a physiological training program.[84/] The plan was to indoctrinate all pilots of units using jet aircraft, including the Air National Guard, in the fundamentals of the affects of jet aircraft operation on the human body. Included in the course was a lecture program covering physiological effects of altitude frostbite, "G"

82/ 1st Ind., Hq USAF to CG ConAC, 14 June 1950 to Ltr, Hq ConAC to Hq USAF, Sub: Qualification in Arms, 26 May 1950

83/ Staff Study, Qualification in Arms, 27 June 1950, attached as supporting document to the Historical Report of the Technical and Ground Training Branch, Dir O&T, for June 1950.

84/ Historical Report, Air Surgeon's Office, January 1950

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forces, night vision and the proper use of pressure breathing oxygen equipment.[85]

Fifteen pilots from the District of Columbia Air National Guard were the first trainees to be processed through the Chamber. The reaction of these "weekend warriors" to the training they received was "overwhelmingly favorable."[86] Their plaudits were officially concurred in by the National Guard Headquarters upon the publication of Air Bulletin 50-4 making this training mandatory for all Air National Guard pilots engaged in checking out in jet aircraft. Since the Mitchel Field Chamber was the only one of its kind East of the Mississippi River (with the exception of the Chambers at Wright-Patterson Field, used mostly for experimental purposes) the Headquarters, Continental Air Command was deluged with phone calls and letters from the Air National Guard units in this area for this type of training. By the end of January, weekend training schedules for the Chamber were filled through the 1st of April 1950. At the same time, a schedule was established for training of Continental Air Command's Regular jet pilots.[87]

During February, the number of personnel trained in the Altitude Chamber increased sixty-three per cent over the previous month. The 33rd Fighter Wing sent fifteen men for the refresher course and the

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85/ Ibid.

86/ Ibid.

87/ Ibid.

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A jet pilot attempting to finish the "peg test" at 25,000 feet, without oxygen, in the Altitude Chamber at Mitchel Air Force Base

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Michigan, Delaware, Massachusetts, and New Jersey Air National Guard units sent sixty-five men to be trained prior to their checking out in F-84s. During March, 128 men went through the Chamber, again an increase over the previous months' training. Air National Guardsmen, pilots of Continental Air Command's 4th Fighter Wing and pilots from Headquarters Command at Bolling Field, Washington, D. C., composed this increment.[88/]

In April, there were fewer trainees processed through the Chamber for the reason that 4th Fighter Wing jet pilots scheduled to take the training were engaged in Exercise Swarmer.[89/] For the same reason, participation was less in May. In June, however, training reached a peak record of fifteen "runs" and 201 pilots went through the Chamber. Had not weather difficulties interfered, the number of runs would have been even greater, attesting to the increased demand for this type of training. In addition to having a banner month so far as Chamber flights were concerned, personnel in charge of this type training welcomed many visitors from local civilian groups to inspect the equipment. School children, Boy Scouts, and parents were all interested in the mechanical processes involved in operating the Chamber and also in learning what the Air Force was doing to safeguard its pilots' safety and health through adequate training measures.[90/]

88/ Ibid., March 1950

89/ Ibid., April 1950. See Chapter Four, Operations and Training for Tactical Air Support, for additional information on Exercise Swarmer.

90/ Ibid.

Commencing with the first groups going through the physiological training program, there were various physical reactions on the part of certain trainees. For the most part, these were temporary reactions brought on by lack of oxygen. As a result, however, later trainees were carefully screened to prevent as many disturbances as possible. Of course, if a pilot were physically unqualified to operate jet aircraft, chances were that his weaknesses would be detected during his Chamber training. Cases of bends, gas pains, barotalgia and baro-sinusitis were among the most common complaints. In the case of the latter, they occurred mostly in men with colds who attempted to take the Chamber "flight".[91] There were, on occasions, however, cases discovered which would tend to lower the ability of a jet pilot. Such an instance was that of one pilot who, when he was disconnected from the oxygen supply at 35,000 feet in the Chamber was apprehensive and nervous and who requested to be connected in about half the time that is required for a man to lose consciousness at that altitude. This man admitted afterwards to having definite attacks of claustrophobia on previous occasions. He related to members of the Chamber squad that he was afraid of being zipped in his sleeping bag while stationed in Alaska and that he had the same fear upon being locked in the Chamber.[92]

91/ Ibid., January-June 1950

92/ Ibid., June 1950

The importance of such training in the relatively new science of jet aviation cannot be overstressed. In addition to knowing the capabilities of certain types of jet aircraft to withstand various stresses and strains, the pilots of such planes must know the limitations of their own bodies prior to stepping into the cockpit. In the Altitude Chamber they can discover safely what will happen if their oxygen supply is suddenly cut short, and what action they must needs take in order to preserve their lives and perhaps those in their squadron or those on the ground who might be struck down by their plummeting aircraft. Also, in the Chamber it is possible to experiment with new devices designed to increase the ability of pilots to withstand the tremendous strains imposed upon them by high altitude flight operations.

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CHAPTER TWO

FACTORS AFFECTING TRAINING POTENTIAL

I

As during 1949, limitations on flying hours, conversion to new models of aircraft, time spent engaged in maneuvers and emergency relief activities, lack of repair materials, shortages of technical personnel, and aircraft accidents combined to reduce the training potential of the Continental Air Command during the first six months of 1950.[93/] By this is meant, had these factors not existed, the Continental Air Command would have been able to realize even more profit from unit and individual proficiency training as established in training standards and directives.

During periods of maneuvers and exercises, the several tactical units within the command, while gaining invaluable training in combat tactics, oftentimes fell behind in their normal, day-to-day proficiency training. As we shall see in the chapter on tactical air aviation,[94/] the commitment of the Troop Carrier units to maneuvers and training exercises became so great during

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93/ See Chapter Four, Volume IV, History of ConAC, 1 December 1948-30 December 1949, pp. 47-51.

94/ See Chapter Four, Operations and Training for Tactical Air Support.

this period that it endangered their abilities to keep current in the amount of proficiency training required of them by Continental Air Command and United States Air Force. Like tired boxers, these units were spending too much time in the ring and not enough time on their road-work and rope-skipping. If they were ever to get into shape for a championship bout, they had to be permitted more time for proficiency training.

Lack of replacement parts and scarcities of technical personnel both of which matters have been discussed elsewhere in the History,[95] continued to exact their "pounds of flesh" from the training programs. For the most part, these matters were beyond the capabilities of Continental Air Command Headquarters to correct. While the command was able to ameliorate their effects on occasions, it was never able to solve them completely.

In the following account, the reader will observe that one of the activities which lowered the training potential of the Continental Air Command during 1949 - excessive participation of the tactical units in "aerial shows" - is missing from the list of such factors for the first six months of 1950. As a result of a change in Air Force policy, Continental Air Command was permitted to turn down many such requests during this period, thus enabling its units to concentrate more on preparation for their combat assignments. Beginning in January, only those aerial performances considered to

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95/ See Volume IV, Personnel, and Volume V, Materiel, History of ConAC, 1 January-30June 1950.

be in the best interests of the Department of Defense were performed.96/ This was in contrast to the procedure followed during 1949 when air shows were directed for "practically every conceivable reason."97/ The 1949 policy had caused serious disruption of proficiency training schedules in the tactical units and the reduction in aerial performances came about from sheer necessity.98/

II

Limitations on the number of hours each unit could spend in the air continued to restrict individual pilot and unit training. The primary reason for the initiation of this restriction on flying hours was the lack of adequate funds for the operation of the Air Force. As noted in the previous volume of the History, Headquarters, United States Air Force commenced in October 1949 its program restricting flying hours.99/ At that time, the portion of the Air Force total flying hours to be flown by each type of aircraft assigned the Continental Air Command was listed. Instructions were that if any part of this allocation were in excess to Continental Air Command's requirements or capabilities to carry out they were to be reported to higher headquarters. Also, any request

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96/ History, Non Combat Operations Branch, January-February 1950

97/ Ibid.

98/ Memo for the Secretary of the Air Force and Secretary of the Navy from the Secretary for Defense

99/ Ltr, Hq USAF to CG ConAC, Sub: Allocation of Flying Hours, 24 October 1950 for additional flying hours was to be accompanied by full justification. If granted, this increase would necessarily be at the expense of some other activity of the Air Force. In closing, Headquarters, United States Air Force had emphasized that this allocation of flying hours was to be adhered to both as a performance goal and as a limitation on total flying.[100/]

A study by the Continental Air Command on the subject early in January 1950 revealed that the command would fall short of a necessary required minimum of performance if it adhered to this allocation of flying hours by type training.[101/] Although the original allocation of 419,276 flying hours accorded Continental Air Command had been raised to 450,263 hours, this amount, Headquarters, Continental Air Command informed higher headquarters, would not permit it to meet its minimum training standards, especially in the combat units. Also, this amount would not be sufficient for the Continental Air Command to perform the supervisory and administrative flight operations of the command.[102/] It was pointed out at this time by Headquarters, Continental Air Command that the allocation of flying hours to the tactical units on an aircraft basis had not proved satisfactory because of the overage of pilots in the command as compared to the number of planes assigned. In view of this, it was requested that

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100/ Ibid.

101/ Ltr, Hq ConAC to Ass't for Programming, Hq USAF, Sub: Allocation of Flying Hours, 14 January 1950

102/ Ibid.

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49,059 additional hours be allocated Continental Air Command to permit it to maintain an acceptable standard of operational efficiency in its tactical units and to carry out its administrative chores. It was also requested that additional hours be permitted the command for Minimum Individual Training (MIT) aircraft[103/] and permission be granted to transfer unused hours in this category over to the tactical units to permit surplus pilots there to obtain a sufficient training.[104/]

Conversion of flying hours from one type aircraft to another was necessary under the original allocation of flying time due to the fact that some types of aircraft received, in the opinion of Continental Air Command, more time than they actually needed. This conversion was approved by Headquarters, United States Air Force and remained in effect until 1 January 1950. As a result of restricted operations within Continental Air Command, it became necessary to request an increase of flying hours for aircraft that were substituted for maneuvers from the total hours assigned the planes originally scheduled to fly these missions. This was approved by Headquarters, United States Air Force on 29 March. At this time, Continental Air Command set out to obtain

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103/ MIT aircraft are aircraft provided for the purpose of accomplishing minimum individual flying training as required by AF Reg 60-2, for those pilots who feasibly cannot obtain such training on other assigned aircraft. (Historical Report, Aircraft Allocations Branch, Dir O&T, May 1950)

104/ Ltr, Hq ConAC to Ass't for Programming, Hq USAF, Sub: Allocation of Flying Hours, 14 January 1950, (See Sup. Doc. #101)

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carte blanche authorization to convert flying hours from one Reserve type aircraft to the other to fully utilize its flying hour authorization and best apply hours to the workload. It seemed at this mid-way mark in the period that by properly scheduling and planning their flying hour allocation the units of Continental Air Command could "get by."[105/] However, it was felt that the time allocated did fall far short of the time necessary to fully perform the desired operations and flying training.[106/]

The original allocations of flying hours for Continental Air Command were revised in March in view of the objections that command had interposed.[107/] The revised allocation of 215,140 flying hours by model aircraft, by type of flying, covered the period January through June 1950. The increase compared favorably to the converted allocation which had been requested with the exception that

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105/ Ltr, Hq ConAC to Hq USAF, Sub: Allocation of Flying Hours for Air Force Reserve Training Centers, 3 February 1950

106/ Historical Report, Aircraft Allocations Branch, Dir O&T, March 1950. A study made in early March analyzed the programmed versus the remaining hours per month per aircraft figures allocated for ConAC. The figures were calculated from flying hours allocated for the period December 1949 through 30 June 1950 versus the actual flying accomplished during the first two months of this period on authorized aircraft. These figures indicated a low utilization of allocated flying hours. This, however, resulted from bad weather during this period and the tendency of the Air Forces to hoard their time. The numbered air forces were reminded again, at this time, that the hours allocated had to be adhered to both as a limitation and a performance goal. (See Ltr, Hq ConAC to CG's ConAC AF's, Sub: Utilization of Flying Hours, 9 March 1950)

107/ Ltr, Hq USAF to CG ConAC, Sub: Revised Allocation of Flying Hours, 22 March 1950

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MIT hours were increased and unit training hours were slightly decreased. This was due to the revised availability of aircraft and revisions in utilization rates based on experience.

At this time, approval was given to make conversions of flying hours between models of aircraft within assignment categories when it was necessary as a result of delay in the scheduled re-equipping of units with new models of aircraft. All other conversions between models however, still had to receive prior approval from United States Air Force Headquarters. An additional allocation of hours was received at this time in the form of command support hours. These hours were provided to cover hours flown in aircraft not in the active operating inventory at the time the hours were flown - that is to say, hours flown in flight checking aircraft undergoing repairs and hours flown i project and ferry aircraft.108/

This revised allocation of flying hours was broken down and sub-allocated to each Continental Air Command Air Force. A separate allocation was made to the Air Forces utilizing special mission aircraft.109/ The tactical allocation made at this time was based on the original allocation in the revised allocation list minus the time flown in January, February and March 1950. The hours remaining were then divided among the numbered air forces

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108/ Ibid.

109/ Ltr, Hq ConAC to CG's ConAC AF's, Sub: Revised Allocation of Flying Hours, 31 March 1950

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on an hours per month per aircraft assigned basis predetermined by Headquarters, Continental Air Command and predicated on past utilization.[110]

In April, higher headquarters stated that according to their records, cumulative unit training hours flown by Continental Air Command in the first eight months of fiscal year 1950 had met the flying hour allocation within 662 hours. At this time, Headquarters, United States Air Force requested that Headquarters, Continental Air Command study its flying schedule for the oncoming period and estimate the extent of its ability to expend profitably all unit training hours allocated for Fiscal Year 1950 and to fly unit training hours on presently assigned aircraft - whether it would fall short or exceed its allocation for this period.[111] This study, Continental Air Command initiated immediately and from it, concluded that past utilization did not provide a firm basis to reflect requirements for the last four months of Fiscal Year 1950 due to the following reasons: (1) transition from one type aircraft to another with a resultant lowering of utilization during these times; (2) grounding of Continental Air Command aircraft for various reasons; and (3) heavy workload on those units participating in maneuvers.[112]

110/ Ltr, Hq ConAC to CG's ConAC AF's, Sub: Allocation of Tactical Flying Hours, 13 April 1950

111/ TWX 54860, Hq USAF to CG ConAC, 6 April 1950

112/ TWX 8534, Hq ConAC to Ass't for Programming, Hq USAF, 6 April 1950

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As a part of the above study, Headquarters, Continental Air Command listed an estimation of its capabilities with respect to certain types of aircraft which were deemed unsatisfactory as listed in the latest allocation of flying hours. Consequently, a new list of requirements, based upon the hours necessary to establish a minimum acceptable combat readiness status for all tactical units of Continental Air Command including hours necessary to perform the remaining maneuvers for Fiscal Year 1950, was forwarded to higher headquarters.113/ In reply to this request, Headquarters, United States Air Force increased all the unsatisfactory specific type hour allocations requested. An amended allocation for the last half of the Fiscal Year 1950 was included at this time in which was incorporated all changes made up through April.114/

Thus, up to and including April 1950, all flying hour allocations were based on aircraft model and type of utilization - administrative, tactical, and MIT. Continental Air Command Headquarters was not entirely in agreement with this manner of handling the program. Rather, it preferred programming tactical flying hours on the basis of the mission assignment of each individual unit. For example, a fighter-interceptor wing, according to Continental Air Command's plan, would have sufficient fighter hours to enable each pilot to meet

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113/ Ltr, Hq ConAC to Hq USAF, Sub: Allocation of Flying Hours, 19 April 1950

114/ TWX 55044, Hq USAF to CG ConAC, 12 April 1950

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minimum training standards. In addition, hours would be provided to carry out air defense training maneuvers, air demonstrations and flying to and from gunnery areas. The same principal would be applied also to the allocation of tactical air support and administrative hours. Each wing would be allotted sufficient hours for T-33, C-47 and T-6 aircraft based on a training requirement for each pilot and for direct support missions. To illustrate its point, Continental Air Command provided a breakdown of the flying hours it needed for tactical and support, MIT and supervisory flying.115/ In the opinion of Headquarters, Continental Air Command, adoption of such a program by higher headquarters would provide a fairer and more equitable distribution of hours to units under the Continental Air Command.116/

In April, higher headquarters made known its intentions to decrease still farther the assignment of MIT aircraft to all major commands. Utilization rates of MIT aircraft during Fiscal Year 1950, Headquarters, United States Air Force pointed out, had been consistently low in most commands as a result of an excess of MIT aircraft in the active inventory. This excess had developed because reduction of MIT aircraft assigned the units had not kept pace with the (1) red-

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115/ 1. Historical Report, Aircraft Allocations Branch, Dir O&T, April 1950
2. Ltr, Hq ConAC to Hq USAF, Sub: Flying Hour Requirements for FY 1951, 28 May 1950

116/ Ltr, Hq USAF to CG ConAC, Sub: Utilization Rates for MIT Aircraft, 24 April 1950. The Report of Pilots, submitted in accordance with AF Letter 36-5, 22 December 1949, was to be used to determine the number of MIT aircraft to remain assigned to each command. (Historical Report, Aircraft Allocations Branch, Dir O&T, May 1950)

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uction in MIT flying hours from 100 to eighty first pilot hours per pilot per year and (2) reduction in the number of pilots within the Air Force. In view of this, Headquarters, Continental Air Command was requested to review its utilization rates of MIT aircraft and submit its recommendations to higher headquarters concerning the numbers of these aircraft it would need in the future. 117/

Continental Air Command Headquarters replied that it could not afford to lose any MIT aircraft. 118/ It pointed out that basing future MIT allocations on Fiscal Year 1950 utilization of aircraft was not a wise policy because the imposed limitation of flying hours and not low utilization had governed the amount of flying accomplished in this category during this period. Also, due to the high command level of Continental Air Command and the need for adequate supervision of a far-flung command area, it was necessary that the majority of MIT aircraft in the command be retained to perform supervisory missions in all echelons. A reduction of aircraft to actual MIT pilot load would not leave sufficient aircraft for command functions. Another reason for the illusion that there was an overage of MIT aircraft in the command was that MIT C-47s, C-45s and T-6 aircraft had been utilized during Fiscal Year 1950 to augment tactical unit support aircraft. It was pointed out that this procedure had been necessary in order to

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117/ Historical Report, Aircraft Allocations Branch, Dir O&T, May 1950

118/ 1st Ind, Hq ConAC to Hq USAF, 5 May 1950 to Ltr, Hq USAF to CG ConAC, Sub: Utilization Rates for MIT Aircraft, 24 April 1950, (See Sup. Doc. #116)

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support wing personnel, corollary units, and new pilots who required flying training in MIT aircraft until such a time as they became capable of flying tactical aircraft. Since the Continental Air Command had reduced its MIT aircraft strength by more than thirty per cent in the period July 1949 through May 1950, it felt that further reductions would have to be extremely limited in number.119/

Higher headquarters' reply to this was that Continental Air Command was to revise its utilization rates of MIT aircraft on the basis of eighty first pilot hours per pilot per year instead of the previous basis of 100 first pilot hours per year. Programming of MIT flying hours, it was pointed out, had to be based on an average rate of eighty first pilot hours per year on MIT pilot load alone. Consequently, pilot "strength" had to be determined by eliminating from the total pilot strength all pilots who could feasibly accomplish required minimum proficiency training as a by product of flying hours allocated for other purposes - administrative, special training and unit training. The number of MIT aircraft authorized then had to be determined by applying expected aircraft rates to this number of flying hours and administrative and supervisory aircraft inventory had to be held to reasonable totals which could be justified and defended before the Secretary of Defense and the Bureau of the Budget. Total requirements of MIT and administrative categories had to be reduced as far as possible by maximum use of authorized MIT aircraft and hours for the "by

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119/ Ibid.

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product" accomplishment of administrative and supervisory functions and maximum use of authorized administrative aircraft and hours for the "by product" accomplishment of MIT.[120/]

In addition to opposing any reductions in its MIT aircraft allocations, Headquarters, Continental Air Command felt that it needed more aircraft in the administrative category. Consequently, it was requested that the assignment of two-engined aircraft be increased from two per group to five per wing in the fighter-bomber, fighter-penetration and interceptor and fighter all-weather units; and from two per group to one per squadron in the light bombardment and the tactical reconaissance units. This increase in administrative type aircraft was felt to be needed badly because of the requirement for transportation of personnel and equipment for support of maneuver commitments. During this period, C-47s, for the most part, handled these assignments in the fighter units but they would soon be replaced by C-82s. This would provide quicker and easier loading of personnel and equipment for support of maneuvers. Previously, troop carrier effort had been diverted to support movement of fighter group personnel and supplies to maneuver areas. This increase in the number of cargo type aircraft in the fighter units would give the troop carrier groups more time to conduct joint training with the Army.[121/]

120/ Ibid., 2nd Ind., Hq USAF to CG ConAC, 11 May 1950

121/ 1. Ltr, Hq USAF to CG ConAC, Sub: Aircraft Requirements, 8 May 1950
2. Ltr, Hq ConAC to Hq USAF, Sub: Revisions to Air Force Letter 150-10, 26 May 1950

During May, quite a few adjustments in flying time were made. This was according to pattern as units could more accurately judge their capabilities during the closing months of Fiscal Year 1950. At this time, requests submitted to Headquarters, United States Air Force for additional hours were, when accompanied by full justification, approved.122/

A preliminary examination of the performance of the Air Force under its Fiscal Year 1950 flying hour program conducted by Headquarters, United States Air Force, indicated that the number of

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122/ 1. Historical Report, Aircraft Allocation Branch, Dir O&T, May 1950. One example of the types of adjustments made was as follows: Tenth Air Force requested 150 additional T-6 hours for the remainder of Fiscal Year 1950. These hours were needed to conduct MIT flying of attached pilots at Selfridge AFB. By the use of utilization figures which were prepared each month and by comparison of past utilization, it was determined that First Air Force could be reduced 150 T-6 hours to meet this request. In another case, Fourteenth Air Force requested additional RF-80 hours for the 160th Tactical Reconnaissance Squadron. Additional hours were needed due to extensive utilization of RF-80 aircraft in Exercise Swarmer. Only 519 hours were available for May and June or an average of 14 hours per month per assigned aircraft. Consequently, a request was submitted to Hq USAF for 550 hours. This was approved and reallocated to the 14th AF. (See TWX 56565, Hq USAF to Hq ConAC)

2. A check of utilization figures as of 30 April revealed an unequal utilization of allocated C-47 hours by the numbered air forces within ConAC. In order to correct this and to provide an overall equal allocation of 70 hours per month per assigned C-47, the following changes were made in C-47 hours: ConAC Hq was decreased 139 hours; 1st AF decreased 1218 hours; 4th AF increased 882 hours; 9th AF increased 640 hours; 10th AF increased 435 hours; 12th AF increased 437 hours; and 14th AF decreased 1037 hours. (Historical Report, Aircraft Allocation Branch, May 1950)

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hours flown fell well below the programmed figure, not only in total but also in practically all utilization categories. That headquarters stated that while some of the causes for this failure were not the fault of the units concerned, continued failure to meet program objectives in the area of flying hours would result in the arbitrary imposition of flying hours for future years no higher than those which the Air Force actually flew. The tendency on the part of those agencies controlling the funds, higher headquarters warned, was to hold that the Air Force would fly no more in any Fiscal Year than it did in the previous year. This type of thinking could be ruinous to the progress and development of the Air Force and could be combated only by full accomplishment of the Fiscal Year 1951 flying hour program.[123/]

Each command had already received its initial allocation of flying hours for Fiscal Year 1951 when this pronouncement was made. Consequently, higher headquarters made known the fact that it was authorizing and encouraging each unit to exceed the allocated number of unit training hours up to the limit of training standard requirements established by flying hour factors. This authority was given to provide each command full opportunity to take immediate advantage of any capability to fly at rates higher than those programmed. It was felt that over-flying in some models resulting from this action would be balanced dollar-wise, by under-flying in other

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123/ Ltr, Hq USAF to CG ConAC, Sub: USAF Flying Hou r Program, Fiscal Year 1950, 11 July 1950 (Obtained from supporting documents to Historical Report, Non-Combat Operations, Dir O&T, July 1950) models where capabilities proved to be less than anticipated and programmed.124/

In reviewing the manner in which it met its commitments to the flying hour program, the Continental Air Command determined that its Regular units utilized 95.4 per cent of their allocated flying hours.125/ The total number of hours flown by Regular aircraft during the entire Fiscal Year 1950 came to 421,626.126/ The total number of hours allocated for this purpose were 442,156, after completion of all authorized conversions and the addition of all extra hours had been figured up.127/ It was determined that matters which had to be watched closely during the forthcoming period were requests for additional hours without complete knowledge

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124/ Ibid., Also reiterated in Historical Report, Non-Combat Operations Branch, Dir O&T, July 1950

125/ 1. Flying Hour Study, prepared by Hq ConAC covering period of Fiscal Year 1950
2. See Chart #1, Consolidated Flying Time - By Type Aircraft, Regular Air Force, January-June 1950, p. 51.

126/ Ibid., (Sup. Doc. #125(1)), Chart of the total number of hours flown during the Fiscal Year 1950 in ConAC broken down by quarter

127/ Ibid., Breakdown of flying hours by aircraft type showing which types were able to use the hours allotted. Also included in this document is a final compilation of ConAC flying statistics, by quarter, showing the hour per month per aircraft figure flown during each quarter and the average yearly aircraft per hour per month figure. It was contemplated that this chart would be of great value in estimating expected utilization figures in the future.

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Chart #1

Continental Air Command

Consolidated Flying Time - By Type Aircraft
(Regular Air Force)

Type Aircraft	Flying Time Jan	Feb	Mar	Apr	May	June
B-25	854	774	1259	1439	1564	2033
B-26	648	818	1373	1061	1027	1479
C-45	1454	1647	2376	1792	2094	2209
C-47	5071	5576	6769	7285	7259	7390
C-82	1507	2293	2176	1688	1072	721
F-51	324	553	766	503	406	543
F-80	944	1217	2695	2849	1738	1249
F-82	769	1179	1452	1383	1241	1424
F-84	5118	5914	5865	7092	4508	4705
F-86	2122	2801	4954	4506	4418	7760
T-6	2468	2662	3199	3006	3111	4489
T-7			37			
T-11		45				
Misc.	3376	3475	5619	5407	7234	8526
Total	24655	28954	38540	38011	35672	42528

GRAND TOTAL (208,361)

Source: Office of Statistical Services' publications - ConAC Aircraft and Flying Time Reports (RCS-FS-A9) January-June 1950

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that the hours would be utilized. Such requests had resulted in Continental Air Command's two largest overages during the Fiscal Year 1950.[128/] Also, the recommendation was made that the allocation be flown as near as possible on a month for month basis as it was believed that very little stock piling of hours would be required for the completion of any regularly assigned missions.[129/]

Thus, at the end of June 1950, it appeared that the policy of flying hour allocation was not fully developed to the point where accurate requirements could be established. Many factors, such as the assignment of new type aircraft and participation in training maneuvers, made it extremely difficult for the Continental Air Command to assess the number of flying hours it required for any future period. However, it was believed by Headquarters, Continental Air Command officers engaged in implementing the program that the institution of such control of flying had provided Continental Air Command with a very good planning factor or tool by which more careful logistics could be developed.[130/]

III

Transitioning from standard, piston-engined type aircraft to jet aircraft was the major conversion activity within the fighter

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128/ Ibid., Both these overages were in Reserve Flying hours.

129/ Ibid.

130/ Historical Report, Aircraft Allocation Branch, Dir O&T, June 1950

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units during 1949. Most of this action had been completed by the end of that year. However, this was but the first step in preparing these units for modern aerial warfare. During the first six months of 1950 the fighter pilots continued their search for the plane best suited to their purposes - converting from one type jet to another. As improved jet aircraft came off the assembly lines - aircraft better suited to the individual missions of the fighter units - jet pilots had to take time off from proficiency training to learn the operating intricacies of the new planes. In the other major type tactical units in the command, the Troop Carrier squadrons conversion activity continued to center about the change-over to larger, more modern models of troop and equipment conveying aircraft.

A review of Regular activity aircraft statistics shows the trend of conversion during this period.[131/] As was true of all categories of aircraft, with the exception of fighters, there was a reduction in the number of cargo type aircraft assigned the command. Twenty-nine C-45s, thirty C-47s and thirty-two C-82s were lost while C-119s increased by fifty-nine. The inevitable conclusion to be drawn from this is that the Troop Carrier units were being equipped with better designed planes - aircraft more capable of carrying ground troops and equipment to the battle areas. In the fighter class, the total number of fighters assigned the command

131/ See Chart #2, Total Regular Activity Aircraft in ConAC (By Month) January-June 1950

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did not vary greatly. However, there was a continued reduction in the number of F-51, F-80, F-82 and the F-84 models assigned and a decided increase in F-86 type fighters. A new type fighter, the F-94, put in an appearance in May and there were three of these in the command at the end of June. Ultimately, the plan is, as has been mentioned previously, to equip all fighter-interceptor squadrons with all-weather planes. The F-94 appeared to be the logical plane for this purpose and indications were that as soon as possible, all units would be equipped with this model plane or its prototype. Finally, in the bomber class, B-45s continued to gain strength while B-26s were all but eliminated from the command.[132/]

The 33rd Fighter Wing received new F-86A type aircraft during this period and relinquished their F-84Cs to the Air National Guard. A delay was occasioned in this conversion action when a scarcity of T-33 aircraft prevented the Reserve Corollary Wing at Otis Air Force Base from being checked out in the F-86s. Consequently, conversion of the 33rd Fighter Wing was delayed and the schedule for transfer of the F-84s from that base pushed back. This enabled those Reserve pilots not checked out in F-86A aircraft to remain current in jet aircraft until their summer period of active duty. Transfers of F-84s

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132/ List of ConAC tactical units accompanied by type aircraft assigned each unit as of May 1950, obtained from Ltr, Hq AMC to CG ConAC, Sub: SAC and ConAC Units Authorized ANCR Supply Priority, 10 May 1950

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to the Air Guard were commenced during the middle of April, finally, after the majority of the corollary unit pilots had been checked out in the F-86s.133/

Twenty-six F-94A aircraft were scheduled for assignment to the 52nd Fighter All-Weather Wing in August. This meant a transition for pilots of that unit from F-82 to this new jet model aircraft. This was to provide all-weather capabilities for the northeast area of the United States.134/ On the other shore of the nation, the 325th Fighter All-Weather Wing, it was stated in June, would receive only one squadron's worth of F-94s initially. However, once runway construction was completed on McChord Air Force Base at Tacoma, Washington, additional F-94s would be allocated to the 325th until it had a full complement of aircraft.135/

The 314th Troop Carrier Wing at Sewart Air Force Base converted to C-119s during this period. Due to assignment of the new type cargo planes to that base prior to transfer out of the C-82s, a critical situation developed as far as parking and maintenance was concerned. Twenty-eight of the excess C-82s were originally scheduled for transfer to Military Air Transport Service. This project fell through due to prior need for these aircraft during Exercise Swarmer and Portrex. In May, Headquarters, United States Air Force submitted a plan for

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133/ Historical Report, Aircraft Allocation Branch, Dir O&T, April 1950

134/ Ibid., April 1950

135/ Ibid., June 1950

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transfer of thirty-three of the excess C-82s to the Air National Guard.136/

Delivery of C-124 type aircraft to the 62nd Troop Carrier Group was scheduled to commence in November.137/ The 60th Troop Carrier Group was to convert also, in the near future, from C-82s to C-119s.138/ Once these moves have been completed, the Continental Air Command Troop Carrier units will be equipped with C-119s and C-124s, both post-war type cargo planes which have a demonstrated superiority over the old C-47s and C-82s for troop and equipment aerial ferrying.

An obstacle was encountered in the delivery of Reconnaissance type aircraft RB-45Cs to the 162nd Tactical Reconnaissance Squadrons. The Strategic Air Command received delivery on the first of such model planes to emerge from the factories thus causing their delivery to Continental Air Command to be delayed until October 1950. This necessitated continued utilization of the older and out-moded RB-26C until delivery of the RB-45C could be accomplished.139/

Once again, while conversion action continued to detract from the amount of time pilots and crews could devote to proficiency training, benefits accruing from ownership of the new type aircraft should more than compensate for the lessening of such training. As the period ended, the command was still searching for adequate all-weather type

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136/ Ibid., May 1950

137/ Ibid., April 1950. See TWX 7262, Hq ConAC to CGs ConAC major subordinate commands, 22 March 1950

138/ Historical Report, Programs and Training Analysis Branch, Dir O&T, June 1950

139/ Historical Report, Aircraft Allocation Branch, Dir O&T, April 1950

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fighter planes, more spacious cargo type planes, and better equipped reconnaissance type planes.

IV

Natural disasters such as floods, windstorms, earthquakes, and epidemics, and man-made catastrophes such as fires and explosions oft times seriously endanger the personnel, aircraft and equipment at Air Force installations. In turn, these events affect the combat readiness potential of the unit or units concerned, either directly or indirectly by requiring the participation of the unit in relief operations. Perhaps, the best recent example of Continental Air Command participation in such an emergency was Operation Hayride, aid rendered the western states by the Air Force and Army during the winter of 1949.[140/] Training, of course, continues throughout these emergencies, i.e., pilots continue to log flying time, but because they exert a disruptive influence on scheduled training operations and activities, it is thought best to include them among the list of factors lowering the training potential of the Continental Air Command.

There were no major domestic relief operations during this period. However, there were several "picket" engagements between the forces of nature and the Air Force. In January, a heavy snowfall in the Jamestown, North Dakota and Eureka, South Dakota region severely restricted communication in those states. A domestic emergency was

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140/ See History of ConAC, Vol III, Operations and Training, pp. 29-32.

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declared and the Fifth Army requested Headquarters, Tenth Air Force to furnish aerial support. Headquarters, Tenth Air Force summoned, through the Fourteenth Air Force Headquarters, the 314th Troop Carrier Wing and that unit provided airlift for "weasels", the Army's sturdy snow-jeeps, and weasel operators. This was the full extent of Continental Air Command's participation in this emergency. 141/

On 10 March, the Jamestown, North Dakota area was enveloped in snow for the second time in less than six weeks and once again the giant troop carrier aircraft braved ice and freezing temperatures to bring relief to the stricken region. In this instance, power generators were flown into the area to restore electricity systems knocked out by the blizzard. Once again, this emergency was of brief duration, ending five days later. 142/

In the following month, the Commanding General of the Tenth Air Force informed Headquarters, Continental Air Command that a severe blizzard in the Bismark, North Dakota region had created a domestic emergency over a radius of about ten counties. The Tenth Air Force, upon being requested to transport weasels into the disaster area, called, once again, upon the 314th Troop Carrier Wing to furnish airlift support. As a result, six C-119s were dispatched to Moline, Illinois to pick up ten weasels and airlift them to Bismark. Total Air

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141/ Historical Report, Non-Combat Operations Branch, Dir O&T, January 1950, (See Final Reports of this engagement submitted in February by Hq 10th and 14th AFs)

142/ Ibid., March 1950, (See Ltr, Hq 10th AF to CG ConAC, Sub: Report of Domestic Emergency, 22 March 1950)

Force participation in the emergency was limited to crews and aircraft from the 314th Troop Carrier Wing.143/

Thus it was that Continental Air Command's participation in domestic emergencies was limited to three flights into the Dakota region during the six month period of this History. In contrast to the "battle" with nature experienced during the previous year, these sorties were relatively insignificant. In each instance, however, the Air Force performed a mission of mercy, assisting the Army to open up roadways leading into communities cut off from the rest of the nation by impassable barriers of snow.144/

V

It is the policy of the United States Air Force to "reduce the incidence of aircraft accidents to the minimum consistent with the maintenance of peak operational effectiveness."145/ Since its inception, the Air Force has had a prime interest in the safety of air crews and aircraft, not only from the humanitarian point of view but also for the very practical reason that destroyed airplanes and dead crews can never carry the battle to the enemy.

143/ Ibid., April 1950

144/ Each Air Force unit, irrespective of the major command to which it is assigned, participates in the planning for and conduct of emergency and disaster relief operations, at the request of a ConAC air force commander. (See paragraph 3, AF Reg 23-1, Organization of ConAC)

145/ Aircraft Accident Investigators Handbook, AFM 62-5, May 1950, p. III.

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In the Continental Air Command, the greatest single problem confronting flying safety personnel continued to be the high accident rate in the jet fighter units. A final review of the flying accident statistics for the period of this History 146/ revealed that during the first three months of 1950 Continental Air Command's accident rate was consistently higher than those of the United States Air Force as a whole. 147/ The rare exception of note occurred in February during which month there were no fatal accidents. The principal reason why Continental Air Command's aircraft accident losses were higher than those of its sister major commands was that within its units was the majority of single-engine, jet aircraft in the Air Force. This type of aircraft, experience showed has been involved in more accidents than any other type. Its short duration of flight exposes it to landing accidents and it was precisely in this phase of flight operations that most of Continental Air Command's jet accidents occurred during this period. 148/ Thus, it would appear only logical that Continental Air Command would report more accidents per assigned aircraft per flying hour than

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146/ CONFIDENTIAL Historical Report, Directorate of Flying Safety, April-June 1950, in which are listed all statistics relevant to aircraft accidents during this period of the History

147/ 1. Ltr, Major General Victor E. Bertrandias, CG Directorate of Flight Safety Research, 3 May 1950
2. Ltr, General Whitehead to General Bertrandias, 14 June 1950
3. IRS, Flying Safety to O&T, DO & CG, Sub: Aircraft Accidents in ConAC, April 1950

148/ CONFIDENTIAL Historical Report, Directorate of Flying Safety, April-June 1950

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any other major command.

Twenty-six of the major accidents, four of the minor accidents and all of the fatal mishaps during the last three months of the period occurred in jet aircraft. While several of these accidents took place during participation of the jet units in Exercise "Swarmer", it was impossible to assert that they occurred because of special demands imposed on the fighters during the maneuver; in fact, examination and analysis of the accidents indicated that they could not be traced back to maneuver requirements. As a result of a fatal F-84 accident in April, a conference was called by the Director of Flying Safety Research in Washington, D.C. On the same subject, also, a study was commenced in Headquarters, Continental Air Command.149/ Perhaps from these investigations additional facts concerning the "whys" of the high accident rate in the jet fighter units will emerge.

An especially large increase in the number of accidents in March was traced to one category of pilots operating single-engined jet aircraft. Rated personnel of the 500-1000 flying hour class were involved in eleven aircraft accidents during that month. In the preceding eight months, this same class was involved in an average of only 3.2 accidents per month. Pilot error accidents for this class averaged only 1.25 per month during that period, whereas in March seven of the eleven accidents were caused by pilot error. Investigation of this matter was initiated in Headquarters, Continental Air Command in an attempt to determine if any one common cause

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149/ Ibid.

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factor for the March accidents could be isolated.[150/]

Additional efforts to reduce the number of accidents in the jet fighter units midway in the period were: (1) no graduates of flying school were assigned to jet fighter units; (2) the limitations of jet aircraft when operating near or at peak performance at various altitudes were publicized; and (3) emphasis was placed on greater use of Mobile Runway Control Units to monitor landing patterns and approaches. Also, a flying safety officer requested permission to be placed on short periods of temporary duty with units flying F-80s, F-84s, F-86s and B-45s for the purpose of obtaining first hand information on the particular problems of these high speed fighters and bombers.[151/] Finally, to enable young pilots to obtain diversified flying experience, each pilot was required to complete minimums of at least two hours of instrument time, either weather or hooded, one night flight, and one hour of synthetic trainer time each month.[152/]

Another flying safety problem was how to reduce the number of accidents connected with tow target operations. Thirteen accidents occurred during 1949 as a result of fighters colliding with tow targets. F-80s had been involved in six of these accidents, F-84s

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150/ Ibid.

151/ 1. Ibid., March 1950
2. Ltr, General Whitehead to General Chidlaw, CG AMC, 3 April 1950

152/ Ltr, General Whitehead to General Bertrandias, 14 June 1950, (See Sup. Doc. #146(2)) in two, and F-51s in one. To reduce these aerial gunnery mishaps, Headquarters, Continental Air Command recommended that a priority be established to secure more suitable, high-speed aerial gunnery targets. In addition, preparation of Standard Operating Procedures was commenced for aerial gunnery in which minimum distances, angles and types of approaches and breakaway were stressed.[153/]

Materiel failures were the principal cause for the accidents in B-45 type aircraft. About all Headquarters, Continental Air Command could do in this case was recommend to Air Materiel Command that this situation be closely watched.[154/]

Organization of the Directorate of Flight Safety Research, established at San Bernadino, California, resulted in increased pressure on the flying safety front. One significant development resulting from this move was the preparation of Air Force Regulation 62-12, 1 March 1950. This directive outlined new procedures to be followed in the investigating, reporting and processing of aircraft accident reports. Creation of this central agency to explore the reasons for and preventative action against aerial accidents attested the Air Force's determination to reduce the number of accidents which were endangering personnel and interfering with training programs.[155/] The difficulty of learning about the problems encountered in new model tactical aircraft had not been satisfactorily solved by the

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153/ Historical Report, Directorate of Flying Safety, March 1950

154/ Ibid.

155/ Ibid., SECRET Historical Report, June 1950

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mere submission of Unsatisfactory Reports and Aircraft Accident Reports. Since the ambition of flying safety personnel has been not just the concentration of their energies on mere analysis of accidents but rather the preventing of accidents, a new procedure was established to take advantage of the Flight Safety Research resources. Continental Air Command Headquarters requested the tactical groups to prepare a review of their weekly activities and send them forward. Headquarters, Continental Air Command would then send a copy of these reports to the Flight Safety Research Directorate. These reports, it was hoped, would afford an excellent means of bringing accident potentials out into the light of day by permitting one unit to benefit from the experiences of similar units.[156/]

Thus, the two main causes of Continental Air Command's aircraft accidents were: pilot error and materiel failure. These two causes appeared to be unnecessarily high; however, it had to be remembered that Continental Air Command had two elements to deal with which tended to encourage such accidents. These were (1) recent flying school graduates, and (2) new types of equipment. In the former instance, the command had to provide proficiency training for the young pilots assigned it and at the same time instill in them the high regard for safety measures found always in experienced pilots. In the cases of

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156/ 1. Ltr, General Bertrandias to General Whitehead, 5 May 1950
2. Ltr, General Thatcher to CG's ConAC AF's, Sub: Weekly Aircraft Activity Reports, 19 May 1950
3. Ltr, General Thatcher to General Bertrandias, 19 May 1950

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mechanical deficiencies in the aircraft, these problems were dealt with by engineering personnel as soon as they were discovered. However, the Continental Air Command was not battling alone the problem of reducing jet aircraft accidents. Two major commands were equally concerned with reducing the number of accidents stemming from these two causes. The Air Training Command was attempting to increase the quality of personnel emerging from their flying schools and the Air Materiel Command was attempting to improve the structural quality of aircraft assigned Continental Air Command. Both of these problems were expected to continue but this period saw the commencement of definite action to lift the pall of aerial accidents which lay heavily at times over Continental Air Command's jet fighter units.

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CHAPTER THREE

OPERATIONS AND TRAINING FOR AIR DEFENSE

I

Air defense plans and training during the year and one-half of Continental Air Command's existence have been predicated on the concept that any attack against the United States will be launched without warning. Consequently, if the United States is to be prepared, it must have in a continuous state of readiness an adequate ground detection and control system and fighter capabilities sufficient to contact and destroy an attacking enemy force. The various degrees of alert are not so important, paraphrasing General Whitehead, as long as the alert system actually in existence will be able to cope with such an attack.157/

To train for the eventuality of such an emergency, fighter units assigned to air defense had to learn how to take to the air (scramble) within a matter of seconds and ground controller personnel had to learn how to vector friendly aircraft "on target" quickly and accurately. Clearly, mutual confidence in one another had to be engendered in ground and air personnel if an air defense system was ever to be evolved. Accordingly, training programs designed to enable fighter pilots to become conversant with the capabilities and problems of the ground control units were set up,

157/ SECRET Ltr, General Whitehead to General Hale, CG 9th AF, 6 June 1950 and vice versa. This type of training, as contrasted to normal or proficiency training, came to be known as "systems" training and was placed under the operational control of the Air Defense Forces.

In the previous volume of the History, the evolution of the air defense system under Continental Air Command was traced.[158] The transference of air defense responsibilities from the numbered air forces to the Air Defense Command;[159] the establishment of two liaison groups, one on the east coast and one on the west;[160] and, finally, the creation of two agencies, the Eastern and Western Air Defense Forces whose areas of responsibility for air defense were divided by the 103rd meridian[161] - these were the major organizational stages in the creation of an air defense system "in-being".[162]

Concurrently with these developments came changes in the mission assignments of the fighter resources of the Continental Air Command. Originally, mission directives delegated primary and secondary missions to the fighter squadrons, the reasoning behind this being that in the event of an emergency, fighter squadrons could be deployed for either

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158/ Volume III, Operations and Training, Chapter V, History of ConAC, 1 December 1948 - 30 December 1949

159/ *Ibid.*, p. 58

160/ *Ibid.*, p. 59

161/ *Ibid.*, p. 59

162/ See Volume III, Chapter IV, History of ConAC, 1 January - 30 June 1950, Development of an Air Defensey System In-Being.

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air defense (interception) or for tactical air operations.[163] Eventually, however, this concept was abandoned, secondary missions for the majority of the fighter units were dropped and fighter squadrons were assigned explicit and single missions.[164] By far the preponderance of fighter resources were assigned to air defense and aircraft capable of interception operation were provided these units. During this period, the F-86 "Saber" was the principal type aircraft in use in these squadrons; as soon as they become available, however, all-weather aircraft were to supplant the F-86s.[165] Deployment of these units to locations where they could best defend the nation in the event of emergency became a topic of frequent discussion.[166]

By the end of 1949, while there remained much yet to be done before there was an adequate air defense system in-being in the United States, the preliminaries had been settled and the main "bout", i.e., the actual construction of new air raid warning and air control sites, alteration of air fields to accommodate the jet aircraft, and the firming up of air defense training procedures, was underway.

163/ Volume III, Chapter V, History of ConAC, 1 December 1948 - 31 December 1949, (See Sup. Doc. #7)

164/ ConAC Reg 24-1, Sub: Mission of Specific Units, 3 July 1950. Of the two fighter wings assigned the primary mission of tactical air support (fighter-bomber), one retained the secondary mission of long range interceptor and the other was assigned the secondary mission of interception.

165/ See above, Chapter Two, p. 12

166/ 1. Volume III, Chapters III and IV, History of ConAC, 1 January-30 June 1950. The plan for separate deployment of interceptor fighter forces was submitted to higher headquarters in May.

II

At first, "systems" training was very limited. Lack of equipment and personnel in the ground control units restricted their participation in extensive training programs.167/ Gradually, however, as these units became stronger and as personnel assigned became more proficient in the handling of radar equipment, coordinated training was speeded up.168/ Late in 1949, bombers of the Strategic Air Command became a third party in the "systems" training program, providing strikes against the air defense network whenever possible.169/ In the beginning, the Air Defense Forces merely monitored "systems" training between ground and air units. The numbered air forces scheduled the training.170/ Subsequently, this cumbersome procedure was eliminated by assigning permanent operational control over the fighter resources of the Continental Air Command to the Air Defense Forces and the Tactical Air Command.171/ And finally, certain specific fighter resources were assigned to one or the other of the Air Defense Forces

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Top Secret classification of this letter prevented its inclusion in the History. (SECRET Historical Report, Plans Division, Dir Plans & Requirements, May 1950)

2. SECRET 1st Ind., Hq ConAC to Dir of Manpower and Organization, Hq USAF, 16 March 1950 to SECRET Ltr, Hq USAF to CG ConAC, Sub: Planned Organization of the 93rd Fighter-Interceptor Squadron, 1 March 1950

167/ Volume III, Chapter V, History of ConAC, 1 December 1948 - 31 December 1949, p. 65

168/ Ibid., p. 68

169/ See below, p. 71

170/ Volume III, Chapter V, History of ConAC, 1 December 1948 - 31 December 1949, p. 66

171/ Ibid., p. 59

for permanent operational jurisdiction, the stipulation being at this time that as soon as the Air Defense Forces were prepared to commit more fighter resources to continuous operational training they were to inform Headquarters, Continental Air Command and consideration would be given to effecting this assignment.[172/]

In May 1950, Headquarters, Continental Air Command requested the Air Defense Forces to review their capabilities with respect to the size of the fighter force they could effectively employ in "systems" training and as a minimum interceptor force for emergency air defense.[173/] Eastern Air Defense Force replied that its records, maintained over the period February-May 1950 revealed that during fair weather an average of six sorties per day per fighter group had been flown in intercept training, including the interception of Strategic Air Command B-29s. On the surface, this seemed to indicate that it was sufficient to allot three to four aircraft daily per group for systems training. But this figure was misleading in that it made no allowance for periods when more intensive operations were required. It was felt, therefore, that the most satisfactory solution was to make one-third of the fighter group strength in Eastern's area available to Air Division (Defense) commanders, and give them the prerogative of increasing or decreasing the size of this force according to

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172/ Ibid., p. 60

173/ SECRET Ltr, Hq ConAC to CG's EADF and WADF, Sub: ConAC Fighter Forces Committed to EADF for Emergency Operations, 19 May 1950

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their day-to-day requirements.[174/]

Headquarters, Eastern Air Defense Force further stated that it was reluctant to maintain a large number of aircraft in a high state of preparedness at the expense of routine training. To perform its "emergency air defense " operations, the routine interception of unknown aircraft penetrating Eastern's air defense perimeter, that headquarters felt that it needed no increase in fighter allocation so long as fifty per cent of the designated day fighter-interceptor squadrons were kept combat operational. Under conditions of emergency, however, the Commanding General of the Eastern Air Defense Force or the Air Division (Defense) commanders should be given authority to increase the size of this force without reference to any higher authority. In other words, Headquarters, Eastern Air Defense Force subscribed to the view that a minimum of available fighter forces be tied down to active operations, thus releasing a maximum number for routine or proficiency training. It planned to retain that view until it became necessary, upon the insistence of a higher headquarters, that a more active and prepared air defense in-being be placed into effect.[175/]

The Western Air Defense Force's reply on this matter was that its requirements for continuous "systems" training would amount to the total availability of one-third the assigned combat strength of

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174/ Ibid., SECRET 1st Ind., Hq EADF to CG ConAC, 5 June 1950

175/ Ibid.

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the four fighter wings located West of the 103rd meridian for the period 10 June - 31 August 1950. However, an additional requirement would exist during the periods 18 June - 24 June and 22 August - 28 August at which time training exercises would be held in that area.176/

Thus the matter of continuous "systems" training performed under the aegis of the Air Defense Forces stood at the close of the period. Headquarters, Continental Air Command's point of view toward systems training was that "the importance of having the allocated units continuously available to the Defense Forces could not be over-emphasized" and that nothing should be permitted to take priority over this type of training.177/

III

Late in 1949 plans were made between Continental Air Command and Strategic Air Command for mutual training. The air defense mission of Continental Air Command imposed the requirement that the fighter-interceptor units become proficient in the tactics which would prevent an attacking force of enemy bombers from reaching their targets. It also decreed that aircraft control and warning units acquire through continuous practice the ability to detect alien planes and direct their interception. On the other hand, Strategic Air Command's bomber crews needed practice in attacking "enemy"

176/ Ibid., SECRET 1st Ind., Hq WADF to CG ConAC, 14 June 1950

177/ SECRET Ltr, Hq ConAC to CG's ConAC AF's, Sub: Commitment of Fighter-Interceptor Forces to WADF, 2 May 1950

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targets and in avoiding interception through evasion and radar counter-measures. Logically, both commands could benefit from a mutual training program wherein Continental Air Command fighters, alerted and guided to their targets could intercept "invading" Strategic Air Command bombers.[178/]

To effect this training, a combined Strategic Air Command-Continental Air Command fighter-bomber camera gunnery training program was initiated late in December 1949.[179/] The objective of Strategic Air Command bomber units participating in this training program was to give camera gunnery training to their crews. The objective for Continental Air Command fighter and aircraft control and warning units was to train fighter units in interception in fighter versus bomber tactics and in camera gunnery and to train aircraft control and warning personnel in tracking and identifying attacking aircraft. Ground controllers, also, were to receive training in plotting hostile aircraft and in controlling friendly interceptors. The program, as originally planned, was to be implemented in two phases: (1) "concentrated" training and (2) "continuous" training.[180/]

In the "concentrated" training phase, Continental Air Command units were "wedded" to Strategic Air Command units. In other words,

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178/ Volume III, Chapter V, History of ConAC, 1 December 1948 - 31 December 1949, p. 71

179/ Hq ConAC Ltr, O&T 353, Sub: SOP for Combined SAC-ConAC Fighter Bomber Interception Training, 19 December 1949

180/ Ibid.

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training was clearly outlined between specific units of the two commands. The 4th Fighter Group, not "wedded" at this time, was to engage in concentrated, high altitude camera gunnery training with Strategic Air Command B-36 units at a later date. Also, the 52nd and 33rd Fighter Groups were to be committed to this training when the 20th and 31st Fighter Groups were unable, because of tactical air support commitments, to schedule such training. Under the provisions of this program, Strategic Air Command bombardment units and Continental Air Command fighter units were to engage in two periods of concentrated gun camera interception training annually. Ten days of fighter bomber interception training was to be accomplished during each period. Control of the concentrated training period, insofar as designation of units to participate, was to be the responsibility of Headquarters, Strategic Air Command and Headquarters, Continental Air Command. The actual operation of the training program, however, was to be the responsibility of the units concerned.[181/]

Under the provisions of the "continuous" training program, bomber and fighter units located in the same general area were to endeavor to conduct routine day to day camera gunnery interception missions. Joint critiques and film assessment were to be held whenever possible. Strategic Air Command bombers on long-range training flights and, when possible, on missions to and from foreign stations, were to be routed through air defense areas. The bomber commanders were to notify the Commanding Generals of the Eastern and Western Air Defense Forces of

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181/ Ibid.

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the proposed missions twenty-four hours in advance through the most expeditious system of communications. Eastern and Western Air Defense Force, as appropriate, would then be responsible for alerting the aircraft control and warning system.182/

From the date of the publication of the Standard Operating Procedure governing this training through February 1950, training between the two commands was continuous. As of 28 February, ninety-eight missions were conducted and 151 interceptions attempted. Of this latter figure, 146 were successful.183/ In March, the use of electronic counter-measures (ECM) was made an additional part of the program.184/ Training of this nature would be of inestimable value and would not, it was figured, cause appreciable additional training costs.185/

In an analysis of its participation in these joint training exercises, Headquarters, Eastern Air Defense Force, in February, pointed out some of the problems it had experienced in attempting to carry out joint training with Strategic Air Command units. Approximately eight of the last ten Strategic Air Command bomber flights scheduled through the northeast defended area as of that date, Headquarters, Eastern Air Defense Force averred, had taken place either

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182/ Ibid.

183/ SECRET Historical Report, Flying Training Branch, Dir O&T, January-February 1950

184/ Ibid., See ltr, Hq ConAC to CG WADF, Sub: Combined SAC-ConAC Fighter Bomber Interception Training, 14 April 1950

185/ Ibid., See below, p. 76.

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during hours of darkness or on Saturday or Sunday. Also, advanced notice messages contained no information relative to planned routes, altitudes and destinations and oftentimes the messages were not received until after the aircraft had become airborne for as much as an hour or two. Consequently, Eastern Air Defense Headquarters requested that Strategic Air Command revise certain portions of the operating procedures included in that command's directive pertinent to this training.[186/] Also, it was requested that Strategic Air Command bomber units adhere more closely to the remainder of the procedures laid down in their regulation so that maximum use of equipment and economy of effort could be accomplished by fighter-interceptor, bomber and ground control units.[187/]

Strategic Air Command units had a few criticisms of their own to make concerning the participation of Continental Air Command units in this type of training. Which was most important, the bomber units asked, fighter tactical training or bomber gunnery training? Fighter attacks from up-sun and from blind angles, no matter how tactically sound they were, did not yield high percentages of assessable camera gunnery film. Such attacks had certain value, true, in that the passes were realistic and gunners were kept on the alert; however, it was felt

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186/ Ltr, Hq EADF to CG ConAC, Sub: SAC-ConAC Fighter-Bomber Interception Program, 24 February 1950

187/ See SAC REG 50-6, Sub: SAC-ConAC Fighter-Bomber Interception Program, 3 January 1950

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by the bomber units that fighter attacks out of the sun had to be held to a minimum so that Strategic Air Command gunners could acquire much needed training.[188/] In compliance with this request, Headquarters, Continental Air Command directed its fighter units to seek to surprise the bombers on the initial attack but thereafter to attack from down-sun and practice on seeking out blind angles of fire.[189/]

By the end of June 1950, most of the disputed points in this coordinated training program between the Strategic Air Command and the Continental Air Command had been smoothed out. This experience resulted in changes appearing in a new Continental Air Command Standard Operating Procedure on the subject which appeared on 1 July 1950.[190/] The principal new features included in the revised edition of the standard operating procedure were: (1) broader objectives for both commands; (2) more detailed safety procedures; (3) more effective alerting and identification procedures; and (4) a better system of exchanging gun camera film and evaluations between the units of the two commands.[191/]

As outlined in the new directive, procedures for combined Stra-

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188/ Ltr, Hq SAC to CG ConAC, Sub: SAC-ConAC Fighter Program, 7 April 1950

189/ *Ibid.*, 1st Ind., Hq ConAC to CG EADF, 13 April 1950

190/ 1. ConAC Reg 50-13, Sub: SOP for SAC-ConAC Interceptor Bomber Training, 1 July 1950
2. CONFIDENTIAL Ltr, Hq 8th AF to major subordinate units, Sub: SAC-ConAC Interceptor Training Program, 28 June 1950

191/ SECRET History of WADF, 1 January - 30 June 1950. This History contains an excellent coverage of the Combined SAC-ConAC Training Program

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tegic Air Command and Continental Air Command training in the Eastern Air Defense Force area were as follows: (1) Strategic Air Command units were to effect a concentrated effort each month through this area. (2) Between the first and the fifteenth of each month, the 2nd Air Force was to provide a minimum of ten penetration sorties and during the remainder of the month the 8th Air Force was to provide another ten. These penetrations were to be accomplished during the hours of daylight, Monday through Friday. (3) Strategic Air Command bombers were to maintain a minimum altitude of 15,000 feet when flying these missions. In the Western Air Defense Force area, each Strategic Air Command tactical wing and Continental Air Command Air Division (Defense) located in the same general area were to attempt to conduct routine day-to-day gunnery interception missions.[192/]

Most important of the broadened objectives of the program perhaps, was the addition of Electronics Counter-measure Training. As early as February 1950, representatives of Headquarters, Strategic Air Command and Headquarters, Continental Air Command had discussed the use of ECM jamming in the fighter-bomber interception training program.[193/] The decision was made at that time that ECM jamming was desirable to provide more realistic training for aircraft control and

192/ ConAC Reg 50-13, Sub: SOP for SAC-ConAC Interceptor Bomber Training, 1 July 1950, (See Sup. Doc. #190(1))

193/ Ltr, Hq ConAC to CG WADF, Sub: Use of ECM Jamming in SAC-ConAC Fighter-Bomber Interception Training, 21 February 1950

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warning personnel.

This training was to be divided into three phases to provide for a gradual building up of the program from the utilization of one jammer, "L" or "S" band per flight, to an all-out effort using all types of jamming.[194/] However, for lack of equipment and trained personnel little actual training was accomplished in ECM during this period.[195/] Perhaps now that the requirement for it had been firmly established, it would be possible to place more emphasis on training in ECM during subsequent periods.[196/]

IV

There was only one air defense training maneuver conducted during this period of the History and that was "Whipstock", or Continental Air Command Operation 10-50, as it came subsequently to be called.[197/] As public relations officers were careful to point out, this was primarily an air defense training exercise.[198/] It was held in the Northeast area of the United States during the period 18-24 June and its major objectives were: (1) to train fighter and aircraft

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194/ Ibid.

195/ Ibid., 2nd Ind., Hq ConAC to CG WADF, 26 April 1950

196/ See Annex I, Sub: Restricted Electronic Procedures, to ConAC Reg 50-13, 1 July 1950, (Sup. Doc. #190(1))

197/ Throughout the History, this exercise will be referred to by its original title of "Whipstock". (See TWX, 15990, Hq ConAC to CG's major subordinate commands, [June] 1950

198/ TWX, CG WADF to CG ConAC, [June] 1950

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control and warning units in air defense operations; (2) to test and evaluate the overall effectiveness of the Northwest Air Defense System - organization and procedures; (3) to evaluate the effectiveness of the identification system; (4) to evaluate fighter deployment and performance; (5) to evaluate radar deployment and performance and the communications network; (6) to evaluate the effect of electronic counter-measures on the operations of the air defense system; and (7) to train units of the 60th Wing, Air National Guard, in air defense operations.199/

The exercise was conducted under the surveillance of the Western Air Defense Force, commanded by Brigadier General Hugo P. Rush. Headquarters, Continental Air Command, of course, was responsible for overall planning.200/ Aggressor forces were composed of aircraft and crews of both Air Force and Naval units. Air Force aircraft

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199/ 1. Hq 25th Air Division (Defense) SECRET Report on Exercise Whipstock. This document is made up of four individual reports: (1) Division Commanders Summary; (2) Unit criticisms - Annex I; (3) Personnel and Administration - Annex II; Operations - Annex III; (4) Materiel - Annex IV. (This Report was contained in the 25th Air Division (Defense) History, 1 April - 30 June 1950, a copy of which is in the archives, Directorate of Historical Services, Hq ConAC)
2. Hq WADF, SECRET, Operations Order #4-50, Whipstock, 15 June 1950

200/ Hq ConAC's role in air defense training maneuvers is: (1) to collate, coordinate and publish Operations Plans and Operation Orders; (2) commit units to these operations and monitor activities conducted. (SECRET Historical Report, Air Defense Operations Branch, Dir O&T, January - February 1950)

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participating as "enemy" forces were medium and heavy bombers from Strategic Air Command and light bombers from Air Reserve and Air National Guard units. The aggressor forces penetrated the defended Seattle-Hanford area during both daylight and darkness and under all weather conditions and the mission of the defending forces was to detect, track and "destroy" these invaders.201/

Whipstock was the second air defense exercise conducted in the Northwest area, following on the heels of the November 1949 exercise, "Drummerboy".202/ In its general features, Exercise Whipstock was patterned much the same as Drummerboy, however, there were several salient differences between the two exercises. In Whipstock, the units of the 60th Wing, Air National Guard were able to take an active part, since the exercise occurred during their annual summer encampment period. During Whipstock, also, strikes were provided in addition to those furnished by Strategic Air Command bombers. These additional strike-missions were mainly low and medium altitude attacks which, in conjunction with Strategic Air Command "attacks" provided a realistic evaluation of the air defense system against attacks at all altitudes. An additional difference was that a

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201/ See Ltr, Hq ConAC to CG SAC, Sub: Air Defense Exercise "Whipstock", 28 February 1950 and reply dated 18 April 1950

202/ 1. SECRET Operations Analysis Summary Report on "Drummerboy", 14 March 1950
2. SECRET 25th Air Division (Defense) Summary Report submitted upon the conclusion of "Drummerboy"
3. SECRET Ltr, Hq WADF to CG ConAC, Sub: 25th Air Division Report on Exercise "Drummerboy", 7 December 1949
4. See also data on this subject contained in Volume III of History of ConAC, 1 December 1948 - 31 December 1949.

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picket vessel, furnished by the Coast Guard, participated in the maneuver. Finally, during Exercise Whipstock identification was performed in the Ground Control Intercept stations themselves, and not in a higher echelon, as in Exercise Drummerboy.[203/]

For ground operations, it was not necessary to import additional personnel from other units to supplement the "crews" of the ground control stations as had been necessary during Drummerboy. However, personnel of the 160th Aircraft Control and Warning Group, Air National Guard, were employed at two of the Ground Control Intercept stations, at the Air Defense Control Center and at one early warning site. These individuals assisted materially in carrying out the workload at those stations.[204/]

Within the area to be defended were the strategic "targets" of Vancouver, British Columbia; Seattle-Bremerton; Hanford Engineering Works; Grand Coulee Dam; Spokane; and Spokane, Larson and McChord Air Force Bases. The only information given to the defending forces as to where they would be "hit" was that they could expect strikes around the clock, from any direction, and at any altitude up to 40,000 feet. From the point of view of ground detection units, this meant that all unidentified tracks had to be intercepted. Once aggressor aircraft were intercepted and positively identified as "enemy",

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203/ Hq 25th Air Division (Defense) SECRET Report on Exercise Whipstock, Division Commanders Summary, (See Sup. Doc. #198(1))

204/ Ibid.

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fighter passes were made to afford training in gunnery for bomber gun crews.205/

Units participating in the training exercise were (1) Headquarters, Western Air Defense Force, (2) the 25th Air Division (Defense), (3) the 81st Fighter Wing and the 325th Fighter All-Weather Wing, (4) the 60th Fighter Wing, Air National Guard, and (5) Strategic Air Command bomber units and Naval and Army units as allocated.206/ Units of the Royal Canadian Air Force were originally scheduled to participate on the weekends but, as it turned out, only one Vampire was committed to the exercise. A project of fitting long-range tanks on the "Vamps" was in progress at the time and this prevented their participation. Air National Guard F-51s of the 142nd Group were deployed daily to Portland, Oregon and McChord Field from their station at Walla Walla, Washington, the site of their summer encampment. These aircraft came in very handy for use against low and medium altitude strikes.207/

As in Exercise Drummerboy, bad weather plagued the maneuver and after the second day of operations the F-82s had to carry the intercept

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205/ Ibid., See map of exercise area, p. 84. This document was submitted by the Historian of the 81st Fighter-Interceptor Group in the History of that unit's participation in Exercise Whipstock. A copy of this History may be found in the archives, Directorate of Historical Services, Hq ConAC.

206/ Hq 25th Air Division (Defense), SECRET, Operations Order 1-50, 8 June 1950

207/ Hq 25th Air Division (Defense), SECRET Report on Exercise Whipstock, Division Commanders Summary, (See Sup. Doc. #198(1))

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Area map of Exercise "Whipstock"

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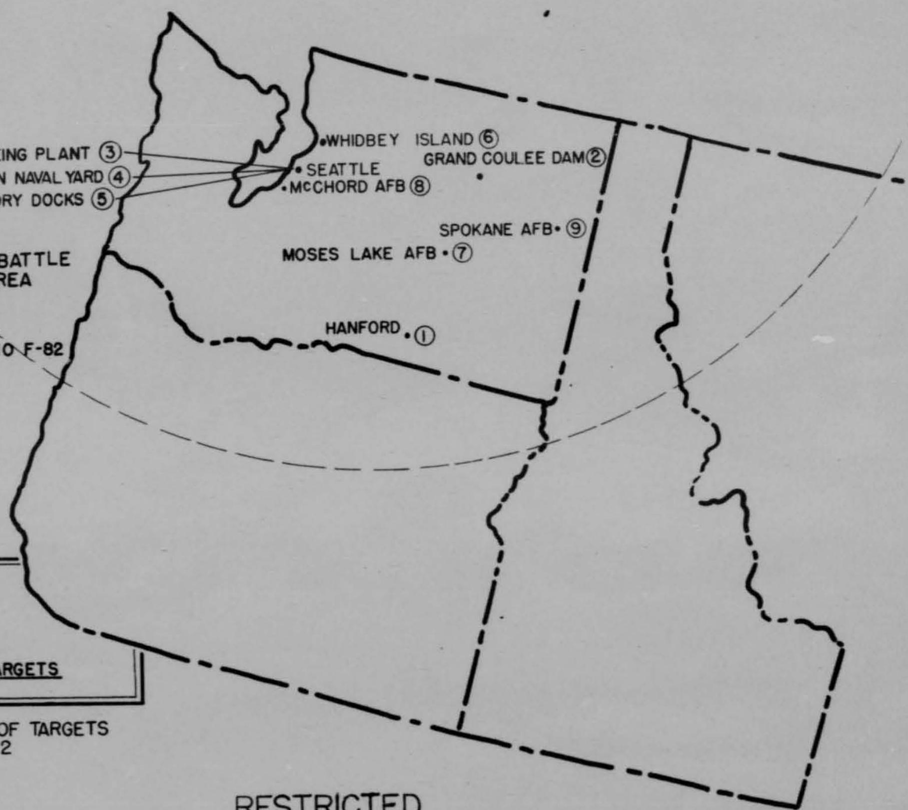

WHITE FORCE AIR ORDER OF BATTLE
FOR N.W. AIR DEFENSE AREA

PAINE FIELD	8	F-86
MOSES LAKE	16	F-86, 10 F-82
WALLA WALLA	32	F-51
Mc CHORD	10	F-82
PORTLAND	8	F-51

-LEGEND-

NUMBERS INDICATE
PROBABLE ENEMY PRIORITY OF TARGETS

PROBABLE PRIORITY OF TARGETS
APPENDIX 2

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load west of the Cascade Mountain Range. Quoting the commander of the 25th Air Division, (Defense), Colonel Clinton D. Vincent, "too much [could not] be said about the performance of both planes and crews of the 325th Fighter Group."208/ All personnel in the exercise performed an "outstanding" job, but the crews of the 325th Fighter Group were called on, and produced, far more than would ordinarily be expected of them. The 319th Squadron of this unit had received three F-94s just prior to the exercise and by the time of the exercise they had familiarized themselves sufficiently with the aircraft to commit them to the exercise. Perhaps it was their outstanding performance that prompted Colonel Vincent, to state:209/

> It is considered that Drummerboy and Whipstock have proved fairly conclusively that fighters employed for defense of this area must be all-weather fighters - and I personally think that all our USAF fighters must be all-weather.

The F-86 again proved its superiority over other non all-weather jet aircraft for interception purposes. The 81st Fighter-Interceptor Group maintained a very commendable in-commission rate and the only complaints voiced by this unit during the exercise was that they were not assigned as many missions as they were prepared to fly.210/ The F-86s, of necessity, had to be used frequently against medium altitude strikes. Without tip tanks, the endurance of this type aircraft at medium altitudes was very short. Every effort, it was stated, had

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208/ *Ibid.*

209/ *Ibid.*

210/ See Final Report on Whipstock by the 25th Air Division (Defense), Annex I, Tab II, (Sup. Doc. #198(1))

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to be exerted to maintain 120 gallon tip tanks for the F-86s in the 81st Group. With them, the F-86 would prove a very versatile aircraft.211/

The Air National Guard, according to all reports, did a fine job. However, these units lamented that they did not "log" enough flying time during the exercise. Fighter unit commanders of the Air National Guard did not fully realize, in the opinion of the 25th Air Division (Defense) Commander, that air defense operations consist primarily of "sitting and waiting". No air defense commander, Colonel Vincent pointed out, could afford to dissipate his full strength on one raid when the possibility of further strikes existed. In regard to future utilization of Air National Guard units in air defense activities, it was suggested that a Ground Control Intercept station be erected at Walla Walla to facilitate air defense training operations for the Air National Guard fighters. Such a station could be manned by personnel of the 160th Aircraft Control and Warning Group of the Air National Guard.212/

Throughout the maneuver, sixty strikes were made by Strategic Air Command bombers. Twenty-eight of the strikes came from directions which a "real" enemy would be likely to select. All the strikes were aimed at either of two target areas - Seattle-Bremerton and Hanford. Of the strikes against the Seattle area, all but one

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211/ *Ibid.*, Division Commanders Summary

212/ *Ibid.*

were detected by the radar screen; however, only half of the strikes against the Hanford area were detected. Interception rates were about equal for the two areas. Seventy-three per cent of the raids on Seattle were intercepted and seventy-two of those against Hanford.[213]

Upon completion of the exercise, participating units examined their activities throughout the period of the maneuver and listed their observations and recommendations.[214] Conclusions reached by the 25th Air Division (Defense) were: (1) The exercise was very valuable from the point of view of training and for testing the Northwest Air Defense System; (2) The F-86 is an excellent interceptor but sorely needs extension of its endurance; (3) All interceptor aircraft employed in the Northwest area, west of the Cascade Mountains, should be equipped for all-weather fighter-interceptor operations.[215]

In general, the conclusions and recommendations of the Operations Analysis Staff in Headquarters, Continental Air Command supported those of the 25th Air Division (Defense). The overall outcome of the exercise, according to the findings of this office, showed that thirty-three per cent of the Strategic Air Command strikes were intercepted before they had dropped their bombs on their targets.

213/ Outcome of Northwest Air Defense Exercise, SECRET, prepared by Hq ConAC Operations Analysis Unit

214/ Ibid., Annex I

215/ SECRET Report on Whipstock, Hq 25th Air Division (Defense), Division Commanders Summary, (Sup. Doc. #198(1))

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If the reader so desires, he can compare these results with the eighteen per cent ratio for interceptions accomplished during the Drummerboy exercise. As pointed out by the operations analysts, the choice of targets and the direction of strike routes were not all realistic in the sense of representing what the enemy might choose. However, the one-third interceptions made before bomb release line did, in their opinion, indicate a general improvement in the air defense of this sector of the United States.[216/]

The failure of forty-six per cent of the fighter sorties (263 out of 576) to make any interception on attacking aircraft stemmed from various combinations of the following factors: (1) short ground radar detection range; (2) fading of bogie on the ground radar scopes; (3) lack of height information on bogies through lack of height finders; (4) slow identification; (5) inaccurate or late overlap telling between radars, and complete breakdown in overlap telling; (6) slow scrambling of fighters; (7) lack of fast reliable all-weather fighters; (8) fading of fighter aircraft on ground radar scopes because of lack of transponder beacons in fighters and interrogators on the ground; (9) failure of airborne identification radar in the F-82s; (10) poor ground control intercept control through lack of experience on the part of the controllers, especially in the Air National Guard; and (11) random flying by the Air National Guard to

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216/ Operations Analysis Report, (Sup. Doc. #213)

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log flying time under the guise of combat air patrol missions.[217]

Of fighter tactics employed during the exercise, bomber crews reported them as being "unaggressive" thereby making it relatively easy for bomber gunners to track the interceptors down with their guns. Reason for this lack of realistic interception might be attributed to restrictions imposed on fighter pilots concerning the distance they have had to maintain between themselves and the bombers. In the opinion of operations analysis personnel, "comparatively little [would] be gained in training in fighter tactics until these restrictions [were] lifted." This, of course, would increase the risk of accidental ramming of the bombers by the attacking interceptors.[218]

In the summing up, perhaps the remarks contained in the final report of the 25th Air Division (Defense) would most appropriately depict the results of the Whipstock training exercise:[219]

> ... the exercise was highly valuable to the air defense forces in the Northwest. It ... pointed out some weaknesses which can be corrected locally. This is especially true in the field of training controllers and pilots so that each understand the capabilities and limitations of the other. A need for study and plans for utilization and logistic support of other fighter bases in this area is indicated. We are confident that the next exercise will show continued improvement in the air defense capabilities in the Northwest area.

217/ Ibid.

218/ Ibid.

219/ Hq 25th Air Division (Defense), SECRET Report on Exercise Whipstock, Annex III, Section III, (Sup. Doc. #198(1))

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At the close of the period, plans were being made by the Headquarters, Continental Air Command and the Air Defense Forces for two air defense maneuvers to be held during the summer of 1950. The first of these was to be conducted by the Eastern Air Defense Force in July in the Northeast portion of the United States. The second was to be held in August in the Los Angeles, San Francisco, and Albuquerque area, under the operational supervision of the Western Air Defense Force.[220/] At a later date, the plan for the Eastern Air Defense Force maneuver was altered, dividing the originally scheduled exercise into two phases. Phase one was to be held in October 1950 to test the air defense system from Norfolk, Virginia to Bangor, Maine. The second phase was to be conducted along the United States-Canadian boundary in the Spring of 1951.[221/] For Ground Observer Corps training in the Eastern sector of the United States, separate and independent sixteen hour exercises were to be held during each quarter of Fiscal Year 1951.[222/]

220/ 1. SECRET Historical Report, Air Defense Operations Branch, Dir O&T, January-February 1950
2. Ltr, Hq ConAC to CG SAC, Sub: SAC Participation in Air Defense Maneuver "Lidless", 22-28 August 1950, [June] 1950, and reply dated 15 June 1950

221/ Ibid., April 1950

222/ 1. Ibid., May 1950
2. Ltr, Hq ConAC to CG EADF, Sub: Eastern Air Defense Maneuver for FY 1951, 22 March 1950 and reply dated 29 March. Also IRS, CAD to PO&R, Same subject, 3 April 1950

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CHAPTER FOUR

OPERATIONS AND TRAINING FOR TACTICAL AIR SUPPORT

I

General Mark Clark, Chief of the Army Field Forces, stated, during this period, that he felt Air Support of the Army was unsatisfactory. Since the providing of this support was a major Continental Air Command responsibility, the Headquarters of that command was much interested in General Clark's comment. From what General Robert M. Lee, Commander of the Tactical Air Command, Continental Air Command's agency for the conduct of tactical air support operations, could learn, General Clark believed: (1) that the number of aircraft (fighter-bombers) available for training with Army units was inadequate; (2) that the value of the type of aircraft employed in ground support operations was questionable; and (3) that the "unity of command" between the Air Force and Army units participating jointly on tactical operations was not as cohesive as it might be - as it might be if Air Force units, during periods of joint training, were placed under Army Command.[223/]

In order to present General Clark with a factual picture of its

223/ IRS, DO to O&T and PO&R, Sub: Preparation of Material for CG re General Clark's Visit, 3 April, Submitted with supporting documents to SECRET Historical Report of the Tactical Air Operations Branch, April 1950

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experience with tactical support aviation, Headquarters, Continental Air Command prepared two studies showing precisely what assistance its units had given the Army during Fiscal Year 1950 and analyzing the problems of the command in connection with furnishing this support.

The first of these studies revealed that all Office, Chief of Army Field Forces' requests for fighter-bomber support of routine training had been provided during Fiscal Year 1950.[224/] In a few instances, it had been necessary to request the Army to adjust the dates of certain scheduled joint training programs so that they would not interfere with air combat training exercises; however, the record showed that the Continental Air Command had met all Army Field Forces' requirements for routine aerial support insofar as providing the requested number of aircraft was concerned. As was pointed out, meeting these requests was not always an easy task for a large portion of Tactical Air Command's fighter-bomber resources had been devoted to Defense Department and Army large scale air combat maneuvers during Fiscal Year 1950.[225/]

So great was the demand for the participation of the fighter-bomber units in air support activities that individuals assigned these units were not permitted sufficient uninterrupted time at their home

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224/ Study: Tactical Air Support for Army Units, submitted with supporting documents to SECRET Historical Report, Tactical Air Operations Branch, Dir O&T, April 1950

225/ Ibid.

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bases to maintain the level of operational effectiveness established by Continental Air Command and United States Air Force Headquarters. One reason for this, in Headquarters, Continental Air Command's opinion, was that the number of aircraft requested by the Army for peacetime support activities was far in excess of what could normally be expected in time of war for the size of the ground force being supported. As a general rule, the Army Field Forces had requested supporting aircraft in proportion to ground organization as follows: Twenty planes per division; sixteen per regiment; and ten per battalion.[226/] Because of reductions in the number of fighter-bombers in the Continental Air Command, brought about by rotation and re-equipping of these units, the requirements of the Army for tactical air support had to be geared to Tactical Air Command's ability to furnish this support without endangering the proficiency training programs of the fighter units.[227/] Accordingly, the number of fighter-bombers committed to routine field training with the Army for Fiscal Year 1951, as compared to Fiscal Year 1950, was pared down approximately fifty per cent. Also, the size of the fighter force assigned ground units was reduced to eight per division, six per regiment, and four per battalion.[228/]

226/ 1. Ibid.
2. Ltr, Hq 20th Fighter Wing to CG 14th AF, Sub: Extensive Gunnery and Organizational Training Program, 9 May 1950 with two indorsements

227/ Ibid.

228/ Ibid.

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All requests for troop carrier support by the Army Field Forces were met during the first half of Fiscal Year 1950. This, also, had not always been a simple achievement. During the first three months of 1950 for example, difficulties were encountered in furnishing support due to the participation of troop carrier units in air combat maneuvers.229/ The number of aircraft assigned to the Portrex airlift, for instance, interfered with and caused to be postponed previously scheduled routine Army-Air Force training. All in all, participation in joint training exercises with the Army and routine and special air support commitments, plus many unforeseen contingencies, reduced to an "alarming" extent the time available to Troop Carrier units to conduct unit training and pilot proficiency training.230/

As had been necessary in the case of the fighter units, steps were taken to relieve the workload on the troop carrier units and afford them in the future enough free time to carry out required proficiency training. Beginning 1 July 1950, the Continental Air Command planned to limit troop carrier resources assigned to support of the Army to nine C-82s or C-119s per day. It was realized at the time these plans were made that occasional requirements for more than nine aircraft would exist, but the intention was to so plan these requirements that they would fall between the dates of air combat maneuvers and would allow sufficient time between other commitments to prevent excessive

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229/ See below for an account of Tactical Air Support Operations.

230/ Study: Tactical Air Support for Army Units (Sup. Doc. #224)

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strain on the troop carrier units.[231/]

In a third type unit assigned to tactical air support operations, tow target squadrons, problems were also encountered during this period. The original tow target requirement for the Army was for an average of 1677 hours per month. This was later reduced to an average of 1022 hours per month. Based on a five day work week, the 2602nd Tow Target Squadron was able to perform only 416 "on course" hours monthly, approximately forty-one per cent of the Army Field Force's requirements. Based even on a seven day work week, and working overtime, only 715 "on course" hours monthly could be performed, or seventy per cent of the Army requirements. Clearly, something had to be done for this unit, either to lessen its workload or augment its resources. Subsequently, a new table of distribution, calling for fifty-eight officers and 302 airmen was approved for the 2602nd Tow Target Squadron. The assignment of additional aircraft to this unit was also approved. If personnel and aircraft were assigned to fill this new table of distribution, it was estimated that a total of 8,000 "on course" hours could be flown yearly.[232/]

Thus, the major problems connected with the furnishing of tactical air support during the period July 1949 through March 1950 was to satisfy the requirements of the Army Field Forces for aerial support

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231/ Ibid.

232/ 1. Ibid.
2. Ltr, Hq ConAC to Dir of Plans & Operations, Hq USAF, Sub: Towing Capabilities of the 2602nd Tow Target Squadron, Calendar Year 1950, 6 March 1950
3. 1st Ind, Hq ConAC to DC/S, Operations, Hq USAF, 27 October 1949 to: Ltr, Sub: Personnel and Aircraft Requirements of the 2602nd Tow Target Squadron, 22 October 1949

while maintaining, at the same time, a desired state of combat readiness in the flying units assigned these missions. The problem of the fighter-bomber and troop carrier units was similar in that requirements for support of routine Army unit training andmajor air combat maneuvers did not afford commanders of these units sufficient uninterrupted time at their home bases to conduct proficiency training programs. Consequently, difficulties in the units concerning administrative, training and maintenance matters had, when existent, a serious affect on the state of readiness of the unit concerned. The problem in Tow Target units was much the same; providing sufficient "on course" towing services for Army unit training was impossible in view of the limited resources of these units.[233/]

II

In May, the Headquarters, Continental Air Command completed an additional study pertaining to the capabilities of the tactical units to furnish tactical support to the Army.[234/] While not overly detailed,

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233/ Study: Tactical Air Problems Encountered in Fiscal Year 1950, submitted as a supporting document to the SECRET Historical Report, Tactical Air Operations Branch, Dir O&T, April 1950. Charts appended to this document and contained on the pages immediately following illustrate graphically the impact of field exercises and Army routine support on tactical air support units during Fiscal Year 1950.

234/ SECRET Historical Report, Tactical Air Operations Branch, Dir O&T, May 1950. This study was used to support ConAC's points at a conference on Tactical Air Support aviation; the conference was held in Washington and was attended by General Collins, C/S U.S. Army; General Vandenberg, C/S USAF; General Clark, Chief, Army Field Forces; General Whitehead; and other high ranking Army and Air Force officers.

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Number of fighter-bomber aircraft available in the Continental Air Command and the date and extent of their participation in routine training exercises with Army units and in air combat maneuvers during Fiscal Year 1950

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UTILIZATION OF FIGHTER-BOMBER A/C
-FY 1950-

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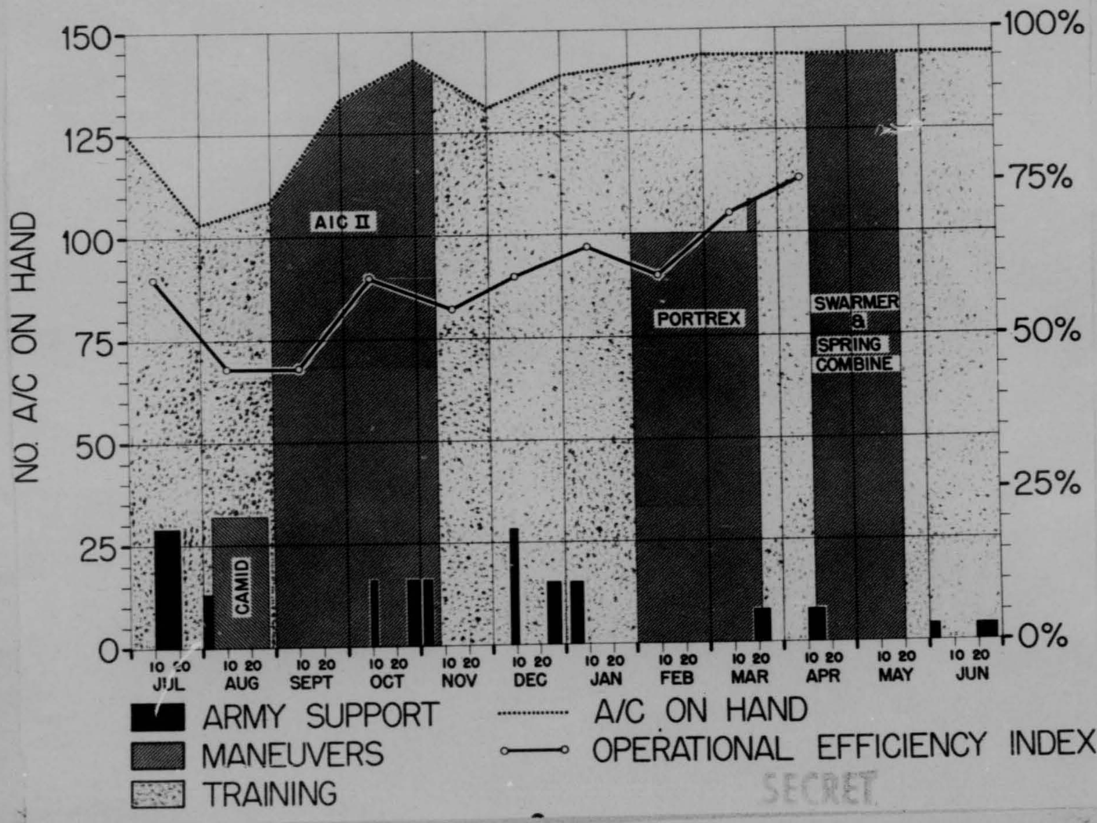

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Number of troop carrier aircraft available in the Continental Air Command and the date and extent of their participation in routine training exercises with Army units and in air combat maneuvers during Fiscal Year 1950

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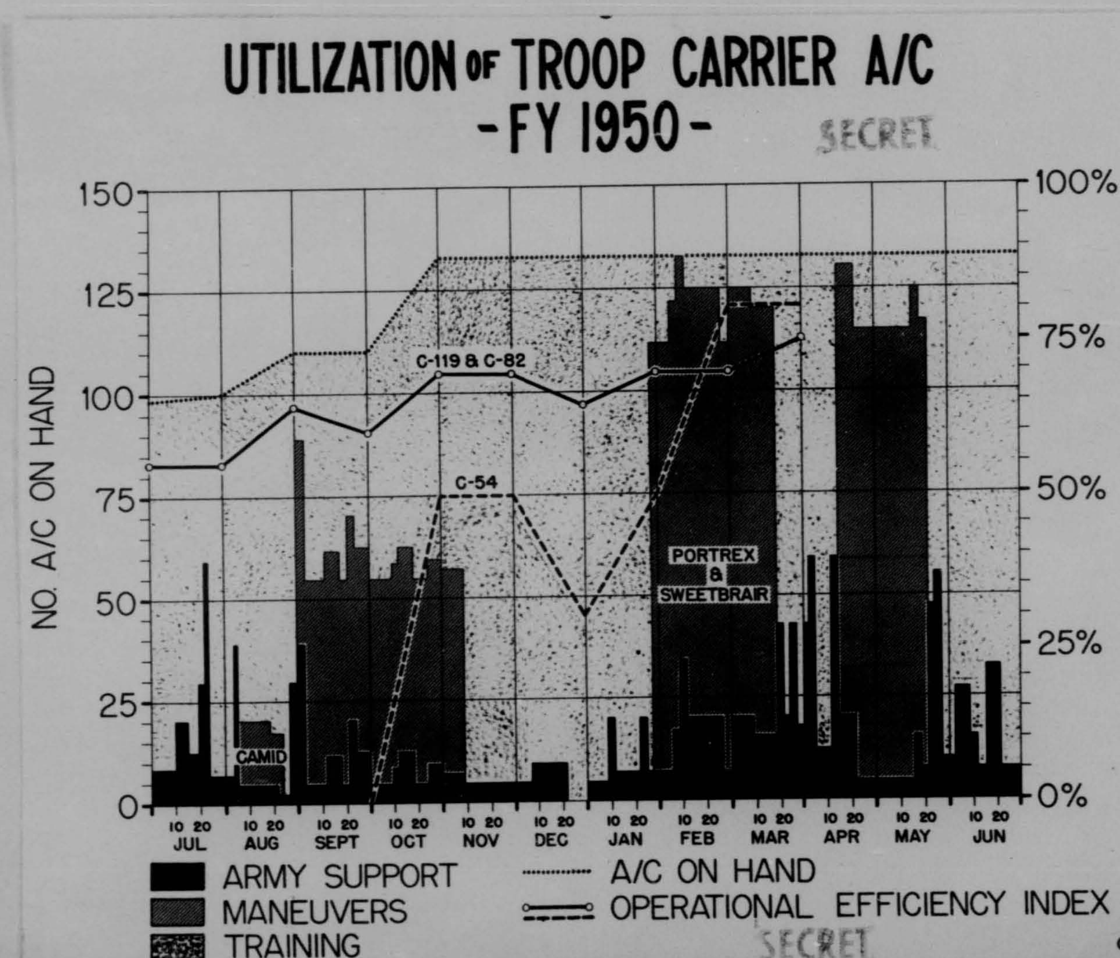

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this study gave a good picture of the utilization of Continental Air Command units in tactical air support assignments. At the same time, a chart was prepared showing Continental Air Command's ability to support Army fighter-bomber requirements during Fiscal Year 1951 with only one fighter-bomber group. This was done in the event the 31st Fighter-Bomber Group was transferred to Strategic Air Command.[235/]

Also during May, a new policy was initiated concerning notification of other than tactical air support units of scheduled Army-Air Force activities. In the past, information concerning future maneuvers was forwarded only to those numbered air forces and unit headquarters having a primary interest in individual exercises. At this time, however, a map was prepared showing the location (also the name, dates and identity of units participating) of all air combat maneuvers scheduled for Fiscal Year 1951 and was forwarded to all Continental Air Command air forces, Tactical Air Command and Eastern and Western Air Defense Forces Headquarters with a short description of each maneuver attached. This gave the major subordinate commands something to use as a planning measure for their normal operations and gave them an overall picture of the maneuvers in which the Continental Air Command would participate. Comments received concerning this procedure were indicative that it was well

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235/ SECRET Study: Tactical Air Support of Department of Army, submitted with supporting documents of SECRET Historical Report, Tactical Air Operations Branch, Dir O&T, May 1950

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received and that it should be continued in the future.[236]

When the period ended, there still remained many problems to be solved in connection with joint Air Force-Army training. The Army frequently changed the number of aircraft it required for support of future training exercises and Continental Air Command Headquarters tried to keep pace with these alterations. In May, projected Army requirements totaled 11,080 aircraft days of fighter-bomber support, 12,531 days of troop carrier support, and 7,351 days of "on course" target towing support. Using just the tactical resources at its disposal, the Continental Air Command would not have been able to meet these requests even if no proficiency training at all were afforded the tactical units. The Army Field Forces were advised that their requirements far exceeded the capabilities of the Continental Air Command and a conference between Continental Air Command and the Army Field Forces was held at Fort Monroe late in the period at which the total requirements were reduced considerably.[237]

Although fighter-bomber requirements were reduced at this meeting to the "bare minimum" necessary for training of Army field units,

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236/ 1. Ibid., Map (dated 1 May) and brief descriptions of 1951 scheduled tactical air support maneuvers are enclosed.
2. See also: document titled: USAF Air Combat Maneuvers, Project 488, submitted by the Non-Combat Air Operations Branch, Dir O&T, in the March Historical Report of that Office.

237/ SECRET Historical Report, Tactical Air Operations Branch, Dir O&T, June 1950

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they still exceeded the capabilities of the fighter-bomber resources assigned Continental Air Command.238/ To alleviate this situation, a proposal was drawn up for using the 27th and 31st Fighter-Escort Groups of the Strategic Air Command, which had secondary missions of tactical air support, in this training. A representative from Strategic Air Command was scheduled to visit the Headquarters, Continental Air Command during July to discuss the utilization of these units in their secondary mission. No difficulty was foreseen in meeting the Army's troop carrier requirements during Fiscal Year 1951.239/

TACTICAL AIR OPERATIONS

Tactical Air Command participated in three major air combat maneuvers during this period of the History. These were Exercises Portrex and Sweetbriar, Defense Department conceived and planned for training and testing of equipment, and Exercise Swarmer, the major joint Army-Air Force combat maneuver on the Tactical Air Command's agenda for Fiscal Year 1950. In addition, there was a smaller exercise titled Spring Combine, which was a demonstration performed primarily for the benefit of young military students to

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238/ 1. See Chart: Utilization of Fighter-Bomber Aircraft, Fiscal Year 1951, submitted with supporting documents to May Historical Report, Tactical Air Operations Branch.
2. Charts contained on the pages immediately following were obtained from SECRET Historical Report, Tactical Air Operations Branch, Dir O&T, April 1950 (See Sup. Doc. #233)

239/ 1. Ibid.
2. 2nd Ind, Hq ConAC to Dir of Operations and Training, Hq USAF, 15 June 1950 to Ltr, OCAFF, Sub: Army Field Forces Minimum Requirements for Tactical Air Support Aircraft during Fiscal Year 1951, 27 April 1950. See also 3rd Ind, Hq USAF to CG ConAC, 29 June 1950 to this letter.

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Utilization of fighter-bomber aircraft, as scheduled, on field exercises and Army routine support missions during Fiscal Year 1951. Participation in field exercises, it will be noted, was reduced and more time allowed for training. Also indicated on this chart is the rotation of one group to England and the re-equipping of the other group with new type aircraft. Both of these activities, it was figured, would reduce the total number of aircraft available for utilization.

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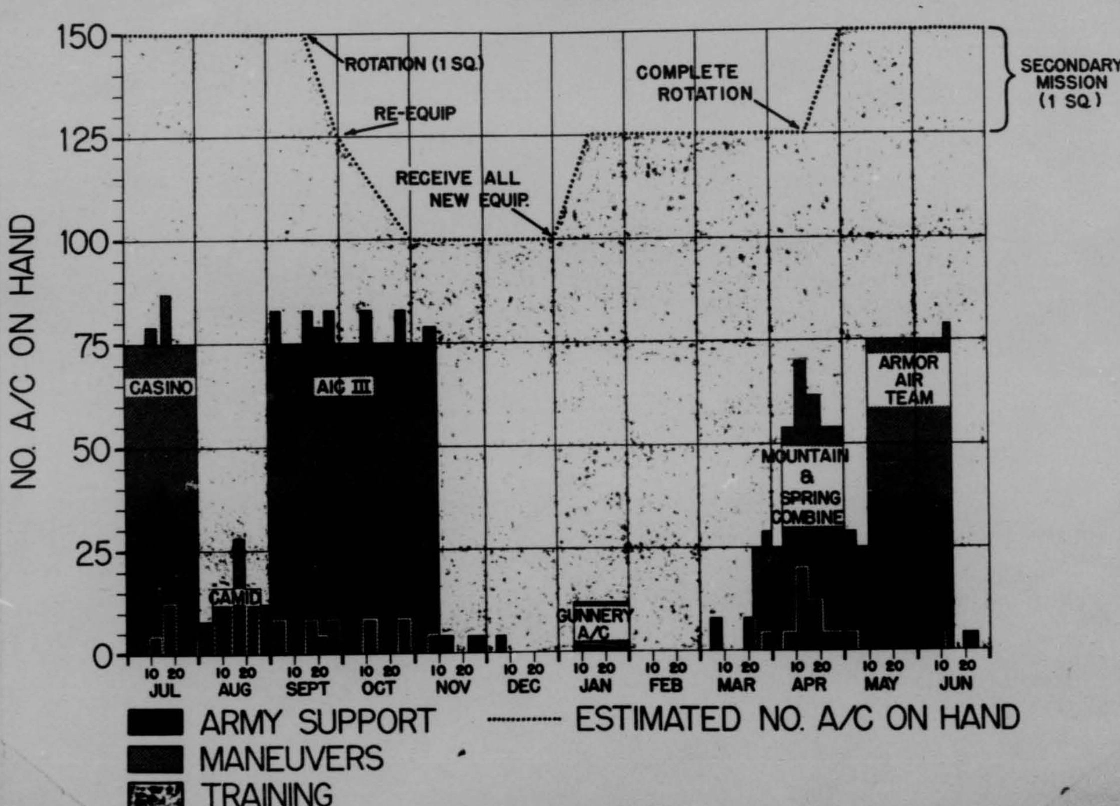
UTILIZATION OF FIGHTER-BOMBER A/C -FY 1951-



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Utilization of available troop carrier units, as scheduled, during Fiscal Year 1951. Comparison of this chart with the chart depicting troop carrier activities during Fiscal Year 1950 (page 97) illustrates the reduction in routine support that was effected in an effort to permit the troop carrier units more time to devote to proficiency training.

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UTILIZATION OF TROOP CARRIER A/C
- FY 1951 -

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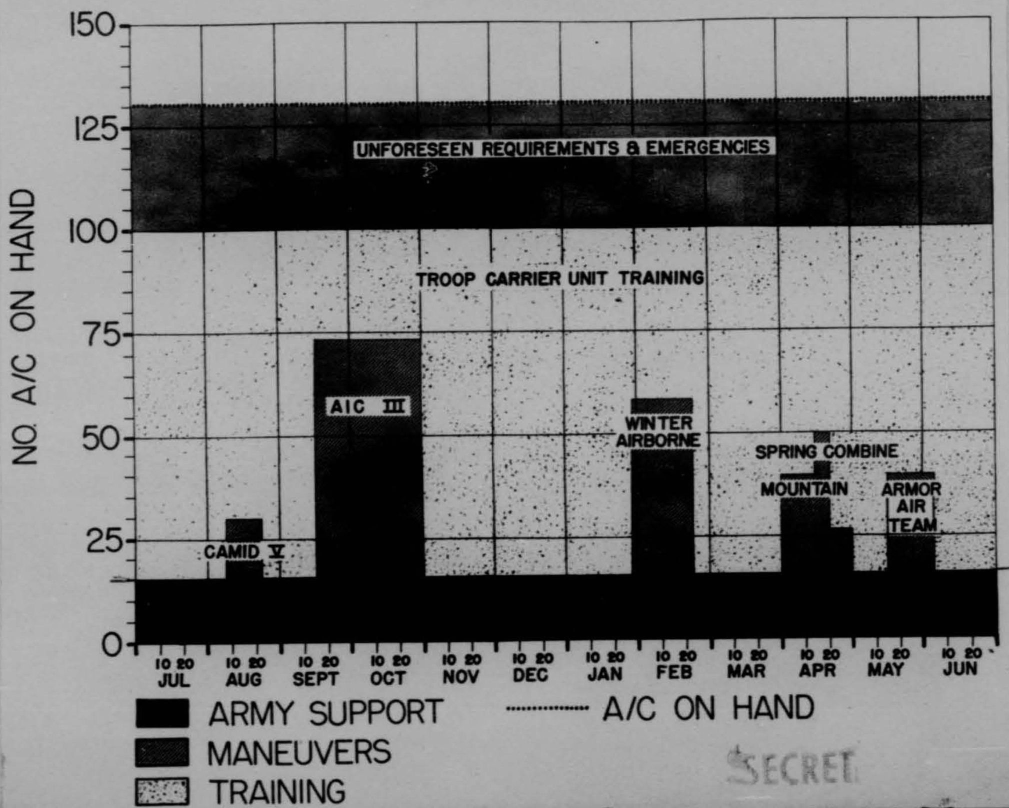

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acquaint them with the team performance capabilities of ground and air elements.[240] From information gained through these expensive but essential "war games", participating units sought not only to acquaint themselves with the functioning of their sister services but also to evaluate the status of their own training as well. While training remained the paramount consideration throughout each maneuver, combat lessons learned would prove invaluable if or when a general alarm was sounded at some future date.

While Tactical Air Command managed to meet all its commitments on these air combat maneuvers, participation in them did work to limit the resources which could be allotted to routine training with Army Field Forces.[241] Also, assignment to these maneuvers of units engaged in air defense training reduced the air defense capabilities of the Air Defense Forces.[242]

Portrex

First operation on the agenda for Tactical Air Command during this period was Operation Portrex which commenced 1 March 1950, after months of planning.[243] As noted in the maneuver directive published

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240/ See Chart titled: How the Air Combat Maneuver Funds were obligated - prepared by the Office of the Director of the Budget, Hq ConAC.

241/ Study: Tactical Air Support of Army, (Sup. Doc. #235

242/ SECRET Historical Report, Air Defense Operations Division, March 1950

243/ Planning for this exercise dated back to early 1949 as is evidenced in Ltr, General Devers, Chief AFF, to General Stratemeyer, 18 January 1949

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by the Joint Chiefs of Staff, Portrex was an Army-Navy-Air Force maneuver held in the Puerto Rican area with Vieques Island as the focus of the objective area.[244] Purpose of the maneuver was:

> training forces of the Army, Navy, and Air Force in joint airborne-amphibious operations to include loading, embarkation, debarkation, assault, logistical support and communications; and of testing current technique and procedures for joint overseas operations.

The mission of the maneuver was to establish a force to seize, secure and defend the island of Vieques (simulated to be a peninsula off the Eurasian land mass) for the purpose of establishing a base for the conduct of a strategic Air campaign. The overall forces available for the accomplishment of this mission were an infantry division, reinforced with the necessary combat and service elements, naval forces sufficient for the transportation, protection and support of such a force, and a tactical air force with two fighter-bomber groups, one troop carrier group and necessary supporting units. Additional orders stipulated that each of the three military departments would designate a Component Commander of the Joint Task Force for their respective participating forces and that the Department of the Army would designate the Commander of the Operation.[245]

244/ 1. Memo for C/S USAF and U.S. Army, Chief of Naval Operations and Commander-In-Chief Caribbean Command, Sub: JCS Directive for Joint Puerto Rican Exercise, FY 1950
2. TWX, Hq USAF to CG's major continental commands, 23 December 1949

245/ 1. Final Report of the Invasion Commander, PORTREX, a copy of which is on file in the Historical Archives, Hq ConAC
2. Names and photos of officers appointed to maneuver umpire and invasion command of Operation Portrex are contained in Department of Defense Booklet, PORTREX - Observers Handbook.

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Headquarters, United States Air Force delegated to Continental Air Command full responsibility for implementing the Air Force portion of Operation Portrex. Accordingly, Major General Lee, Commanding General of the Tactical Air Command, was appointed to the staff of the Maneuver Commander to represent the Air Force in the exercise and Major General Stearley, Commanding General of the Fourteenth Air Force, was made Commander of Air Force units actually participating in the exercise. Headquarters, Fourteenth Air Force was made the agency responsible for Air Force administrative and logistical matters during the exercise and Tactical Air Force (Provisional) was placed at General Stearley's disposal to conduct the operations of participating air units.[246/]

Continental Air Command tactical units assigned to Operation Portrex were: (1) 20th and 31st Fighter Groups; (2) 314th Troop Carrier Group (augmented as required); (3) 161st and 162nd Tactical Reconnaissance Squadrons; (4) 502nd Tactical Control Group; (5) 934th Signal Battalion; (6) One Liaison Squadron (Provisional); and one company of the 801st Aviation Engineer Battalion (tentative).[247/]

Breakdown of assignments within the Continental Air Command for conducting air participation during Operation Portrex was as follows:

246/ Ltr, Hq ConAC to Maneuver Commander, Joint Puerto Rican Exercise, Fiscal Year 1950, Sub: Exercise Portrex, 3 November 1949

247/ 1. Ibid.
2. Hq ConAC Publication, Directives for Implementation of Joint Puerto Rican Exercise FY 1950, "Portrex", 26 October 1949

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Headquarters, Continental Air Command was made responsible for augmenting air forces assigned to the maneuver; for monitoring operations and providing necessary assistance within the scope of funds available; for processing fuel and ordnance requisitions; and for training, equipping and coordinating movement of elements of the 801st Engineer Aviation Battalion to and from the maneuver area. The Tactical Air Command was assigned the mission of monitoring Air Force activities as to doctrine and procedures and assigning Tactical Air Force (Provisional) to the operational control of the Air Force Component Commander. Ninth Air Force was charged with providing elements of the 162nd Tactical Reconnaissance Squadron and training and equipping them for the exercise. And the Fourteenth Air Force was given the responsibility for handling logistics for Air activities during the maneuver and for training and equipping those units under its jurisdiction assigned to the maneuver.[248]

In the employment of air power during the Exercise, the principle of mass was adhered to. However, for the purpose of detailed operations of fighter units in conjunction with lower Army units, it was imperative that the power of decision as to employment of particular squadrons or flights against targets be decentralized to the headquarters of the unit being supported. This was especially applicable when aircraft were on air alert in support of specific

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248/ Final Report of the Invasion Commander, Operation Portrex, (Sup. Doc. #245(1))

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ground units. This was not intended to, nor did it, deprive the Air Force of its prerogative of control over all aircraft under its command for, actually, control was maintained at all times through the medium of the Tactical Air Control Center. In essence, what was done was to partially decentralize operational authority below the Army-Tactical Air Force level. This decentralization was necessary to permit the lower unit commanders, (division and sometimes regimental and battalion) assisted by their own staff advisors and representatives of the Tactical Air Force, to make immediate decisions as to the most effective employment of the aircraft available to them without recourse to a high level staff for approval. 249/

Many of the minor deficiencies of individual and unit training, in the opinion of the Chief Umpire of the Exercise, were due to the "greenness" of many of the troops. Short-term enlistments and rapid personnel turn-over were two of the factors precluding a professional performance from being turned in by certain of the participating units. Major training deficiencies noted by the Umpire Group were: (1) air intelligence, both Navy and Air Force was poor; (2) air defense was unsatisfactory with the exception of operations of fighter units; and (3) communications training in joint procedures was unsatisfactory. However, this Group felt that the overall purpose of Operation Portrex,

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249/ 1. Ibid.
2. Narrative Report - Operation Portrex. Air Liaison Officer, Army Component Commander, Portrex. Submitted as inclosure to Historical Report, Flying Traning Branch, Dir O&T, April 1950

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to provide training for personnel and units of the three services in the planning and execution of joint operations and to provide training for the defense forces of the Caribbean Command were excellently fulfilled.250/

Upon the termination of Operation Portrex on 11 March, it was conceded by all observers that the maneuver had provided invaluable training to individuals and units who had participated in it. In the opinion of the Invasion Commander, a similar three-service exercise should be held each year. During the course of the exercise, certain tactical lessons stood out. First, the Atomic Bomb, while not used, was planned for and would obviously have a vital affect on an operation of that nature, offensively as well as defensively. Just how vital an affect it would have was still a conjectural matter. The early evaluation of this unknown factor, Lieutenant General Hodge stated, should be a primary goal of future operations of this nature. Secondly, a satisfactory answer to the submarine menace was not found. The losses suffered from this weapon to the Invasion Fleet, while considered within reason, were still sufficiently large to warrant continuing strenuous effort to perfect anti-submarine defenses. Third, the power of naval gunfire, when properly employed, was still not fully appreciated by all services. And last, the coordinated employment of air, both Air Force and Naval, was of first consideration to any commander, and was, in many cases, decisive.251/

250/ Final Report of the Chief Umpire, 1 May 1950, a copy of which is on file in the Hq ConAC Historical Archives

251/ Final Report of the Invasion Commander, Operation Portrex, (Sup. Doc. #245(1))

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Air Force participation was greatly reduced by the grounding of all F-84E aircraft on D-Day minus eleven. Although fifty F-84Es were in place at Ramey Air Force Base, they could not participate. This cut Continental Air Command's fighter participation in half. The return airlift of units and equipment from the Caribbean area posed another problem since Continental Air Command's available troop carrier units were involved in Army Field Forces support and other commitments. Again, as in the airlift down, assistance was obtained from the Military Air Transport Service which allowed the meeting of other troop carrier commitments.[252]

Sweetbriar

The Alaskan air combat maneuver Sweetbriar, planned and conducted under the aegis of the Commanding General, United States Fifth Army, commenced on the thirteenth of February 1950. The general objectives of this exercise, as enunciated by the Army, were to develop procedures, doctrine and technique for the employment of combined United States and Canadian Armies and Air Forces in the Arctic.[253] Continental Air Command troop carrier units committed

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252/ SECRET Historical Report, Tactical Air Operations Branch, Dir O&T, March 1950

253/ 1. Hq ConAC to CG's TAC, 4th and 14th AF's, Sub: Air Plan for Exercise Sweetbriar, 29 September 1949, a copy of which is in the Historical Archives, Hq ConAC.
2. The original name of this exercise was "Cross Index" and was changed to "Sweetbriar" on 15 September 1949. (See TWX, CG 4th AF to CG AMC, 23 September 1949)
3. TWX, DMC, Whitehorse, Canada to PIO, Hq ConAC, 16 February 1950

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to the exercise concentrated on developing techniques for the airlift of infantry troops to an Arctic area and for the air supply thereof. The development of tactics for fighter and tactical reconnaissance operations in the Arctic were also major goals of the command.[254/]

The basic concept of the exercise envisaged an invasion of Alaska by the familiar post-war foe "Aggressor", who had deprived the Allied Forces of the use of strategic bases in that territory and paved the way to the territorial conquest of Canada and the United States. Because of Aggressor's problems of buildup and supply, speedy counter-action was to be the keynote of success in dislodging him from the areas he occupied. When the maneuver started, Aggressor was moving down the Alaskan Highway to secure air bases to protect his main lodgment in the Fairbanks area, and Canadian Army units had established a strong point with one infantry battalion covering the Alaskan Highway west of Burwash landing.[255/]

Continental Air Command's major contribution to the maneuver was to furnish airlift for the transportation to and the return of personnel and various equipment from the maneuver area. Originally, this involved the airlift of a Regimental Combat Team from the Fifth Army, from Peterson Air Force Base, Colorado, to Whitehorse, Canada. However, Peterson Air Force Base was not under Air Force control during

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254/ Ibid., Air Plan for Exercise Sweetbriar

255/ Ibid., See also: Initial Draft of Exercise Sweetbriar History, attached as inclosure to Ltr, Hq 5th Army to C/S USAF, 15 March 1950, a copy of which is in the Historical Archives, Hq ConAC.

the time of the scheduled airlift and Lowry Air Force Base was used instead as a staging area.[256/] Responsibility for administrative and logistical support of the Air Force units stationed in the Zone of the Interior and assigned to this maneuver was the Fourth Air Force.[257/]

Ground Force units, both Canadian and United States Army, were placed under the command of a United States Fifth Army commander during the exercise. United States Air Force and Royal Canadian Air Force units were commanded by a Canadian officer. For United States Air Force units in the pre-exercise period, Continental Air Command was the major coordinating agency. Tactical Air Command monitored all operational training. Fourth Air Force, in addition to handling the administrative and logistical problems of the Air Force, provided the troop carrier aircraft for movement to and from the exercise area and one tactical reconnaissance flight and one tactical control party. Alaskan Air Command provided one F-80 fighter squadron for friendly forces and all of the aggressor air power.[258/]

The mission of the 161st Tactical Reconnaissance Flight was to provide necessary reconnaissance as required by air and ground

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256/ 1. Ltr, Hq ConAC to CG Air Training Command, Sub: Staging of C-54 aircraft and Crews through Lowry Air Force Base, Colorado, Exercise "Sweetbriar", 1 December 1949
2. 2nd Ind, Hq ConAC to CG MATS, 1 October 1949 to Ltr, Hq MATS to CG ConAC, Sub: Exercise "Northstar", 17 August 1949

257/ 1. Ltr, General Myers to General Rush, CG 14th AF, 28 July 1949
2. Ltr, Hq 4th AF to CG ConAC, Sub: Class IIIA Requirements - Exercise Sweetbriar, 26 September 1949

258/ Air Plan for Exercise Sweetbriar, 29 September 1949, (See Sup. Doc. #253(1))

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commanders not to exceed four sorties of two hours duration each from D-Day minus three to D-Day minus ten. Personnel and equipment of the Tactical Reconnaissance Group for processing aerial photographs were established at Whitehorse. Major problems encountered by this unit in fulfilling its mission were training and equipping the flight for Arctic operations, plus transporting the personnel and equipment and ferrying the aircraft over 3,000 miles to the exercise area. In summarizing in its History its participation in Exercise Sweetbriar, the 161st Reconnaissance Squadron (Photo Jet) stated:[259]

> The mission was both a success and a failure. It failed in producing the desired overall amount of photography. It succeeded: (1) in producing adequate photography for the missions flown; (2) in developing some of the techniques necessary for cold weather operation; (3) in training airmen and officers in these techniques; (4) in checking aircraft and other equipment for operation ability; (5) in answering the question that operations can be carried on under cold weather conditions.

A conference on Sweetbriar, held 23-25 May at Hamilton Air Force Base, was attended by the Royal Canadian Air Force, Air Materiel Command and Fourth Air Force representatives. At this meeting, recommendations were made which, if found acceptable, would be used as "building blocks" upon which future plans for similar joint exercises could be laid. At the conference, also, logistical lessons learned from Exercise Sweetbriar were recorded and would perhaps be used

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259/ History, 161st Tactical Reconnaissance Squadron, Photo Jet, for Exercise Sweetbriar, a copy of which is on file in the Historical Archives, Hq ConAC

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to establish guiding principles for the provision of logistical support to future operations involving the Canadian and United States Air Forces.260/

Exercise Sweetbriar ended 23 February 1950. As one participant stated: "We ate our first good meal and got our first good nights rest in ten days that evening."261/

Spring Combine

The air combat maneuver Spring Combine, given for the Armed Forces Staff College, was held in the Pope Air Force Base, North Carolina and Fort Benning, Georgia area between 18 and 22 April 1950.262/ The purpose of Spring Combine was to present a series of demonstrations designed to indoctrinate approximately 175 students and faculty of the Armed Forces Staff College in the control and employment of Tactical Air Power in joint operations with ground forces and the unilateral employment of the Infantry-Artillery-Tank Team.263/

260/ 1. SECRET Historical Report, Tactical Air Operations Branch, June 1950
2. Report of RCAF-USAF Conference - Exercise "Sweetbriar", 23-25 May 1950

261/ 1. Report of Operation Sweetbriar, 606th AC&W Squadron, a copy of which is in the Historical Archives, Hq ConAC
2. Ltr, General Myers to CG's 4th and 14th AFs, 7 April 1950, passing on commendations received from Defense Secretaries of United States and Canada for USAF participation in Exercise Sweetbriar.

262/ 1. 3rd Ind, Hq ConAC to Dir Plans & Requirements, Hq USAF, 31 January 1950 to Ltr, Hq USAF, Sub: ACM Program, Proj 488, FY 1950, 20 December 1949
2. Ltr, Hq TAC to CG ConAC, Sub: Spring Combine, 29 November 1949, with two indorsements

263/ Hq TAC, Sub: Outline Plan of Spring Combine

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It consisted of a series of air, ground, and joint demonstrations. Tactical Air Force (Provisional) assumed operational control of Air Force units participating in this maneuver. Planning was done on a joint basis. Air Force units participating were one fighter squadron; one reduced troop carrier squadron (medium) with eight aircraft - one glider tow C-47 equipped for glider pick-up and five G-15A gliders (one of which was used for static display at Pope Air Force Base); one C-82 with track gear for static display; and one F-84, one C-119 and one C-18A for static display. Elements of the 502nd Tactical Control Group also participated.264/

The demonstration was completed on 22 April 1950. President Truman and other high government officials were among the observers of this maneuver and many favorable comments were made by these persons. All indications were that this particular demonstration had surpassed similar such presentations of previous years.265/

Swarmer

Exercise Swarmer, jointly conceived and planned by the Army Field Forces and the Continental Air Command, was the "big" tactical air combat maneuver for Continental Air Command units for the year 1950. It was held during April and May at Fort Bragg, North

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264/ 1. Ibid.
2. Ltr, Hq ConAC to CG's TAC, 14th AF and TAF, Sub: Directive for the Implementation of Spring Combine, 14 February 1950

265/ SECRET Historical Report, Tactical Air Operations Branch, Dir O&T, April 1950

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Carolina.[266] Initially, Continental Air Command was scheduled to commit the following elements to the maneuver: (1) three squadrons of the 20th Fighter-Bomber Wing; (2) five squadrons of the 4th Fighter-Interceptor Wing, three of which were fighter and two light bomber; (3) six squadrons of the 314th Troop Carrier Wing; (4) one squadron each from the 62nd Troop Carrier Wing and the 162nd and 161st Tactical Reconnaissance Squadrons; (5) two detachments of the 502nd Tactical Control Group; (6) one detachment of the 934th Signal Battalion; (7) one detachment of Shoran Beacon; and (8) one flight of the 4th Liaison Flight.[267]

A study completed by Headquarters, Continental Air Command in February showed that there were not sufficient flying hours remaining to the tactical units and not enough aircraft within the tactical units to support Exercise Swarmer as originally planned.[268] This evaluation was forwarded to Headquarters, United States Air Force and action was taken to correct these matters.[269] In March, an amend-

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266/ 1. SECRET Historical Report, Tactical Air Operations Branch, Dir O&T, January 1950
2. TWX, Hq USAF to CGs major commands, 7 April 1950

267/ 1. Hq ConAC publication to CGs major subordinate commands, Sub: Directive for the Implementation of Joint-Air Force Exercise, Fiscal Year 1950, "Swarmer", a copy of which is on file in the Historical Archives, Hq ConAC
2. Ltr, Hq ConAC to CG AMC, Sub: General Plan for Supporting Exercise Swarmer, 10 March 1950

268/ 1. Ltr, Hq ConAC to Dir of Plans and Operations, Hq USAF, Sub: Joint Army-Air Force Exercise "Swarmer", 17 February 1950
2. Ltr, Hq 4th AF to CG ConAC, Sub: Utilization of C-54 Flying Hours, 30 January 1950

269/ 1st Ind, Hq USAF to CG ConAC, 13 March 1950 to Ltr, Hq ConAC to Dir of Plans and Operations, HqUSAF, Sub: Joint Army-Air Force Exercise "Swarmer", 17 February 1950

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ment to the original Army-Air Force maneuver directive was received which required the commitment to Exercise Swarmer of an additional fighter group plus one fighter squadron from the Continental Air Command. The 31st Fighter Group and one squadron of the 33rd Fighter Group were the units chosen in compliance with this directive. 270/ However, when this was done, the First Air Force objected to the commitment of the squadron of the 33rd since they were undergoing transition training in a new model aircraft. It was pointed out that only twelve F-84s would be left in the group at the time Swarmer was scheduled to be held. When this information was received, it was decided to substitute one squadron, reduced, of the 78th Fighter Group for the group from the 33rd Fighter-Interceptor Squadron. This marked the first time the 78th had participated in a joint maneuver of this type. 271/

The original directive for Swarmer authorized the utilization of Reserve units in the exercise. Consequently, the maneuver Commander, Lieutenant General Norstad, submitted a request to Headquarters, Continental Air Command for thirty-six Reserve troop carrier aircraft and crews to be utilized on an active duty status for the

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270/ Department of the Army Publication, Amendment to Directive for Joint Army-Air Force Exercise "Swarmer", 14 March 1950

271/ Hq ConAC to all major subordinate commands, Sub: Amendment to Directive for the Implementation of Joint Army-Air Force Exercise, Fiscal Year 1950 - "Swarmer" - 14 April 1950

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four day period, 29 April-2 May. This posed a problem since Reserve funds were not available to support this additional active duty period and United States Air Force Headquarters frowned upon short tours of active duty over and above the normal fifteen day period for Reservists. After weeks of negotiations with higher headquarters on the matter, permission was granted to utilize the Reserves on active duty and funds were made available to cover the cost. Ninth and Tenth Air Force Headquarters were directed to screen personnel and aircraft of certain of their Reserve units to see if volunteers could be obtained to fill the request for thirty-six crews. This was done and Headquarters, Continental Air Command was notified that qualified personnel were available and that aircraft were equipped to perform the mission. 272/

Swarmer entered its operational phase on 28 April. 273/ Prior to "D-Day", Continental Air Command was again called upon to commit additional units to the maneuver. Headquarters, United States Air Force directed that one all-weather fighter squadron and two additional liaison flights be furnished and this support was furnished by the First Air Force's 52nd Fighter All-Weather Wing equipped with

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272/ 1. SECRET Historical Report, Tactical Air Operations Branch, Dir O&T, March 1950
2. Ltr, Hq ConAC to Special Ass't for Reserve Forces, Hq USAF, Sub: Reserve Participation in Exercise "Swarmer", 27 June1950
3. IRS, O&T to DO, Sub: Reserve Participation in Exercise Swarmer, [June] 1950

273/ SECRET Historical Report, Tactical Air Operations Branch, Dir O&T, April 1950

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F-82s. These planes were used for night operations. The two liaison flights provided Air Rescue facilities for the maneuver area and marked Artillery Fires for the Umpire Group. 274/

The Final Report on Exercise Swarmer had not been received as of the end of this period. However, at a critique attended by the Commanders of the maneuver and other high ranking officers on 5 May, certain observations were aired which may be of interest to the reader. At this conference, the Commanding General of each force which had participated in Exercise Swarmer spoke, presenting what he considered the high points of the maneuver. At this time, recommendations were made as to how future maneuvers of this type might be improved. 275/

Chief Umpire of the exercise, Brigadier General Gerald J. Higgins, was of the opinion that: 276/

> Exercise Swarmer [was] highly successful. We have had many triumphs and disappointments. We have learned a great deal and we have obtained information on many points that may lead us to successful solutions of many problems confronting us. Above all, we have learned to work together for a common cause, and honest discussions of controversial points should enable us to provide for as many exigencies as possible, to the end that airborne operations of the future may be mounted with smoothness and dispatch, and minimum casualties.

274/ 1. Ibid.
2. CONFIDENTIAL History of 2nd Fighter All-Weather Squadron, 52nd Fighter All-Weather Group, participation in Exercise Swarmer

275/ Critique, Exercise Swarmer, 5 May 1950

276/ Ibid., pp. 3-10

Brigadier General W. R. Wolfinbarger, Air Task Force commander felt that the high point of the exercise was the integration of Troop Carrier and Strategic Air Transport elements into a single Air Transport Force. It demonstrated to his complete satisfaction that Troop Carrier and Air Transport concepts were capable of successful combination and that the two elements, when jointly employed, logically and successfully complemented each other in this type of an operation. On the Tactical side of the operation, he felt sufficient aircraft were available. With the exception of the times when planes were grounded for weather, it was seldom that a request for tactical support was not fully met.[277]

Perhaps the most important matter observed on this maneuver was the "prevailing spirit of brotherly love" that existed throughout the Exercise; this was Maneuver Commander General Norstad's comment. Relations between troops of Task Force Swarmer, the umpires and the aggressor forces, this officer felt, was marked by "asparity of cooperative effort." Since Exercise Swarmer was the first time that strategic airlift, moving of equipment, mass tactical air support operations were combined in a peacetime maneuver, there was no precedent. Rough spots were observed and encountered in operations, and in administration of the exercise, but in all it was a "remarkable performance".[278]

Support was lent General Wolfinbarger's contention, made previously

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277/ Ibid., pp. 20-21

278/ Ibid., pp. 24-25

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in the year,[279] that the Tactical Air Force be prepared to handle logistical and administrative matters as well as operational duties in the event it is called upon for actual combat. "If the Army organized a tactical corps," General Norstad concluded, "it should be balanced by a tactical Air Force organization...". This recommendation General Norstad intended to place on the desk of the Chief of Staff of the Air Force upon his return to Washington.[280]

279/ See Volume I, Organization and Mission of the Command, (Sup. Doc. #19(6)).

280/ See: Excerpts from Draft of Final Report of Exercise Sweetbriar, submitted with supporting documents of the SECRET Historical Report of the Tactical Air Operations Branch for June 1950

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274[2] CONFIDENTIAL Report, History of Special Exercise SWARMER, 2d Fighter All Weather Squadron, 52d Fighter All Weather Group, 10 May 1950

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HEADQUARTERS
AIR MATERIEL COMMAND

Office of the Commanding General

Wright-Patterson AFB
Dayton, Ohio

17 April 1950

Lieutenant General Ennis C. Whitehead
Commanding General
Continental Air Command
Mitchel Air Force Base, New York

Dear Ennis:

In General Chidlaw's absence, I am taking the liberty of giving you a partial answer to your letter of 3 April on the subject of operating instructions for fighter aircraft. We intend to cover the subject more fully in our answer to your 7 April letter.

We have recognized for some time nowthat our present operating instructions need improvement. We have committees working on the operating instructions for each of the current fighter airplanes, including the types you mention -- the F-84, F-86, and F-94. These committees -- composed of the project officer in each case, a representative of the Flight Test Division, and a representative of the Aircraft Laboratory -- have orders to review all standing instructions and to come up with an up-to-date revision which will include everything that we and the contractor know about the operation of the particular airplane. We are making every effort to get the revised instructions to using organizations as rapidly as possible.

I am sure you realize the difficulty involved in having all the answers on a new airplane when it goes into service. I know you also realize that we can never know all the answers at that time. We have made considerable progress in this direction for the past two years, however, and we intend to continue to bear down on it. The F-84 situation brought this problem to a head, and we are now making a special effort to cover the entire operating field by test. We should never forget, however, that we cannot possibly cover by test the areas outside the structual limits of the aircraft. This latter problem, as you pointed out, is one of joint responsibility. We here must clearly define the structural limits, and the operating organizations must see to it that they are followed. We have initiated a study to see if we can improve our method of presenting operating limitations to operating personnel.

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Ltr to Lt Gen Whitehead

The charts for the F-84E to which you referred are scheduled to be ready for distribution about 17 May.

As for the continuing problem of over-stressing and flame-outs at high speed, high density operations, we are continuing our studies of all present and future fighters to determine what additional limits are necessary. As a matter of fact, in the case of some models like the F-86D (F-95), radical low altitude restrictions will be required. On the flame-out question, my test pilots no longer consider this a problem. They state that with the present controls in all current models, they feel entirely safe in throttling to idling speed and do so consistently on all descents. The Power Plant Laboratory states that there may be some danger of a flame-out above 20,000 feet but that there is absolutely no need for worry below that altitude. It is also true that the controls for jets have been rapidly improved over the past several years and that the controls now being developed will provide operation equivalent to that which we now have for reciprocating types. From what I have learned from my Flight Test Division pilots, I believe you can assure your pilots they need have no fear of reducing power as desired for descent.

We are also studying your idea of graphical operating instructi ons for concurrent delivery with the aircraft to tactical units. We are working on all fighter operating instructions and limitations, and we will provide using organizations with revised and concise operating instructions in the most usable form we can devise. I will let you know how we are coming on this as the program moves along.

I want to assure you that we know we do not have all of the answeres to our present jet problems, and we anticipate further troubles as we advance. We have realized for some time that jet operation is not a completed science. Yet, I am afraid that in our anxiety for preparedness, we often overlook the fact that every man had to grow through boyhood. Our jet force has not yet matured. Let me add, though, that I realize that in solving our jet problems, the prime responsibility lies with AMC. We will continue to push this project.

Sincerely,

s/t/ ST. CLAIR STREETT
Major General, USAF
Deputy Commanding General

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IRS
Subject: Personal letter to General Whitehead from General Vandenberg dated 21 Sept 49.

No. 1. 23 Sept 49 DO to O&T

1. This letter from General Vandenberg is very interesting. While in the Far East I accompanied Lindbergh on many of these inspections particudarly those in the Fighter Units. His prime concern was evidenced by 51-pilots making last turns at 150 - over the fense at 130 - landing at 110. In one case he asked me to demonstrate to the group. I came out of a turn at 130 - over the fence at 110 and landed somewhat slower. H e then demonstrated - he came out of a turn at 120 and held the glide down for a three-point landing - pretty nice. However, his nose was high the whole way round and I told him that he was asking for too high a perfection. I said there was no need for such marginal operation. I mention this to demonstrate what was behind the report that he submitted to Vandenberg. He is a maximum performance pilot and he expects all pilots to be that good. Personally, I believe his standard is way too high to expect young pilots ever to achieve without a background similar to his.

2. There are some things that we can do:

a. We can insist on runway control for fighters.

b. Fly at leader control on all landings, take-offs, ascends, decends, etc.

c. A much firmer stand on Flying Evaluation Boards when technique is involved.

d. Ground schools in basic use of instruments.

e. Standard operating procedures for all Fighter Units with like equipment.

f. Standard procedures for ascend through overcast.

g. Radio discipline.

h. Ground discipline.

3. We must be careful in our conclusions that we do not get a similar letter signed Vandenberg from the Flying Safety people. I agree wholeheartedly with his idea as regards B-29 crews, but we have so few of those I don't believe we need touch that subject.

4. Will you have prepared an answer to this letter for General Whitehead's signature on January the 5th stating in general what we have done about this situation and our present condition.

s/t/ HERBERT B. THATCHER, Brig Gen, USAF

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OFFICE OF THE COMMANDING GENERAL
HEADQUARTERS FOURTH AIR FORCE
HAMILTON AIR FORCE BASE
HAMILTON, CALIFORNIA

4 February 1950

Dear Ennis:

1. Reference your letter to General Vandenberg, the following is a report of the status of those projects enumerated, as they affect the Fourth Air Force:

a. "In conjunction with local CAA authorities, Instrument Flying Areas, for actual instrument practice, have been established for most fighter units of this Command. Final arrangements are being concluded for the remaining few units."

(1) Previous action taken: An all weather flying area for the 325th Fighter Wing (All Weather) has been established.

(2) Pending action: Request was initiated for an all weather flying area Northwest of Hamilton Air Force Base for the 78th Fighter Interceptor Wing. This request was coordinated with Oakland Air Route Traffic Control and forwarded to Col. Claude E. Duncan, a member of the Airspace Subcommittee, to be placed on their agenda. Follow-up action has been initiated as minutes of the Airspace Subcommittee do not show that action has been taken on our request.

(3) Action planned: Continuing follow-up action.

b. "Ground schools in the basic use of instruments are in progress in all fighter units."

c. "Instrument practice, both actual and hooded, is stressed in our training directives."

(1) Previous action taken: Ground school in the basic use of instruments is a continuing project in Fourth Air Force units. Fourth Air Force Regulations outline the instruction that will be given. Ten (10) hours of ground instruction is required. This minimum is usually exceeded. Instrument practice, both actual and hooded, is stressed in current Fourth Air Force Directives.

322 - Units

Rec'd. 9 Feb '50

(2) Pending action: Continuing schooling of pilots in instrument training, both ground and airwork.

(3) Action planned: Continuing follow-up during supervisory visits to Fourth Air Force Fighter units.

d. "Group and squadron commanders are required to participate actively in the flying training of their pilots. These unit commanders are under constant observation to insure that they are mindful of and discharge their responsibilities in connection with the personal problems and welfare of their officers and airmen. Those who are incapable or unwilling to fulfill such basic responsibilities of leadership will be relieved."

(1) Previous action taken: Group and squadron commanders have been actively participating in the flying training of their pilots throughout regular units within Fourth Air Force.

(2) Pending action: None.

(3) Action planned: Supervision to insure that Group and Squadron Commanders continue to be leaders and actively participate in flying training and to assign only such personnel to these key positions that are capable of carrying out this duty.

e. "Runway control units monitor landing and take-offs of our jet aircraft. The units are manned by qualified pilots who are required to maintain a log of each landing and take-off and to make comments therein which are used in post-flight critiques. Additionally, these control officers monitor radio procedures to insure radio discipline."

(1) Previous action taken: During transition periods, both the 78th and 325th Fighter Wings have used control units (jeeps with radio equipment). We do not have runway control units operating at this time. Radio equipment for this type control unit is not authorized under present TO&E equipment.

(2) Pending action: A recent letter from your headquarters inclosed drawings and pictures of a Mobile Runway Control Unit and requested comments, recommendations, and number of units we could utilize. This headquarters concurred in the proposed unit and advised that our requirement was one (1) for each Regular Squadron stationed and one (1) for each Regular Group. As of a recent date, we queried your headquarters as to the availability of these units.

(3) Action planned: Immediate utilization of these units as soon as authorized and available.

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f. "Flight leader control is emphasized on the ground and in the air from starting engines to parking."

(1) Previous action taken: Recently, all regular Fourth Air Force Unit Commanders were queried as to whether stress was placed on flight leader control. All units stated that flight leader control for all missions, other than single aircraft, and for all aerial maneuvers, is considered mandatory and is constantly emphasized.

(2) Pending action: None.

(3) Action planned: Continuing stress on flight leader control.

g. "Standard Operating Procedures have been established for ascents and descents through overcasts."

(1) Previous action taken: The 78th, 325th, and the 62d Troop Carrier Units have established SOP's for ascents and descents through an overcast. The ConAC Reserve Training Directives do not include ascents and descents through an overcast, however, this training will be conducted when the Reserve Wings are considered sufficiently proficient for it to be safe and practicable.

(2) Pending action: None.

(3) Action planned: During ORT for the regular units this phase of training will be checked and graded.

h. " Emphasis is being placed on flying techniques by Flying Evaluation Boards of this Command."

(1) Previous action taken: Emphasis is being placed on flying techniques by flying evaluation boards. As a result of certain accidents, Commanders have insured that posters of the accidents with picture proof are posted in operations so that pilots will read and take notice. Flying safety bulletins are a result of some of the recommendations by flying evaluation boards; examples within Fourth Air Force are the contribution to Flying Safety in the Rex Riley Series, Special accident reports and Report - Crash & Consequences.

(2) Pending action: None.

(3) Action planned: Continual emphasis on flying techniques by flying evaluation boards.

i. "Within the availability of funds, simulated combat exercises involving units of this and other Commands have been conducted."

(1) Previous action taken: Simulated combat exercises involving units of this Air Force and other commands have been conducted. Example: "DRUMMERBOY".

(2) Pending action: Continuous strike intercept missions with SAC.

(3) Action planned: WADF has plans for future simulated combat missions; and this office, when writing operations orders for units for ORT's and summer encampment exercises will stress simulated combat conditions.

j. "At the present time, a continuing exercise is in progress with Strategic Air Command units utilizing all flights and Aircraft Control and Warning Units of this command. Interception techniques are stressed with gun-camera attacks at the conclusion of each interception."

(1) Previous action taken: A continuous program is in effect with SAC for gun-camera attacks wherein Aircraft Control and Warning Units are utilized.

(2) Pending action: Letters have been sent to those SAC Bomber units that participated in EXERCISE "DRUMMERBOY" to procure gunnery films of this exercise.

(3) Action planned: Under the provisions of ConAC Regulation 25-2, dated 2 November 1949 Subject: Air Defense Forces: The Western Air Defense Force has taken over the operational control for continuous SAC - ConAC Fighter Bomber intercept and gun-camera training. The Fourth Air Force will cooperate fully in the accomplishment of this training.

k. "The importance of gunnery training is constantly being emphasized. Joint use agreements for gunnery ranges have been consummated with other Air Force Commands and other Services. Old ranges have been opened and danger areas established. It is becoming increasingly difficult to locate suitable areas within the limited range of jet aircraft, particularly in that the speed of modern fighters and the lethal range of present weapons require large uninhabited tracts which are off transportation routes and remote from fishing and recreational areas."

(1) Previous action taken:

(a) Gunnery training is being emphasized and is a requirement in all fighter unit training programs.

(b) A joint utilization agreement was consummated with the Commanding General, Sixth Army, Presidio of San Francisco, California, to utilize the Camp Irwin Air to Air and Air to Ground Bombing and Gunnery Range. The Danger Area was approved by the Subspace Air Committee on 5 August 1949. This Range has been used continuously by Regular Units, Air National Guard and Reserve Units since it was opened. The 78th Fighter Interceptor Wing has been firing Air to Air Gunnery at Camp Irwin since October 1949 by staging out of March AFB. However, the size of the Air to Air Range limits the 78th Group to ten (10) Aircraft at any one time.

(c) A letter was sent to the Division Engineer, South Pacific Division, Oakland, California, on 12 August 1949 requesting that this Headquarters be notified of any lands available within 100 miles of Hamilton Air Force Base suitable for bombing and gunnery ranges for Jet Aircraft; a negative reply was received.

(d) A letter was sent to the District Engineers of the San Francisco and Seattle Areas on 8 January 1950, requesting that this Headquarters be furnished information as to the availability and/or feasibility of obtaining facilities as follows:

(1) UNIT: 78th Fighter Interceptor Wing, Hamilton AFB, California.

REQD: Air to air range to be a minimum of 35 by 20 miles, preferably 50 by 20 miles within a radius of 100 miles of Hamilton Air Force Base.

Air to ground range to be a minimum of 6 by 10 miles, preferably 10 by 10 miles within a radius of 60 miles of Hamilton Air Force Base.

(2) UNIT: 325th Fighter All Weather Wing, Moses Lake AFB, Washington.

REQD: Air to air range to be a minimum of 15 by 25 miles, preferably 50 by 20 miles within a radius of 150 miles of Moses Lake AFB.

When Jet Aircraft are assigned to Moses Lake, the range specifications will be the same as that required for the 78th Fighter Interceptor Wing.

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(3) The possibility of using overwater ranges in the Fourth Air Force area is a subject of continuous investigation. However, hopes of successful utilization are very remote.

(e) Letters were sent to Continental Air Command as follows:

(1) Fourth Air Force Bombing and Gunnery Range Requirements, dated 28 April 1949.

(2) Bombing and Gunnery Range Requirements dated 18 Jun 49.

(3) Status of Bombing and Gunnery Ranges for Reserve and Air National Guard, Fourth Air Force Area dated 25 Aug 49.

(4) Range Problems, dated 15 October 1949.

(f) Representatives from this Headquarters just returned from Las Vegas Air Force Base where a Joint Utilization Agreement on the Las Vegas AFB and Bombing and Gunnery Range failed to materialize due to saturation point having been reached on present training requirements. A report on this conference has been forwarded under separate cover.

(2) Pending action: This headquarters will continually stress the importance of gunnery training and to make the acquisition of bombing and gunnery ranges a continuous project. It is recommended that the Las Vegas Air Force Base, including the Bombing and Gunnery Range, be utilized exclusively for gunnery training by units of the United States Air Force.

(3) Action planned: This is a continuing project.

l. "As a result of a study of the aircraft accidents of this Command, I am taking steps to indoctrinate my commanders in the corrective action required to reduce the number of accidents due to supervisory error."

NOTE: Records, this headquarters, indicate one accident during past year in the Fourth Air Force in which supervisory error was a direct contributing factor.

(1) Previous action taken:

(a.) Personnel committing error was disciplined.

(b.) A special report of this accident emphasizing responsibilities of the personnel involved was published by this headquarters.

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Ltr. to Gen. Whitehead, 3 February 1950 (Continued)

(2) Pending action:

(a) All commanders were directed by letter on 26 Jan 50 to insure that formation leader personnel under their command were cognizant of their duties and responsibilities and that they discharge their duties in the manner required.

(b) During each inspection, all Air Inspectors observe any laxity in supervision that might contribute to an accident. When laxness is noted this is immediately brought to the attention of the responsible officer in order that immediate corrective action can be taken.

(3) Action planned:-

(a) Fourth AFL 62-102 (Aircraft Accident Study Classes) will be rewritten. The new letter will direct that supervisory personnel (Maintenance, engineering, operations and flight leaders) attend a special accident prevention meeting each month. During this meeting, supervisory problems and methods of corrections, will be discussed. Also, the duties and responsibilities of supervisors will be reviewed and reemphasized.

(b) Fourth AF Flying Safety Officer will make staff visits regularly, to monitor the flying safety programs of all installations this command.

JOHN E. UPSTON
Major General, USAF
Commanding

Lt. General Ennis C. Whitehead
Commanding
Hq Continental Air Command
Mitchel Air Force Base
New York

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HEADQUARTERS
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

28 April 1950

IN REPLY
REFER TO: O&T 210.01

SUBJECT: SSN 0520 Requirements for Continental Air Command

TO : Director of Training, Headquarters United States Air Force, Washington 25, D. C.

1. The present and future Continental Air Command requirements for SSN 0520 as stated in classified message, this headquarters, file no. C-103, 4 February 1950, no longer apply. Based on the latest proposed Aircraft Conversion Schedule (Inclosure #1), and in consonance with the limitations prescribed by your Headquarters in 1st Indorsement to classified letter, this headquarters, file no. PO&R 452.1, subject: "Composition of Certain Fighter Wings", 12 January 1950 (Inclosure #2), Continental Air Command requirements for SSN 0520 will increase from seventy-two (72) at the present time, to three hundred fifteen (315) in April 1952. Inclosure #3 includes a recommended inputto Continental Air Command which will provide SSN 0520s in the necessary increments to meet the requirement therefor.

2. To preclude losses of SSN 0520s greater than the 3% per month computed in Inclosure #1, it is recommended that this SSN be placed on the critical list in accordance with AF Regulation 35-34.

3. Until such time as shortages can be eliminated, it is requested that thisheadquarters be authorized to utilize airmen who are currently assigned to all-weather units and who possess qualifications which will enable them to be easily trained within the unit, to fill the 0520 vacancies. These airmen would be kept on flying status only until such time as the positions could be filled with qualified 0520s.

4. In addition to expanding the capacity of the Air Training Command Radar Observers School to satisfythe increased requirements for graduates thereof, it is considered essential that the curriculum be extended to include both flying and ground phases. This should be accomplished at the earliest possible date as this command does not possessthe equipment or facilities to accomplish the Flight Training phase satisfactorily.

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O&T 210.01, Subj: "SSN 0520 Rqmts for ConAC", (Contd)

5. With reference to paragraph 5b, classified letter, this headquarters, O&T 211, subject: "Career Program for Fighter Pilots and Aircraft Controllers", 24 March 1950, the source of trainees for the Radar Observers School should be newly graduated pilots who will complete the Radar Observer Training prior to assignment to an all-weather fighter unit. This will insure a maximum period of utilization of Reserve Officers subsequent to training and prior to relief from active duty.

6. The elimination of the shortage of SSN 0520 in the all-weather fighter units is an essential factor in enabling these units to accomplish their assigned mission.

FOR THE COMMANDING GENERAL:

st/ V. E. MURPHY
Lt Col., USAF
Asst. Air Adj. Gen.

3 Incls:
1. Cy/Proposed USAF ConAC Ftr Cont Prog
2. Cy/1st Ind, Hq USAF, AFODP, 8 Mar 50
3. Flow Chart for Radar Observer Tng, FYs 50,51&52.

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Hq ConAC, O&T 210.01
Subject: SSN 0520 Requirements for ConAC

O&T 200 (28 Apr 1950) 2nd Ind

HQ CONTINENTAL AIR COMMAND, Mitchel Air Force Base, New York,

TO: Director of Training, Headquarters USAF, Washington 25, D. C.

1. Reference paragraph 6, 1st Indorsement, and paragraph 5 basic, it is requested that reconsideration be given to the assignment of newly graduated pilots, without tactical experience, to the 0520 Radar Observers Course, ATRC.

2. Although assignment of experienced pilots is desirable, utilization of newly graduated pilots is deemed necessary in view of the existing low experience level within ConAC fighter units.

3. Input to the 0520 Course will require one hundred fifty (150) pilots per year. Concurrence by this command with the policy of assigning newly graduated pilots to fighter units for one (1) year prior to entrance to the 0520 Course would impose a serious drain on the skilled pilot level within the Continental Air Command.

4. It is considered that to comply with the policy set forth by Headquarters USAF would seriously impair the Air Defense capabilities of this command.

FOR THE COMMANDING GENERAL:

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4 April 1950

MEMORANDUM FOR: COLONEL MUEHLEISEN

SUBJECT: Program for Radar Observer Training

1. In accordance with your instructions, the undersigned attended a conference at Hq USAF which was monitored by Col. Disoway, Office of the Director of Training, Hq USAF. In addition to the undersigned, this headquarters was represented by Capt. Grey of Personnel, this headquarters, and a squadron commander from both the 52d and 325th Fighter All-Weather Groups.

2. The purpose of the conference was to outline a program to train Radar Observers for the entire USAF. In addition to the desired qualitative standards, the quantitative requirements of this command were submitted as outlined in Inclosure No. 1 hereof. These requirements were based on fourteen (14) aircrews per squadron and the latest available information regarding the projected allocation of all-weather aircraft to this command through Fiscal Year 1952. The undersigned recommended that the ATRC give the Radar Observer trainees the air training phase prior to graduation from the Radar Observers School, as this command had neither equipment, facilities, nor instructor personnel to accomplish the task and that it was hindering the attainment of combat effectiveness. Representatives of the ATRC and Hq USAF concurred with this proposal and the Training Command agreed to lengthen the course from the present nine (9) to sixteen (16) weeks. Action is being taken by Hq USAF to obtain B-25 aircraft equipped with the necessary components of the E-1 Fire Control System so that four (4) scopes could be placed in each B-25 aircraft. This would provide one scope for the instructor, one primary and one alternate for the students, in addition to a scope in front of the co-pilot's seat which also could be used to advantage in training our Radar Observers in the event pilots are utilized. No definite date could be established by Hq USAF as to when the B-25s, equipped as outlined, could be obtained and allocated to the Training Command. The Training Command stated that they could initiate the sixteen (16) week ground and air training program as soon as the B-25 aircraft become available.

3. Also discussed at the conference was the Career Program for Fighter Pilots and Aircraft Controllers as outlined in General Whitehead's letter of 24 March 1950 to the Deputy Chief of Staff, Operations, Hq USAF. The representatives of Hq USAF were in agreement with the program, except that they considered that the Pilot and Radar Observer should be cross-trained concurrently. The undersigned pointed out that this would considerably raise the requirement for additional aircraft hours to be allocated the units in order to simultaneously perform this dual function, as it was considered that the minimum time to maintain proficiency of an all-weather pilot was twenty (20) hours per month. If the

proficiency of both crew members was to be maintained as pilots, this would indicate a requirement of forty (40) aircraft hours per aircrew for the maintenance of pilot proficiency. Such a program appeared to me to be unnecessary and uneconomical. No decision was reached at the conference and a study is being made in this division to determine the differences in the requirements of the two (2) proposals. As soon as completed, definite recommendations will be made.

s/t/ CH. MORGAN
Lt. Col., USAF
Chief, Training Division

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HEADQUARTERS
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

PPM-K 353 13 Jun 1950

SUBJECT: Training of Airman Radar Observers in All-Weather Fighter Units

TO : Director of Training, Headquarters USAF, Washington, 25, D.C.

1. As a result of recent correspondence with your headquarters wherein the present critical shortage of Radar Observers, All-Weather Fighter, SSN 0520, was forecast to remain critical indefinitely, this headquarters has taken action to initiate, on an experimental basis, a training program designed to relieve this shortage. The preliminary steps in the implementation of this program are outlined in the inclosed letters forwarded to the Commanding Generals, First and Ninth Air Forces. Reference is made to the provisions of paragraph 2d(6), AFR 35-29, 11 July 1945.

2. Upon conclusion of the experimental phase of this program your headquarters will be furnished with a complete report of the results of the training, including our comments and recommendations as to the feasibility of the extensive utilization of enlisted radar observers in All-Weather Fighter units.

3. Your formal concurrence in the program discussed above is requested.

FOR THE COMMANDING GENERAL:

/t/ V. E. MURPHY
Lt. Col., USAF
Asst Air Adj Genl

2 Incls
1. Cy ltr fr CG ConAC to CG 9th AF, subj Utilization of Amn Radar Obsr in A/W-dtd 29May50
2. Cy ltr fr CG ConAC to CG 1st AF, subj Utilization of Amn Radar Obsr in A/W-dtd 22May50

PPM-K Lt PJParlavecchia/7146/mz
7Jun50

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HEADQUARTERS
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

PPM-R 220 22 May 50

SUBJECT: Utilization of Airman Radar Observers in All-Weather Fighter Units

TO : Commanding General, First Air Force, Mitchel Air Force Base, N. Y.

1. The existing shortage of officers MOS 0520, Radar Observer, All-Weather Fighter, which has been acute in this command for some time past, and is forecast to remain acute indefinitely, has caused this headquarters to consider a plan whereby potentially qualified airmen may be utilized in these positions.

2. As a part of the proposed plan, it will be necessary that the 52nd Fighter (AW) Wing conduct, on an experimental basis, a program of on-the-job training for certain selected airmen in the existing radar observer vacancies. Accordingly, the Commanding General, Ninth Air Force, has been requested to furnish five (5) airmen, MOS 866, Radar Observer, Sea Search, for this purpose. A copy of the letter forwarded to Commanding General, Ninth Air Force is inclosed for your information.

3. It is anticipated that this headquarters will, upon initiation of the training discussed above, require periodic reports on the progress of the program. Further instructions regarding the implementation of this program and the reports which will be required will be forwarded your headquarters upon receipt of reply to our letter to the Commanding General, Ninth Air Force.

BY COMMAND OF MAJOR GENERAL HALE:

/s/t/ FRANK MILLER
Capt, USAF
Asst. Air Adj. Gen.

Incl
Cy ltr fr CG, ConAC to CT 9th AF, subj and file as above

Incl #2

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HEADQUARTERS
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, N. Y.

PPM-R 220 dtd 29 May 1950

SUBJECT: Utilization of Airman Radar Observers in All-Weather Fighter Units

TO : Commanding General, Ninth Air Force, Langley Air Force Base, Virginia

1. Reference is made to copy of inclosed letter forwarded this date to the Commanding General, First Air Force.

2. After review of latest personnel reports reveals the existence within your command of eleven (11) airmen, primary SSN 866. Recent correspondence from your headquarters relative to the utilization of these airmen in their primary MOS indicates that the requirement for this type specialist does not exist at the present time due to the lack of necessary equipment. It is therefore requested that this headquarters be notified as soon as practicable of the availability of these airmen for transfer to the 52nd Fighter (AW) Wing. It is anticipated that not more than five (5) of the eleven (11) airmen in question will be transferred to the 52nd Fighter (AW) Wing. It is desired that the one airman, SSN 866, assigned to the 2240th AFRTC, Cleveland Municipal Airport, Ohio, be given top priority consideration for transfer. The one airman, SSN 866, presently assigned to the 648th AC&W Squadron, Indiantown Gap, Pennsylvania, will be given lowest priority consideration.

3. Request the Commanding General, First Air Force be furnished a copy of your reply to this correspondence.

FOR THE COMMANDING GENERAL:

/s/t/ FRANK MILLER
Capt USAF
Asst Air Adj Gen

Incl
Cy ltr fr CG ConAC to CG 1st AF, subj and file as above

Incl #1

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HEADQUARTERS WESTERN AIR DEFENSE FORCE
HAMILTON AIR FORCE BASE
HAMILTON, CALIF.

6 Feb 1950

WADF 353

SUBJECT: All Weather Fighter Training

TO : Commanding General
Continental Air Command
Mitchel Air Force Base, New York

1. It is urged that action be initiated to provide all weather training for pilots of air defense units so that effective employment of programmed all weather fighter aircraft will be possible when the equipment is delivered.

2. In anticipation of the program to equip all fighter units of the air defense forces with all weather interceptor aircraft, it is apparent that a program for all weather fighter pilot training must be phased to correspond with the conversion schedule. This training cannot be accomplished in tactical units without considerable sacrifice of combat effectiveness.

3. The formation of an all weather fither school is therefore highly desirable. Pending its establishment, pilots required for units scheduled for conversion should be trained in adequate numbers in the existing USAF instrument school. In this regard, it is pointed out that in order to permit the attendance of fighter pilots with considerably less experience, a revision must be effected of the present requirements for attendance in the above instrument school of three (3) years' pilot rating and 1,000 hours.

WILLIAM M. MORGAN
Brigadier General, USAF
Vice Commander

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WADF 353
Subject: All Weather Fighter Training Lt Col Dempster/mlw/6136

O&T 353 (6 Feb 50) 1st Ind 27 Feb 50

HQ CONTINENTAL AIR COMMAND, Mitchel Air Force Base, New York

TO: Commanding General, Western Air Defense Force, Hamilton Air Force Base, Hamilton, California

1. The problem as presented in basic merits much attention and its impact in future effectiveness of all weather units is realized in this headquarters. At the present time a proposal to establish an all weather fighter school is under consideration.

2. This headquarters will take necessary action to request additional quotas to the USAF instrument school and recommend a revision of the requirements for attendance.

3. You will be informed of all developments pertaining to this program.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

V. E. MURPHY
Lt Col USAF
Asst Air Adj Gen

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317TH FIGHTER SQUADRON ALL WEATHER
McChord Air Force Base, Washington

19 May 1950

RX

SUBJECT: Suspension of Weather Minimums and Green Card Requirements for All Weather Fighter Pilots

THRU: Command Channels

TO: Chief of Staff
United States Air Force
Washington, D. C.

1. Request that the following action be taken to enable All Weather Fighter Pilots to complete the training required for maximum operational effectiveness:

a. Suspension of the weather minimums as prescribed in paragraph 37 of Air Force Regulation 60-16 for pilots assigned to All Weather Fighter Units when engaged in local training flights.

b. Suspension of the five years of service as a rated pilot and the 2000 hours of pilot time as required for qualification for AF Form 8 A (Green) by subparagraphs (a) and (b) of paragraph 5a(2) of Air Force Regulation 60-4 for pilots assigned to All Weather Fighter Units when flying the tactical aircraft assigned to the Unit.

c. Issuance of authority to the Squadron Commanders of All Weather Fighter Squadrons to certify on the reverse side of AF Form 8 (White) that the pilot whose name appears on the card is qualified as an All Weather Pilot and is to be cleared for flight from any Air Force Base as the holder of AF Form 8 A (Green) when the aircraft to be flown is the tactical aircraft assigned his unit.

d. Restriction of the application of paragraphs 1a, b, and c above to pilots who have completed the experience in the assigned tactical aircraft as indicated in the following table:

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RX
Subject: Suspension of Weather Minimums and Green Card Requirements for All Weather Fighter Pilots, 19 May 1950

Experience at Time of Assignment to All Weather Unit		Required Experience in Assigned Tactical Aircraft		
Total Hours Pilot Time	Total Hours Hood Plus Weather	Total Hours Pilot Time in Assigned A/C	Total Hours Hood Plus Weather in Assigned A/C	Number of Weather GCA Low Approaches in Assigned A/C
(1) 2000	150	50	10	4
(2) 1500	100	50	15	8
(3) 1000	75	75	25	12
(4) 750	50	100	35	12
(5) 500	50	150	50	12

NOTE: To determine the minimum experience required for a newly assigned pilot, use the line which gives a lower figure than his experience in either total pilot time or total hours hood plus weather time. For example, a newly assigned pilot with 1200 hours flying time and a total of 65 hours of hood plus weather would require 100 hours in the tactical aircraft of which 35 hours were hood or weather, and 12 weather GCA Low Approaches. (Line 4)

2. The above action is believed to be essential if the Air Force is ever to have an All Weather Unit (Fighter) whose pilots have the ability, confidence, and experience necessary to conduct operations in the face of extremely low ceilings and visibilities. Under the provisions of existing regulations it is not possible to train All Weather Fighter Pilots to make a range let-down, a GCA Low Approach, or a take-off under extreme weather conditions. In the event that such procedures become necessary due to operational requirements or due to emergency conditions, it is obvious that the Air Force will suffer an extremely high percentage of loss in pilots and aircraft and that the defense of the country may be seriously endangered.

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3. Paragraph 1d was believed to be necessary to prevent the possibility of an incompetent squadron commander permitting low-level weather approaches by inexperienced pilots. The figures representing required experience in the assigned tactical aircraft are those that have been found to be required by the average pilots of this organization. It is expected that some pilots will require more experience in the aircraft before proceeding to lowered minimums, but it is not considered practical to assign greater requirements.

4. If the existing regulations are revised as requested in paragraph 1, it should then become a specific responsibility of the Squadron Commander of the All Weather Squadron to establish individual minimums for each pilot in his squadron, gradually decreasing these minimums to eventually reach the time when the individual pilot is capable of zero-zero landings and take-offs. Such a procedure cannot be regulated in detail by any higher commander than the squadron commander due to the fact that the higher commanders cannot become intimately familiar with the capabilities and limitations of each individual pilot in his command.

5. It is obvious that lower weather minimums than those required in AFR 60-16 and lower Green Card requirements than those prescribed in AFR 60-4 cannot be applied to all Air Force pilots without the probability of a rise in accidents and fatalities. However, it is believed that there would be no increase in the hazard of flying if the minimums are lowered for individual pilots who are being trained in weather flying in an aircraft designed for that specific purpose, and whose progress is constantly observed and controlled by their squadron commander and squadron operations officer.

6. It is believed that the psycnological effect of the existing regulations should be heavily weighed in considering the requested changes. Neither the pilot nor his observer can be expected to have confidence in the pilot's ability to make a safe take-off or landing under extreme weather conditions when existing directives express the lack of confidence in his abilities held by higher commanders. As expressed by these directives, it is the present opinion of higher commanders that only a pilot having completed 2000 hours of pilot time and having five years of service as a pilot is qualified as an All Weather pilot. The majority of the pilots assigned the All Weather Units do not meet these qualifications and as a result are prohibited from training for their primary mission.

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Subject: Suspension of Weather Minimums and Green Card Requirements for All Weather Fighter Pilots, 19 May 1950

It is the present opinion of the pilots of the All Weather Units that the term "All Weather" is a misnomer and that they are restricted from take-offs and landings of which they are perfectly capable. It has been said that ninety percent of the caualties due to weather flying are due to the impact of extreme weather conditions on pilots who have not become familiar with such conditions through experience and training. The All Weather Fighter Pilots have not had training in landings and take-offs in extreme weather conditions and therefore will be subjected in time of war or emergency to the same psychological impact as the late Air Force pilots who constitute ninety percent of our weather casualties.

/s/
THOMAS H. BEESON
Lt Col, USAF
Commanding

RO 360 1st Ind

Headquarters, 325th Fighter Group, All Weather, McChord Air Force Base, Washington 20 May 1950

TO: Commanding General, 325th Fighter Wing, All Weather, McChord Air Force Base, Washington

I concur with the changes and recommendations contained in basic letter, except paragraph 1c. It is believed that the Group Commander and the Wing Commander should be the certifying and approving authority.

GEORGE W. PRENTICE
Colonel, USAF
Commanding

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Subject: Suspension of Weather Minimums and Green Card Requirements
for All Weather Fighter Pilots (19 May 1950)

DO 360.11 2nd Ind GGF/ms

Headquarters 325th Fighter-All Weather Wing, McChord Air Force Base, Washington

TO: Commanding General, Fourth Air Force, Hamilton Air Force Base, Hamilton, California

1. With the exception of paragraphs 1b and 1c, basic communication, concur with ideas expressed in basic letter and believe that considerable study should be given to this request. Further, the experience table as shown, coupled with adequate supervision, should assure the proper safety precautions.

2. I do not concur with the request contained in paragraph 1b of the basic communication for the following reasons:

a. There is no need for these pilots to possess their own clearing authority. They would be cleared within the minimums shown on the reverse side of the individual's Form 8 (White).

b. There is no apparent need to reduce the present requirements for an AF Form 8A (Green).

3. Further concur with 1st Ind as regards paragraph 1c.

T. ALAN BENNETT
Col, USAF
Commanding

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317th Ftr Sq, Suspension of Weather Minimums and Green Card Requirements for All Weather Fighter Pilots

OTT 201.6 (19 May 50)   3rd Ind

Headquarters Fourth Air Force, Hamilton AFB, Hamilton, California

TO: Commanding General, Continental Air Command, Mitchel AFB, NY

1. This headquarters concurs with 2nd Indorsement and feels that the basic letter has considerable merit.

2. The CG, 325th Fighter All Weather Wing was authorized to clear all-weather pilots in combat-ready F82 aircraft in weather conditions below those established by AF Regulation 60-16. This clearance authority was granted on 13 Dec 49 and applied only to those aircraft dispatched on authorized training missions.

FOR THE COMMANDING GENERAL:

/s/t/ H. L. FULLER
Lt Col, USAF
Air Adj Gen

O&T 201.63 (19 May 50)   4th Ind

HQ CONTINENTAL AIR COMMAND, Mitchel Air Force Base, NY 21 Jun 50

TO: Director of Plans and Operations, Headquarters UNited States Air Force, Washington 25, D. C.
Attn: Operation Division

1. This headquarters concurs in the recommendations set forth in basic, except paragraph 1 b. There is no requirement for these pilots to possess their own clearing authority. Clearance would be issued commensurate with restrictions indicated on reverse side of AF Form 8 (White).

2. If existing regulation is revised it should then become a specific responsibility of the Squadron Commander to certify each individuals minimums, since he is intimately familiar with the capabilities and limitations of each individual pilot assigned.

FOR THE COMMANDING GENERAL:

/s/
V. E. MURPHY
LT COL USAF
ASST AIR ADJ GEN

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DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON 25, D. C.

AFPTC-1 5 April 1950

SUBJECT: Development of the Combat and Operations Career Area

TO : Commanding Officer
314th Troop Carrier Wing
Smyrna Air Force Base
Smyrna, Tennessee

1. In the process of developing the rated carear area, and in determining the proper utilization and progression for pilots throughout the Air Force, it has become necessary to analyze all pilot specialties. A point for major consideration is the classification structure; i.e., the number of specialties required. For a proper evaluation, training requirements, training standards, as well as specific job data, must be utilized to gain an accurate insight into pilots' jobs.

2. For the purpose of furthering this study, it is desired that the following data be supplied by your station:

a. Training procedures used in checking out and qualifyying a pilot in the tactics and techniques peculiar to the C-47, C-82 and C-119 type aircraft. The information supplied should be comprehensive and should indicate, in detail, the step-by-step procedure followed in training newly qualified pilots and, also, experienced pilots. Total flying time in any o r all type aircraft is only incidental to the portrayal of these training requirements. The major concern is the actual type and amount of transition and tactical training considered necessary for full qualification for which the aircraft is designed; i.e., loading of cargo or troops, dropping of airborne troops, dropping of supplies, both free and by parachute, glider towing, glider pick-up, etc.

3. The importance of developing a sound pilot classification structure requires that a survey of as many stations as may prove feasible be accomplished. It is requested that your station participate by submitting recommendations as to what you consider the logical grouping of pilot specialties, keeping in mind the functional relationship of skills, as utilized in the Officer Career Program discussed below:

a. A basic concept of the Officer Career Program is that specialist areas should be formed on the basis of functional relationship of jobs. Jobs are formed by the combination of duties and tasks that are homogeneous on the basis of skill requirements. Skills are determined by educational, training, and experience qualifications

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that are prerequisite to progression within a functional area. An area of homogeneous jobs established on this basis must provide a broad avenue of advancement.

b. In the application of the functional concept to pilot jobs the problem is one of grouping jobs in broad classifications. In the past, generally, the broad classifications were bomber pilots, fighter pilots, and transport pilots. These classifications, however, were made without an analysis of the relationship of skills involved. The objective is to determine by analysis the classification required for all pilots. The pilot classification structure must be sufficiently flexible to provide a broad identification in time of peace and to insure proper cross-training, concrurrently serving as a nucleus for more specific identification of "shred-out" or specialization in the event of mobilization. With these factors in mind, training, classification, and assignment of personnel should be broad and generalized in order that we will have the mobilization potential, as well as requiring little, if any changes, to meet the needs of changing requirements of the Air Force.

4. The present demand for subject data is sufficiently pressing to warrant establishment of suspense date. It is desired that the information requested be forwarded to the Chief of Staff, United States Air Force, Washington 25, D.C. (Attention: AFPTC) by not later than 21 April 1950.

BY COMMAND OF THE CHIEF OF STAFF:

/s/t/ JIMMIE W. BRITT
Lt Colonel, USAF
Executive, Career Development
and Classification Division
Directorate of Training, DCS/P

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Hq USAF, Subj "Development of the Combat and Oper Career Area", 5 Apr 50

WGDO 353 1st Ind. 20 Apr 50

Headquarters, 314th Troop Carrier Wing (M), Stewart AFB, Smyrna, Tenn.

1. The information requested in basic letter concerning the check-out procedures and qualifications of pilots in the tactics and techniques peculiar to C-47, C-82 and C-119 aircraft is transmitted herewity. Incl. #1 is a breakdown of an accelerated program for potential troop carrier pilots. This is considered a bare minimum for pilots arriving at Wing from training school, however when pilots are assigned from another command who have 1000 or more flying hours to their credit, with varied experience, the requirement is reduced to that sufficient to qualify the individual. Each pilot in this category must follow the training phases outlined, however, if a pilot has several hundred hours of day and night formation time in heavy multi-engine aircraft, he will need only perhaps five to ten hours formation training in C-82's or C-119's. This transition time is imperative because troop carrier formations are much differant from any other tactical formation. The high degree of proficiency required during formation drops when the aircraft is slowed from cruising speed to 120 MPH with rapid changes in CG limits resulting from troops and/or equipment being dropped from the aircraft necessitates this additional training.

2. The C-47 is used only for glider pick-up work within troop carrier at the present time. Incl. #2 gives a detailed breakdown of the C-47 glider pick-up pilot training. To date we have not had requirements for tactical use of the C-47 type aircraft; as a result we do not have a troop carrier transition program for this aircraft. However, should the situation arise which would require training of pilots in troop carrier tactics in the C-47, the C-82 or C-119 program would be used for this prupose.

3. Incl. #3 is a copy of the transition training program for C-82 pilots. This is also being used for C-119 aircraft due to the similarity of the two aircraft. We have made the transition from C-82 aircraft to C-119 aircraft in one entire troop carrier group employing this transition training program and no changes have been found necessary.

4. Incl. #4 is a proposed training standard for troop carrier units (C-82 or C-119). This training standard was developed by a board of officers and airmen assigned to the 316th Troop Carrier Group. It not only includes pilot requirements but the entire training requirements of the troop carrier units.

5. Incl. #5 is the SOP for troop carrier - airborne operations. The fully qualified troop carrier pilot must be thoroughly familiar with every phase of this SOP.

HOYT L. PRINDLE
Colonel, USAF
Commanding

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HEADQUARTERS
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

3 Jan 1950

Dear K. B.,

I am desirous of getting my combat units up to date on their required aerial gunnery training, but from what my boys tell me it appears that the gunnery program is being seriously handicapped due to lack of suitable tow targets.

The following is a resume of the general picture on this subject to date:

This headquarters was informed by the Training Command and Air Materiel Command in September 1949 that sufficient A-6B type tow targets would be made available in October and November 1949 to fulfill immediate requirements; also that procurement of A-6B tow targets would be ample to meet our continual requirements. In October 1949, Air Training Command advised Air Materiel Command to discontinue the procurement of A-6B tow targets as they were considered unsatisfactory.

On 2 December 1949, Air Training Command released $380,000 to Air Materiel Command for the purchase of 10,000 A-6A Banner, Marquisette, white, targets from the Navy. The first 1,500 targets procured are to be shipped to Las Vegas. As of this date, Air Materiel Command has not released contracts to the Navy for these targets, although it was indicated that this action would be completed by the end of this year. Air Training Command advised this headquarters 23 November 1949 that an effort would be made to furnish Continental Air Command installations with sufficient A-6A tow targets for practice firing prior to the Air Force Gunnery Meet, scheduled for March 1950. It is doubtful if targets will be available in time for training prior to the Meet, as the Navy must purchase the A-6A targets from a contractor, and time will not allow sufficient procurement to meet the requirements of ConAC.

Since the activation of this command, the problem of continual tow target shortages, erratic supply action and unsatisfactory designed tow targets have been confronted and has materially hindered efficient aerial gunnery training.

As you can see, action must be taken in the immediate future or the aerial gunnery program will be retarded and will deteriorate to a point where it will affect the combat potential of all ConAC fighter organizations.

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Any help or ideas that you may be able to give us in this matter would be greatly appreciated.

Sincerely,

ENNIS C. WHITEHEAD
Lieutenant General, United States Air Force
Commanding

Lieutenant General K. B. Wolf
Deputy Chief of Staff, Materiel
United States Air Force
Washington 25, D. C.

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C O P Y
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Hq Continental AirCommand, Mi tchel AirForce Base, N. Y.

To: Commanding Officer, Las Vegas Air Force Base, Nev.

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ROUTINE

CG 7376. Please pass this message to the senior ConAC officer in the fighter gunner meeting. Personal from Whitehead. I wish all ConAC units success in the forthcoming fighter gunner competition, and have great confidence that this meet will exceed all others in competitive effort and high scoring. You are representing not only your unit, but will also perfect the air defense methods and techniques which may be used in the defense of our country. I should like to urge each of you, however, not to be carried away too completely by your enthusiasm and zealousness, to a point whereby your good judgment and flying experience is overshadowed. High scores come from smooth flying; therefore, while I wish you all the utmost success, at the same time enjoin you to let caution and good judgment outweigh any tendency towards carelessness.

Signed: Lt. General Ennis C. Whitehead, CG, ConAC

Brig Gen H B Thatcher/DO/ajw 23 Mar 50

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HEADQUARTERS FOURTH AIR FORCE
HAMILTON AIR FORCE BASE
HAMILTON, CALIFORNIA

OTT 353 Gen 3 Apr 1950

SUBJECT: Requirements for MOS's 1058 and 1059

TO : Commanding General
Continental AirCommand
Mitchel Air Force Base
New York

1. The receipt of ConAC Reg 24-1, dated 17 February 1950, has brought to the attention of this Headquarters certain inconsistencies between the specified missions of Fourth Air Force Fighter units and the requirements for MOS's 1058 and 1059 as prescribed by AF Manual 35-1.

2. ConAC Training Standards 10-2, dated 7 July 1949 and 10-9 dated 29 November 1949, which are applicable to the 81st Fighter-Interceptor Wing and the 325th Fighter-All Weather Wing, specifiy a standard of proficiency for aerial gunnery but do not specify a requirement of proficiency or familiarization for pilots in air to ground gunnery, rocketry or dive bombing. These Training Standards are used by this Headquarters as a basis for composing balanced unit Training Directives, designed to bring air crew members to the level of proficiency set forth in the Standardas.

3. Air Force Manual 35-1 specivies that an All Weather Fighter pilot, 2 engine, (1058) must be able to "execute all offensive and defensive tactics against hostile air and surface forces", and further specifies that a Jet Fighter pilot (1059) "flies jet-powered fighter aircraft on training, a ground support, intercept, escort (penetration) and control missions." These requirements necessitate extensive training in air to ground gunnery, rocketry and dive bombing, in addition to air to air gunnery, prior to the attainment of MOS's 1058 and 1059. While it is agreed that pilots who are assigned to units that have the mission of "fighter bomber" require this training, it is not believed that Intercept and All Weather pilots need extensive air to ground work to obtain the desired level of proficiency in their assigned mission. The shortage of flying time, lack of near-by gunnery ranges and the lack of versatility in some of our newer aircraft, combine to make it impracticable for all Fighter pilots to qualify in all phases of fighter combat.

4. It is recommended that the following procedure be utilized to clarify the pilot qualifications for MOS's 1058 and 1059.

a. Pilots assigned to tactival fighter units will qualify in accordance with the ConAC Training Standard applicable to the unit assigned.

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Requirements for MOS's 1058 and 1059
OTT 353 Gen 3 Apr 50

b. MOS Jet Fighter pilot (1059) be given an SSN suffix designating the type of qualification which the pilot has met, i.e., 1059-B - Fighter Bomber, 1059-I - Intercept, 1059-P - Penetration, 1059-W -All Weather.

c. Fighter pilots be given corss-training in the above suffix missions for familiarization purposes if considered practicable.

d. All Fighter pilots to receive a familiarization course in all accepted phases of gunnery, rockotry and bombing at the advanced flying school, immediately before or after graduation.

5. It is further recommended that considerationbe given to the redesignation of the Military Occupational Specialty for Air National Guard Fighter pilots in a similar manner.

FOR THE COMMANDING GENERAL:

H. L. FULLER
Lt Col USAF
Air Adj Gen

PFM-K 353 (3 Apr 50) 1st Ind 28 Apr 50

HQ CONTINENTAL AIR COMMAND, Mitchel Air Force Base, New York

TO: Director of Military Personnel, Headquarters USAF, Washington 25, D.C.
ATTENTION: Career Development and Classification Division

1. It is believed that there is considerable merit to many of the suggestions made in paragraphs 3 and 4 of basic letter.

2. Request your consideration of the recommendations as made.

FOR THE COMMANDING GENERAL:

BRUCE H. GEMMEL
Captain, USAF
Asst Air Adj Gen

AFPTC 2nd Ind 11 May 1950

Dept of the Air Force, Hq USAF, Washington, D.C.

TO: Commanding General, Continental Air Command, Mitchel AFB, N.Y.

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Requirements for MOS's 1058 and 1059
SFPTC 2nd Ind, cont.

1. Reference paragraph 4, basic correspondence, this Headquarters does not consider the identification, by suffix, of peculiar types of qualifications in consonance with broad, functional policy approved for the development of the Officer Career Program. It is believed that the current job descriptions for SSN 1058 and 1059, as revised in AFL 35-701A and AFL 35-701B respectively, do not impose requirements which cannot be met by individual tactical organizations. It will be noted in the job description of SSN 1059 the requirements considered mandatory are limited "to proficiency in the performance of maneuvers and procedures peculiar to jet fighter aircraft" and "capable of utilizing aircraft armament equipment such as guns, rockets, and bombs in a manner which will permit successful accomplishment of the mission assigned."

2. Reference paragraph 4d basic correspondence, it is the peacetime policy for Air Training Command to furnish basically qualified pilots with operational qualification accomplished by tactical units of assignment. In the event this policy is modified, consideration will be given to your recommendation.

BY COMMAND OF THE CHIEF OF STAFF:

JIMMIE W. BRITT
Lt Col USAF
Exec, Career Develop and Class. Div
Directorate of Trng, DCS/P

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HEADQUARTERS TWELFTH AIR FORCE
Brooks Air Force Base, Texas

PFMA 210.01 16 February 1950

SUBJECT: Jet Pilot MOS, Single-Engine

TO: Commanding General
Continental Air Command
Mitchel Air Force Base, New York

1. The job description for MOS 1059 as set forth in AF Manual 35-1 requires a jet fighter pilot to be proficient in all phases of flying for which the jet fighter was developed. A situation has developed within this command which has precluded awarding the SSN 1059 to certain jet pilots.

2. Pilots of the 2602d Tow Target Squadron in many in many instances have flown more than 100 hours in F-80 type aircraft yet do not qualify for the SSN 1059 in that the primary mission of the organization and the present allocation of aircraft hours does not provide for accomplishment of the bombing and gunnery phase of requirements.

3. Paragraph 801.11, AF Manual 35-1 provides that when single-engine pilots ahve completed transition training but have not completed tactical training or training in the tactical employment of the (single-engine) aircraft which they are qualified to fly, they will be classified appropriately as Pilot, single-engine (1054). This SSN is appropriate to conventional aircraft.

4. With the employment of jet aircraft in non-tactical programs (such as the mission of the 2602d Tow Target Squadron) pilots of jet aircraft whose duties are not tactical, under present circumstances, cannot be awarded a jet MOS. The development of a new MOS is recommended.

5. In accordance with paragraph 505.2, AF Manual 35-1, the following is submitted to develop the recommended MOS.

a. Title.

(1) Jet Pilot, single-engine

b. Table of Distribution.

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PPMA
Subject: Jet Pilot MOS, Single-Engine

(1) Table of distribution 2602d Tow Target Squadron, Biggs Air Force Base, Texas. Dated 6 October 1949. Approved by ConAC.

(2) In brief, the mission of the 2602d Tow Target Squadron is:

(a) To maintain aircraft and personnel capable of providing tow target missions in co-operation with anti-aircraft artillery and aerial gunnery training to include: day towing; day and night tracking; and radio controlled target missions.

(b) To maintain aircraft and personnel capable of recovering rockets and guided missiles at the direction of the Commanding General, White Sands Proving Grounds.

(c) To perform any other mission directed by the Commanding General, Twelfth Air Force.

c. Type of supervision governing

(1) Commissioned Officer.

d. Supervisory responsibilities of specialty.

(1) Supervises technical inspections of jet aircraft and equipment performed by crew chief.

e. Job Analysis (description) of MOS.

(1) Pilots single-engine F-80 jet-powered aircraft. Prior to take-off, plans flight in accordance with briefing instructions and weather forecast; checks condition of personal flying equipment and of the aircraft; flies various formations with other jet aircraft; uses radio and navigational aids on night and day operations and under various weather conditions.

(2) Performs simulated straffing and dive-bombing runs on Army troops in tactical exercises. Flies F-80 being tracked by ground radar units in training.

(3) Works with Army Field Forces in coordination,

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SUBJECT: Jet Pilot MOS, Single-Engine

for research and development of new high speed anti-aircraft radar apparatus. Flies prescribed patterns at very low altitudes and at altitudes above 30,000 feet.

(4) Must be able to withstand physical strains resulting from rapid acceleration and maneuvers required in performance of missions.

(5) Must be a rated pilot and must have completed the prescribed course of transition acceptable to the Commanding General, Twelfth Air Force. Must have a minimum of 50 hours in jet aircraft.

FOR THE COMMANDING GENERAL:

PPM-K 210.01 (16 Feb 50) 1st Ind

HQ CONTINENTAL AIR COMMAND, Mitchel Air Force Base, New York

TO: Director of Training, Headquarters USAF, Washington 25, D. C.
ATTENTION: AFPTC

1. Although Paragraph 801.11 of AFM 35-1 has been rescinded by AFL 35-86H, 14 December 1948, the situation described in basic letter is still existent.

2. Concur in the need for new MOS as recommended in basic letter, unless Headquarters USAF advises that SSN 1054 is adequate for coding duties of a non-tactical jet pilot.

FOR THE COMMANDING GENERAL:

/t/ V. E. MURPHY
Lt. Col., USAF
Asst. Air Adj. Gen.

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DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON, D.C.

AFOOP-C 353 6 April 1950

SUBJECT: Amphibious Training of Aviation Engineer Units

TO : Commanding General
Continental Air Command
Mitchel Air Force Base
New York

1. Reference is made to letter, this headquarters, dated 25 November 1949, subject as above.

2. The Department of Navy has been informed in general of the continuing Air Force requirement for amphibious training of Aviation Engineers.

3. The Department of Navy is prepared to conduct desired individual and unit training for company size units at the U. S. Naval Amphibious Training Center at Coronado, California.

4. It is recommended that a minimum of a company size unit of the 803d Engineer Aviation Battalion be scheduled for subject training during the period June - October 1950.

5. Direct contact between your command and the U. S. Naval Ambhibious Training Center is authorized for purpose of implementing amphibious training of engineer units of your command. Request that this headquarters be informed of action taken.

6. It is further recommended that provision be made in future budgets for amphibious training, which should be considered a part of the annual training cycle of your engineer units.

BY COMMAND OF THE CHIEF OF STAFF:

/s/ John R. Richards
/t/ JOHN R. RICHARDS
Lt Col, USAF
Exec, Oper Div
Directorate, P&O

cc: U.S.Naval Amphibious
Tng Center, Coronado
Calif.

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Hq USAF, AFOOP-C 353
Subject: Amphibious Tng of Aviation Engineer Units

O&T 353 (6 Apr 50) 1st Ind 19 Apr 1950

HQ CONTINENTAL AIR COMMAND, Mitchel Air Force Base, New York

TO: Commanding General, Fourth Air Force, Hamilton Air Force Base, Hamilton, California

1. It is desired that your headquarters implement a program for the amphibious training of the 803rd Engineer Aviation Battalion as outlined in the basic communication. Direct authorization obtained by communciation with the U. S. Naval Amphibious Training Center.

2. Training of the subject unit during June 1950 will be accomplished with funds under appropriation MPR P551 available to your headquarters in accordance with paragraph 6, basic communication. Funds for training during FY 1951 will be made available at a later date. It is requested that your headquarters determine to what extent the 803rd Engineer Aviation Battalion can participate in this training for the period June to October 1950, and this headquarters be informed of action taken.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

/s/ V. E. Murphy
/t/ V. E. MURPHY
Lt Col USAF
Asst Air Adj Gen

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HEADQUARTERS TACTICAL AIR COMMAND
Langley Air Force Base
Virginia

TR 353 — 28 April 1950

SUBJECT: Amphibious Training of USAF Units, Fiscal Year 1951

TO: Commanding General
Continental Air Command
Mitchel AFB, New York

1. Reference USAF classified letter, subject, "Advanced Amphibious Training Program," dated 11 August 1949 with two indorsements and Continental Air Command classified letter, subject, "Amphibious Training," dated 21 February 1950 with one indorsement.

2. On 12 April 1950 the Commander, Amphibious Forces, Atlantic Fleet, held a conference aboard the U.S.S. Taconic, Norfolk, Virginia, for the purpose of discussing amphibious training for NROTC, MCR and USAF units. It was established that amphibious training for elements of the 502d Tactical Control Group and elements of the 934th Signal Battalion would be conducted during the period 22 July through 5 August 1950 at Little Creek, Virginia.

3. Training USAF units takes place concurrently with NROTC and MCR training, and to insure this program receives emphasis equal to the annual CAMID operation, the Commander, Amphibious Forces, Atlantic Fleet, has expressed a desire to utilize the following:

a. Actual amphibious landings of Air Force units including landing of an Air Force TACC (Tactical Air Control Center), TADC (Tactical Air Direction Center), and TACP (Tactical Air Control Party), and execution of "passage of air control" ashore.

b. USAF fighter-bomber aircraft for control and execution of close tactical air support missions (no ammunition will be used) during actual amphibious landing.

4. It is recommended that:

a. Amphibious training for elements of the 502d Tactical Control Group and elements of the 934th Signal Battalion during the period 22 July through 5 August 1950 be approved. This should include equipment necessary to execute "passage of control" ashore.

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Hq, Tactical Air Command, Langley Air Force Base, Va.
TR 353 28 April 1950
Subject: Amphibious Training of USAF Units, Fiscal Year 1951

b. Eight (8) operational F-84 fighter-bomber aircraft be made available for use during period 29 July through 5 August 1950.

c. Operational control of participating aircraft be delegated to this command in order to adequately monitor the amphibious training program.

d. Fourteenth Air Force be notified to prepare budget estimate for scheduled amphibious training.

FOR THE COMMANDING GENERAL:

/s/ Emmett L. Pettus
/t/ EMMETT L. PETTUS
Capt. USAF
Asst. Air Adj. Gen.

1 Incl
Notes of NROTC-
CNR-USAF Amphib
Tng Conf held
12 Apr 50 (in Dup)

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HEADQUARTERS
CONTINENTAL AIR COMMAND
Mitchel Air Force Base, New York

Capt I. L. Simon/1249/bjm
26 May 1950

O&T 200

SUBJECT: Qualification in Arms

TO: Director of Training, Headquarters United States Air Force, Washington 25, D.C.

1. Reference is made to AF Letter 50-64, 27 April 1950, subject as above.

2. It is the belief of this headquarters that there is a definite need for the maintenance of proficiency in arms throughout the Continental Air Command, and it is felt that the desired proficiency in arms cannot be maintained through familiarization firing alone. Consequently, it is believed necessary that the requirement for qualification in arms, as set forth in AR 775-10, 17 September 1947, as amended, be continued in effect.

3. In the event of an emergency, Continental Air Command installations would be required to provide airdrome defense. Inasmuch as air police personnel are too few in number to provide the required protection, it is believed to be absolutely necessary for all personnel to maintain their proficiency in arms.

4. It is requested, therefore, that AF Letter 50-64 be rescinded, or that the provisions of paragraph 2a, AF Letter 50-64 be made non-applicable to the Continental Air Command, and that this command be permitted to continue its present policy of requiring the qualification of all personnel in their basic weapon.

FOR THE COMMANDING GENERAL:

/t/ BRUCE H. GEMMEL
Captain, USAF
Asst. Air Adj. Gen.

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HEADQUARTERS
CONTINENTAL AIR COMMAND
Mitchel Air Force Base, New York

Capt I. L. Simon/1249/bjm
26 May 1950

O&T 200

SUBJECT: Interim Training Program for Qualification in Arms

TO: Commanding General, First Air Force, Mitchel Air Force Base, New York

1. Reference is made to AF Letter 50-64, 27 April 1950, ConAC Regulation 50-3, 5 May 1949, and ConAC Regulation 50-3A, 27 June 1949.

2. This headquarters has requested Headquarters USAF to exempt Continental Air Command from the provisions of paragraph 2a, AF Letter 50-64. Pending the receipt of a decision from Headquarters USAF on this subject, the provisions of ConAC Regulations 50-3 and 50-3A will remain in effect.

3. The conduct of familiarization firing and record courses in marksmanship for all personnel in their basic weapon will continue to be conducted during this period throughout all ConAC installations. Stocks of small arms ammunition now on hand will continue to be utilized for this purpose until exhausted.

BY COMMAND OF MAJOR GENERAL HALE:

/t/ BRUCE H. GEMMEL
Captain, USAF
Asst. Air Adj. Gen.

IDENTICAL LTRS TO CONAC AF's, EADF, WADF, TAC

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B/L from Hq, Continental Air Command, Mitchel Air Force Base, New York, Subj: Qualification in Arms

1st Ind 14 June 1950

Department of the Air Force, Headquarters USAF, Washington 25, D.C.

TO: Commanding General, Continental Air Command, Mitchel Air Force Base, New York

1. A Committee appointed in compliance with Memorandum from the Vice Chief of Staff, subject: "Command and Economy of Operations," concluded in part that:

a. Air Force peacetime preparations for its wartime mission require that the majority of officers and airmen be trained primarily as a team of pilots, technicians and administrative specialists, rather than as foot soldiers prepared for hand-to-hand combat.

b. That Air Force troops should receive arms training sufficient to familiarize each individual with the care and operation of his basic arm.

2. AFL 50-64, 27 April 1950, places the aforementioned conclusions in effect; removes this headquarters directive requiring the firing of annual record marksmanship courses with weapons with which an individual is armed or serves until qualified as expert; and delegates to major air commanders the prerogative of prescribing the necessary basic arm familiarization training. The basic arm of the Air Force enlisted man in the carbine. The basic arm of officers of field grade and enlisted men on flying status is the pistol, caliber .45. This headquarters has no objection to major air commanders prescribing sufficient familiarization training to qualify individuals to the degree necessary to provide adequate air installations defense, however, it is not considered essential that they qualify as experts.

3. For the purpose of basic arm familiarization of all personnel of the Air Force (other than medical, dental, chaplain and WAF personnel), it is proposed to authorize the expenditure of the following training ammunition under the provisions of paragraph 15, AR 775-10, 17 September 1947. Your comments or recommendations are requested:

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		Cartridge, ball, .45 caliber	Cartridge, ball carbine, .30 cal.
a.	For individuals normally armed with a pistol:	50 rounds*	
b.	For individuals normally armed with a carbine:		100 rounds

*If .38 caliber revolvers are issued, substitution of .38 caliber ammunition is authorized.

BY COMMAND OF THE CHIEF OF STAFF:

/s/ Louis E. Coira
/t/ LOUIS E. COIRA
Colonel, USAF
Deputy, Individual Training Div.
Directorate of Training

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STAFF STUDY

QUALIFICATION IN ARMS

27 June 1950

I. Problem.

To determine and present recommended lines of action in order to insure the proficiency of all personnel in small arms firing.

II. Facts.

1. AF Letter 50-64, "Qualification in Arms", 27 April 1950, discontinued the requirements for the completion of record courses in marksmanship (See Tab "A").

2. In line with the views of the Commanding General on this subject, as expressed in his personal letter to Major General McKee, 14 February 1950, a letter was dispatched, 26 May 1950, to the Director of Training, Headquarters USAF, requesting that AF Letter 50-64 be rescinded, or that the provisions of paragraph 2a, AF Letter 50-64, be made non-applicable to this command, and that this command be permitted to continue its present policy of requiring the qualification of all personnel in their basic weapon (SEE Tab "B" and Tab "C").

3. Pending a reply from Headquarters USAF, and interim training program for all ConAC activities was established. During this interim period, all ConAC units were directed to continue to maintain their proficiency in small arms by the firing of record courses in marksmanship (See Tab "D").

4. In order to insure the availablity of small arms ammunition during this interim period, the Deputy for Materiel (MS&S), was informed of the current status by IRS, 29 May 1950, and was furnished a list of the minimum ammunition requirements necessary to implement the interim ConAC program (See Tab "E").

5. The reply from Headquarters USAF, 14 June 1950, futher explained the background of the decision to publish AF Letter 50-64 and requested further comments and recommendations from this headquarters (See Tab "F").

III. Discussion.

1. The publication of AF Letter 50-64, with particular reference to paragraph 2a, subjeqt AF Letter, made the provisions of paragraph 6, AR 775-10, 17 September 1947, non-applicable. This, in effect, discontinues any requirement for Air Force personnel to qualify in their basic weapon.

2. Although paragraph 2b, AF Letter 50-64, permits major air commanders to establish their own polciy towards familiarizing all personnel with the care and opeation of their basic arm, this is not considered to be sufficient training to insure an individual's proficiency in small arms.

3. The psychological factor involved in requiring the completion of record courses in marksmanship should not be minimized, inasmuch as the spirit of competition is without doubt, a compelling factor in stimulating the learning processes of an individual.

4. Economy may be one of the prime factors involved in curtailing the samll arms training program. However, in a sense this may possibly be "false economy" since furtherance of the Air Force mission and the prevention of unnecessary loss of life are factors difficult to be measured in dollars and cents. At any rate, the amount of ammunition Headquarters USAF tentatively plans to authorize for familiarization firing is sufficient for qualification firing provided that no appreciable amount of practice firing is accomplished (See paragraph 3a and 3b, 1st Indoresement, Headquarters USAF, 14 June 1950, Tab "F").

5. Headquarters USAF has failed to take into consideration the special problem of qualifying the air policeman. Inasmuch as our air police will undoubtedly be the mucleous around which any base defense would necessarily be formed, additional amounts of ammunition should be authorized for the qualification firing of these individuals with all weapons which they will be required to employ.

IV. Conclusions.

1. A definite requirement exists for all Air Force personnel to be proficient in their basic weapon.

2. Familiarization firing alone is insufficient to insure proficiency in the care, operation, and maintenance of an individual's basic weapon.

3. The firing of record courses in marksmanship, under the supervision of competent commissioned and non-commissioned personnel, is essential to insure the proficiency of all individuals in their basic arm.

V. Recommendations.

1. This headquarters initiate a letter to Headquarters USAF reiterating the views of this command (as expressed in the Tab "B") and commenting on the 1st Indoresement from Headquarters USAF (as shown in Tab "F"). (See Tab "G"). This letter would recommend that:

a. AF Letter 50-64 be rescinded.

b. The provisions of paragraph 6, 7 and 10, AR 775-10, 17 September 1947, be incorporated into an Air Force regulation on this subject.

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c. Sufficient amounts of ammunition be authorized to fire record courses as outlined in paragraphs 20, 21, 22, 23, 25 and 26, Section I, Chapter 2, AR 775-10, 17 September 1947, as amended.

d. Supplemental amounts of ammunition be authorized for qualification firing of air policeman with all weapons which they may be required to employ in fulfilling their mission.

2. In the event that the above line of action is not approved, it is recommended that this headquarters initiate a letter to Headquarters USAF commenting on paragraph 3a, and 3b, 1st Indoresemént, Headquarters USAF, 14 June 1950. These comments will include recommendations for an increase in the types of weapons and corresponding increases in ammunition for these weapons for familiarization firing. Further, it will be recommended that supplementary amounts be authorized for the adequate familiarization of air police personnel with all weapons which they may be required to employ (See Tab "H").

VI. Concurrences.

To be added upon return of Staff Study.

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MEMORANDUM FOR THE SECRETARY OF THE AIR FORCE
THE SECRETARY OF THE NAVY

SUBJECT: Participation of Aircraft in Celebrations, Demonstrations and Public Events

1. In order to sustain broad public understanding of the mission and operations of the Department of Defense, it is desired that the public be permitted to view the equipment and state of training of its aviation forces within security and budgetary limitations. In order to establish a common basis for participation of aircraft in public events, the policies as announced herein will be complied with. Such participation as is approved within the limitations of this directive is hereby declared to be in the best interests of the Department of Defense. All regulations and directives in conflict with these policies will be amended to conform; this will be effective 1 January 1950.

2. Definition of Participation: Participation of aircraft in demonstrations, celebrations and public events is defined as any flight or display at a specific place or time such as public gatherings, demonstrations, ceremonies and similar events sponsored by public officials, non-profit civilian agencies, organizations representing the public or by the Department of Defense.

3. Due to interruptions in training, operational maneuvers and the high cost incurred by the Government, aviation demonstrations will be participated in only on carefully selected occasions.

4. Types of Participation:

a. Class I -- The Flyover: The aircraft depart a military base, participate as practicable, and return to base without landing.

b. Class II -- Major Shows: Aircraft depart home station as necessary to arrive prior to event, participate as practicable, refuel as necessary and are based at a station other than home station for the duration of the event.

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c. Class III -- Open House: Aircraft are demonstrated as practicable for public audiences on a Government owned or leased installation. Demonstration composed of aircraft under the command and jurisdiction of the headquarters approving the open house.

5. Authority:

a. Class I and II -- May be approved by the Office of the Secretary of Defense only.

b. Class III -- Delegated to the Chief of Staff, United States Air Force; Chief of Naval Operations and the Commandant of the Marine Corps and may be delegated by them to any subordinate level at their discretion for events as outlined in paragraph 6c below.

6. Suitable Occasions:

a. Class I:

(1) Civic sponsored local celebrations of national holidays, Specifically, Independence day, Armistice Day, Memorial Day, and Armed Forces Day.

(2) Memorial services for deceased nationally recognized military or Government figures.

(3) Celebrations or receptions for prominent representatives of foreign governments.

(4) National conventions of bona fide major veterans organizations.

b. Class II:

(1) Occasions which are primarily designed to encourage the advancement of aviation and are of national importance.

c. Class III.

(1) Such times or occasions as Chief of Staff, United States Air Force, and Chief of Naval Operations or their properly delegated subordinate commanders deem to be in the interest of the Department of Defense.

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7. Rules for Participation:

a. General:

(1) Occasion must be sponsored by non-profit civic agencies, public officials, the Department of Defense or a branch of the Department of Defense.

(2) No monetary gain shall accrue to any individual or organization other than that which would be used in the interest of the general public or a bona fide philanthropy.

(3) Sponsor must provide information indicated in Air Show Information Sheet and Questionnaire (See Tab I).

(4) Aircraft will not be flown in any race or engage in acrobatics except as specifically authorized by the approving authority as outlined in paragraph 5 above.

(5) Aircraft may demonstrate such tactics as are justified by conditions and by pilot proficiency but are subject to military or civil air regulations.

(6) In so far as practicable, flying time devoted to aerial demonstrations will be utilized to the fullest extent for flying proficiency or training purposes. Decision for aircraft to participate in any class event shall be based on fuel allowances, operating schedules, safe operating radius and conditions, interference with normal operations and training, expenses of personnel and availability of suitable types of aircraft in the area of participations.

(7) In no case will personnel be required to participate in aviation demonstrations, Class I, III or III, without reasonable reimbursement by either the sponsor or the service concerned for necessary additional expenses which may be incurred as a result of such participation.

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b. Class I:

(1) Must be a suitable occasion as defined in paragraph 6a above.

(2) Flights of aircraft will be scheduled and staged as normal flying proficiency or training missions from their home bases.

(3) No acrobatics will be flown.

(4) No insurance bond is required, nor is any financial obligation on the part of the sponsoring agency incurred.

c. Class II:

(1) Must be a suitable occasion for Class II show as defined in paragraph 6b above.

(2) The airport must be adequate; approaches, lengths of runways and hazards to navigation must be such as to provide a wide margin of safety. Suitable fire-fighting and communications equipment must be provided.

(3) Participating personnel will be sufficient in number and proficiency to care for an maintain aircraft.

(4) A non-participating rated pilot will be designated to act as liaison officer. On occasions where two or more services are participating, the Office of the Secretary of Defense will indicate which service shall designate the senior liaison officer. The senior liaison officer will be detailed in time to arrive at the properly appointed place sufficiently ahead of the participating units. He will be responsible for proper coordination between the sponsoring agency and the military units. It will be his responsibility that all flight regulations are rigidly adhered to, insure that insurance bond is properly executed. Officers in charge of participating units will report to the senior liaison officer immediately upon arrival and will report to him again immediately prior to departure at which time a complete written report of all discrepancies, violations and unsatisfactory conditions will be submitted. The senior liaison officer will submit a consolidated report, with copies of all reports received appended thereto, through channels to the Office of Public Information, Office of the Secretary of Defense, Washington 25, D. C.

d. Class III:

(1) Must be a suitable occasion as defined in paragraph 6c above.

8. The organization requesting a Class II show as outlined in paragraph 5 above will:

a. Furnish fuel of Air Force/Navy specification sufficient to cover flight demonstrations including filling the tanks of the aircraft on arrival and again prior to departure.

b. Defray the expenses of all personnel involved in the demonstration while away from their home stations. The expenses shall include suitable hotel accommodations; suitable and adequate meals (or in lieu thereof reasonable monetary reimbursement); adequate transportation during course of events for the participating personnel.

c. Negotiate an insurance bond if any flight participation is staged from or over the site of the event. (No bond will be required when aircraft fly to an event for static exhibition only.)

d. Give assurance that the performance given will be in keeping with aviation progress and will not in any way endanger the spectators, unduly endanger the participants or detract from the dignity of the participating service.

9. Indemnity insurance specifications:

a. Participation not requiring indemnity bonds:

(1) Demonstration flights conducted at installations owned or leased by the U. S. Government.

(2) Public exhibitions not involving flight of service aircraft and equipment regardless of place of exhibition (static displays of aircraft).

(3) Flight of aircraft to and from place of exhibition.

(4) Class I demonstrations (flyover).

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b. Participation requiring indemnity bond:

(1) Flying demonstrations by service aircraft at places not owned or leased by the U. S. Government other than Class I participation but to include helicopter demonstrations.

c. Bond required:

(1) Type: A liability insurance policy will be considered as adequate insurance bond coverage.

(2) Amount of indemnity or liability insurance endorsement to the extent of $50,000 - $500,000 for personal injury or death and $250,000 for property damage in connection with flying demonstrations is considered adequate for normal participation.

d. Scope of Coverage:

(1) The subject bond or liability policy must state clearly the intent to cover accidents caused by or resulting from the maintenance, use or operation of aircraft and equipment owned by the U. S. Government, and officers or employees of the U. S. Government acting within the scope of their employment. Subject policy should contain the elements present in the sample indorsement below:

SAMPLE INDORSEMENT

1. The coverage provided by this policy is extended to cover accidents caused by, or resulting from, the maintenance or use of aircraft or equipment owned by the U. S. Government, and shall also extend to cover the U. S. Government, its officers or employees acting within the scope of their office or employment.

2. It is understood and agreed that the coverage granted hereunder shall not apply with respect to bodily injury accidents (or death resulting therefrom) to officers or employees of the United States and/or damage to or destruction of U. S. Government aircraft or equipment.

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e. Submission: Subject bond or insurance must be submitted to Office of Public Information, Office of Secretary of Defense, Washington 25, D. C., not later than 10 days prior to the beginning of the demonstration.

10. In unusual circumstances, exceptions to rules of participation may be made by the Secretary of Defense.

STEPHEN EARLY
Acting Secretary

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GENERAL REQUIREMENTS

The following information is required regardless of the type of demonstration desired.

1. The ______________________________ will take
(title of event)

place in ______________________ on ______________
(town or city) (date)

______ from ______ to ______ at ____________________
(time) (time)

airport.

2. Sponsor of this show is the ______________________________ ______________ which is a civic organization and the show (does) (does not) have the backing of the mayor. (The services can participate only in civic sponsored events. They cannot take part in private enterprise.)

3. What is the name of the individual who has been designated as your representative with autyority to complete arrangements for service participation? ______________________________

4. What is the purpose of this event; its aims or goals? Explain fully. ______________________________

____

____

____

5. The expected attendance will be ________. The population of the area from which this attendance will be drawn is ________.

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6. The general admission charge to the show is __________. There (is) (is not) an additional charge for the parking of automobiles. This charge is __________. There (is) (is not) an additional charge for seats. Reserved seats cost _______. (It is requested that prices not be excessive. Over-charing reflects on all participants whether they are responsible or not.)

7. What is the intended disposition of the profits if any accrue?

____

____

____

8. Mobile gasoline fire fighting and crash equipment are required. State availability. ____

9. Public liability and property damage insurance bond is required to safeguard any liability to the Government as a result of participation in the show. This, of course, applies only to persons and property other than Government personnel and aircraft. Extent of the insurance, if required, is as follows: (a) bodily injury liability $50,000 each person, $500,000 each accident, (b) property damage liability $250,000 each accident. The insurance must provide coverage as indicated in, or contain the sample indorsement included here. This insurance bond is required whenever service aircraft make flight demonstrations from or over the site of the event. No insurance is required for the flyover or static display. In the event your request for participation by service aircraft is

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approved, an insurance policy meeting the specifications set forth in this paragraph must be submitted to the Office of Public Information, Department of Defense, Washington 25, D. C., not later than ten days prior to the date of the demonstration for legal review and approval.

SAMPLE INDORSEMENT

1. The coverage provided by this policy is extended to cover accidents caused by, or resulting from the maintenance or use of aircraft of equipment owned by the United States Government, its officers or employees acting within the scope of their office or equipment.

2. It is understood and agreed that the coverage granted hereunder shall not apply with respect to bodily injury, accidents (or death resulting therefrom) to officers or employees of the United States and/or damage to or destruction of United States Government aircraft or equipment.

10. An ambulance and doctor are required to be stationed at the field during the show. Will this requirement be met? __________.

11. Safety and insurance regulations demand that spectators not be permitted within 600 feet of the area over which aircraft are performing. Crowd control must be provided to insure that this regulation is met. What type of crowd control is planned for this event? ____

____

____

THE FLYOVER (TYPE ONE)

The requirements for Type One are included in the General Requirements.

TACTICAL DEMONSTRATION (TYPE TWO)

In addition to the requirements listed under General Requirements, the following questions are to be answered if your show is to be a Class II Tactical Demonstration:

1. The length of the runways at the field is ________. The surfacing is ______________________________. The runways will bear (20,000) (40,000) (70,000) (100,000) (more) pounds.

2. Is there a control tower at the field? ______. Does it have radio facilities? ______. On what frequencies does it operate? ____________.

3. Guards must be provided for the aircraft for the entire duration of their stay. Will this requirement be met? ____________.

4. Adequate hotel accommodations at the expense of the sponsor must be provided all service personnel connected with the show. List names of hotels where such reservations will be made. ________________________

____

5. During the event and for not more than two days prior to and two days after, all service personnel will be provided with adequate meals at the expense of the sponsor, or in lieu thereof, paid $6.00 a day. Will this requirement be met? ________.

6. Adequate transportation is required for personnel between the airfields and the hotels including continuous transportation available for the officer-in-charge or his designated representative. Will this be provided? ________________.

7. Public information staff requirements.

a. Will hotel accommodations at the expense of the sponsor be provided the public information officer, and his assistants for a period of not more than seven days before, during and one day after the show? ____________.

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b. Will long distance telephone and telegraphic facilities at the expense of the sponsor for necessary communications regarding the air show be provided? __________ (This privilege will be carefully guarded and only the more necessary calls will be made.)

8. Are you planning to invite high ranking military personnel?

____

I certify that the foregoing information is complete and correct to the best of my knowledge and belief.

______________________ (Date)

______________________ (Signature)

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AIR SHOW INFORMATION SHEET AND QUESTIONNAIRE

Air shows in which service aircraft participate fall into two categories. In each type the requirements and responsibilities of the sponsor differ somewhat. In the first category, the sponsor has no financial obligation since participation is conducted in conjunction with regularly scheduled flying proficiency or training flights. Participation which falls in the second category must be financed by the sponsor inasmuch as the services receive no appropriations for such events.

THE TWO TYPES OF SHOWS

1. THE FLYOVER - Service aircraft depart a military base for the event, participate as practicable, and return to base without refueling or landing.

2. TACTICAL DEMONSTRATION - Service aircraft depart home station as necessary to arrive at the event in time for participation, participate as practicable, refuel as necessary and are based at a station other than home station for the duration of the stay.

REQUIREMENTS

Before the services can act upon a request for participation in an air demonstration, we must have certain pertinent information. In order to facilitate your sending the required data, the following questionnaire is provided. Completing and returning the following pages which are applicable to your type of show does not necessarily guarantee participation, but will insure complete consideration of your request and the fastest reply possible.

0205

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DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON 25, D. C.

24 OCT 1949

SUBJECT: Allocation of Flying Hours

TO: Commanding General
Continental Air Command
Mitchel Air Force Base, New York

1. Attached hereto is an allocation by model aircraft, by utilization of flying hours for Fiscal Year 1950 which supersedes that furnished you under letter, above, subject, dated 19 August 1949. It is anticipated that subsequent allocations will be published each quarter year to reflect all program changes.

2. Stringent economies in the operation of the Air Force already imposed for the current fiscal year and definitely foreseeable limitations for future fiscal years have dictated the inauguration of a system of allocation of flying hours as a measure of control over the expenditure of funds allied therewith. Restrictions more drastic than embodied in this allocation may have to be imposed if funds expected to be available for the operation of the Air Force are further curtailed. You should, therefore, establish a system of sub-allocation of flying hours which will permit the imposition of controls upon the individual operating unit and will insure that the allocated hours are not exceeded.

3. The Air Force flying hour program for Fiscal Year 1950 has been fixed by budgetary limitations. The allocation herewith presents in detail that protion of the Air Force total flying hours which must be flown by your command with a minimum of variance. Should it be apparent that this allocation is in excess of your requirements and/or capabilities in any area, this headquarters must be notified immediately and in detail. Should any addition to this allocation be required, it must necessarily be made at the expense of some other activity of the Air Force. Any request for additional flying hours must be accompanied by full justification. No hours are being witheld on this allocation to serve as a cushion for future adjustments.

4. The total number of hours allocated herewith is 419,276. This allocation reflects to the extent possible the recommendations of your 1st Indoresemtn, dated 27 September 1949, to basic letter from this Headquarters, dated 19 Aguust 1949, subject: "Allocation of Flying Hours".

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5. Minimum individual training flying (MIT flying) has been defined as that flying performed, on aircraft specifically allocated for that purpose, by those pilots who cannot reasonably be expected to obtain the minimum flying requirements of Air Force Regulation 60-2 in aircraft assigned for other purposes. Under this definition the maximum possible utilization of required administrative flights should be made in order to provide minimum flying requirements of your Command. For those pilots whose flying must, of necessity, fall in the MIT category, a very close measure of control should be exercised in order to insure the closest adherence to the 80 first pilot hours per year budgeted for individuals in this group. Continuing supervision in the MIT area is most important since it is here that any further restrictions on flying activities of the Air Force will first be imposed.

6. It must be emphasized that since the necessity for stringent economies in the operation of the Air Force has required the imposition of controls over all types of flying, the resultant allocation of flying hours must be adhered to in detail both as a performance goal and as a limitation on total flying.

BY COMMAND OF THE CHIEF OF STAFF

F. H. SMITH, JR.
Major General, USAF
Assistant for Programming, DCS/O

1 Inc.
1 Oct 49 Allocation
of Flying Hours

J 2 0 7

HEADQUARTERS
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

IN REPLY
REFER TO:

14 JAN 1950

O&T 360.1

SUBJECT: Allocation of Flying Hours

TO : Assistant for Programming, Headquarters, United States Air Force, Washington 25, D. C.

1. References:

a. Letter, 24 October 1949, Headquarters, United States Air Force, Subject: "Allocation of Flying Hours."

b. Letter, 18 November 1949, Headquarters, United States Air Force, Subject: "Allocation of Flying Hours."

c. Second Indoresemtnt, OT 360.1, 2 December 1949, Headquarters, United States Air Force, to letter, 24 October 1949, Headquarters, United States Air Force, Subject: "Allocation of Flying Hours."

2. This headquarters has reviewed the flying hour allocations provided by Headquarters, United States Air Force, in the light of accomplishing the essential portions of the assigned mission. Under the present allocation by aircraft type established by reference 1a, this command would fall short of a necessary required minimum of performance in adhering to type allocations. In order to accomplish a reasonable proportion of tactical flying time and a minimum amount of MIT and Administrative flying the conversion authorized in paragraph 3 of reference 1b was applied to the original allocation. There has been of necessity some divergence from the provisions of paragraph 3a, in view of the lack of sufficient flying hours allotted to cover the MIT - Adminstrative block in the original allocation. The conversion of flying hours between categories was kept to the essential minimum.

3. The study represented in Inclosure No. 1 (Flying Hour Allocation Breakdown by Quarters) and Inclosure No. 2 (Conversions) has been evolved to indicate the desired utilization of flying hours for Continental Air Command under the restrictions of the flying hour ceiling of 419,276 hours established in reference 1a.

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4. This headquarters concurs with the necessity for stringent budgetary limitations, however, the present allocation of 419,276 hours (converted by this headquarters to 450,263) fails to meet minimum training standards desired of combat units and does not include sufficient flying hours to perform additional missions assigned such as air shows, maneuvers, ferrying, tests and miscellaneous flights necessary to support the operations of this command.

5. Attached hereto as Inclosure No. 3 is the Continental Air Command requirement for flying hours based on maintaining an acceptable standard of operational efficiency in tactical units plus essential command support. This study has been revised from original requirement submitted in 1st Indorsement to letter reference 1a, and is submitted in compliance with request contained in paragraph 3c of reference 1b and 2nd Indoresment, Headquarters, United States Air Force, reference 1c. This requirement is the result of a thorough analysis of past actual performance figures, normal desired utilization of aircraft, training standard requirements of total assigned tactical pilots, mission requirements, command support and MIT requirements. Any allocation of flying hours less than this requirement will necessarily be reflected in a lowering of the training standards of the tactical units.

6. It must be noted that allocating hours to tactical units on an aircraft basis is not entirely acceptable due to the current overage of pilots assigned as compared to the number of aircraft assigned. This relative assignment, in most cases, limits the tactical pilots (particularly fighter pilots) to approximately ten (10) hours per month. If budget limitations preclude the allocation of sufficient tactical time, an increased allocation of time to cover the MIT category will be mandatory in order to insure compliance with Air Force Regulation 60-2 for tactical pilots who cannot obtain their minimum training on tactical aircraft. The flying hours required based on the presently assigned pilot load are indicated in Inclosure No. 4.

7. Reference is made to paragraph 3b, reference 1b. Practical considerations make it mandatroy that the authority to transfer hours between aircraft types be continued subsequent to 15 January 1950. It is not possible to predict accurately the hours required for a six months period under conditions involving receipt of new types, changes in delivery schedules, grounding of aircraft, variation in numbers of rated Reserve Mobilization corollary personnel and similar factors. This authority to convert under a table such as that now in effect provides needed flexibility to the system.

0209

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8. Request Approval of the following:

a. Flying hours outlined in paragraph 5.

b. Additional flying hours as indicated in paragraph 6 until such time as existing pilot overage is eliminated.

c. Conversion authority as indicated in paragraph 7.

FOR THE COMMANDING GENERAL:

4 Incls

1. ConAC Conversion of 419,27[illegible] Hours (Trip)
2. ConAC Conversions (Trip)
3. ConAC Acceptable Hours (Trip)
4. ConAC Training Standard Hours (Trip)

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HEADQUARTERS
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

IN REPLY
REFER TO:

O&T 360.1 3 FEB 1950

SUBJECT: Allocation of Flying Hours for Air Force Reserve Training Centers

TO : Headquarters, United States Air Force, Washington 25, D. C.
ATTENTION: Operations Division

1. Reference is made to the United States Air Force Reserve Aircraft Program and Flying Hour Program, dated 1 July 1949 and the revision dated 1 October 1949.

2. For your information, the following action has been taken by this headquarters to provide an equitable distribution of flying hours and to establish a system to insure that hours ceilings are not exceeded by Air Force Reserve Training Centers:

a. Time flown by Air Force Reserve Training Centers for first five months of fiscal year 1950 was consolidated by aircraft type.

b. This time was subtacted from the revised aircraft-by-type totals, and a figure of hours remaining available for the Air Force Reserve Training Centers by aircraft type was established.

c. This remining time was then sub-allocated as indicated below on a seven month basis and represents both a performance goal and a limitation:

Each C-46 Troop Carrier Wing

C-46	5420
T-6	2199
T-7	1150
T-11	3773

Each C-47 Troop Carrier Wing

C-47	5593
T-6	2199
T-7	1150
T-11	3773

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Each B-26 Light Bomb Wing

B-26	2452
T-6	2199
T-7	1150
T-11	3773

3. It is pointed out that the allocation to Light Bomb Wings provides each TO&E pilot with only 2.7 B-26 hours per month as compared to a figure of six (6) hours for each TO&E Troop Carrier pilot. As this figure was recognized to be inadequate for normal transition and proficiency flying requirements, the possibility of conversion of time from C-46 and C-47 aircraft to B-26 aircraft was explored. Based on conversion factors established by your headquarters by reducing C-46 aircraft time by 16,000 hours and C-47 aircraft time by 2900 hours, an increase in B-26 aircraft time of 10,192 hours can be effected for allocation during the seven (7) month period (1 December 1949 -30 June 1950). This conversion will provide all AFRTC TO&E pilots with five (5) total pilot hours per month on the respective tactical aircraft.

4. In order to meet this serious shortage of flying hours available to Air Force Reserve Training Centers equipped with B-26 type aircraft under the current allocation of hours, it is requested that either a supplemental allocation of 10,192 hours be granted or that the conversion outlined in paragraph 3 above be approved.

FOR THE COMMANDING GENERAL:

F. E. MURPHY
Lt. Col, USAF
Asst. Air Adj. Gen.

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HEADQUARTERS
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

9 MAR 1950

O&T 360.1

SUBJECT: Utilization of Flying Hours

TO: Commanding General, First Air Force, Mitchel AFB, New York
CGs, Fourth, Ninth, Tenth, Twelfth and Fourteenth Air Forces

1. Attached for your information are the programmed versus the remaining hours per month per aircraft figures for Continental Air Command as a whole. These figures were calculated from flying hours allocated for the period 1 December thru 30 June versus the actual flying accomplished during December and January based on authorized aircraft.

2. A Study of these figures indicated a low utilization of allocated flying hours. It is recognized that bad weather and in some instances conversion to different types of aircraft had an effect on utilization. However, failure to utilize these programmed hours could result in a decreased allocation of flying hours from Headquarters, United States Air Force.

3. It is again pointed out that hours allocated to your command in letter, this headquarters, O&T 360.1, 10 January 1950, Subject: "Allocation of Flying Hours," must be adhered to both as a limitation and as a performance goal.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

V. E. MURPHY
Lt. Col, USAF
Asst. Air Adj. Gen.

1 Incl
Chart - Programmed
Hrs Versus Remaining
Hrs

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DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON 25, D. C.

MAR 22 1950

SUBJECT: Revised Allocation of Flying Hours

TO: Commanding General
Continental Air Command
Mitchel Air Force Base, New York

1. Attached hereto is your revised allocation of flying hours by model aircraft, by type of flying, for the period 1 January through 30 June 1950. This revised allocation, totalling 215,140 hours, together with the hours actually flown by your command during the period July through December 1949, comprises your revised allocation for Fiscal Year 1950.

2. Your Flying hour allocation for the last half of Fiscal Year 1950 totals 215,140 hours. With respect to this allocation the following are noted:

a. Flying hours in this allocation are base on aircraft shown in the "Allocation of U. S. Air Force Aircraft, World-Wide" (SC-X-61), dated 30 September 1949, except for MIT hours which are based on the 31 December 1949 SC-X-61, not yet published.

b. Utilization rates used were developed on the basis of experience in the first half of this fiscal year with due consideration for the effects of determinable limiting factors.

c. The recommendations in your letter, subject: "Allocation of Flying Hours", dated 12 January 1950, were followed to the extent possible. This allocation parallels in general the "converted allocation" shown in Inclosure 1 to above referenced letter with the exception the MIT hours have been increased and unit training hours have been slightly decreased. These changes are due to revised availability of aircraft and/or revisions in utilization rates based on experience.

3. Although flying hours allocated for MIT and Administrative purposes, together with associated aircraft, have been shown separately, these hours may be flown interchangeably without referral to this Headquarters. Any desired conversion between models must be referred to this Headquarters for approval.

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Subj: Revised Allocation of Flying Hours

4. No hours are included in this allocation for corollary or mobilization assignee reserves. Starting with Fiscal Year 1951, mobilization assignee hours will be programmed in the MIT category. For the remainder of this fiscal year, however, and flying for these reservists must be within the hours allocated each command.

5. Authority is granted to make conversions of flying hours between models within assignment categories without prior referral for approval of this Headquarte s only where necessitated ue to slippage or delay in the programmed re-equipping of units with new models of aircraft. The basis for such conversions will be furnished by 3 April 1950. This Headquarters must be notified of each such conversion sion made. No other conversions between models may be made without prior approval by this Headquarters.

6. With the exception of the interchageability of MIT and Administrative hours, as indicated in paragraph 3, this allocation of hours must be adhered to by type of flying.

7. It will be noted that a total number of hours have been allocated for command support. These hours have been provided to cover the hours flown on aircraft not in the active operating inventory at the time the hours are flown, i.e., hours flown in flight checking aircraft undergoing repair, hours flown on aircraft on project, ferry hours, etc. Command support hours have been allocated to apply to this category only and will not be utilized for other purposes.

8. It is desired to reiterate the need for careful study by your command to ascertain whether any hours are included in this revised allocation which are in excess of your requirements and/or capabilities. Any excesses of this nature must be reported promptly to this Headquarters in order to permit at least partial satisfaction of deficiencies reported by other commands. Any request for additional hours must, as in the past, be accompanied by full justification.

9. It is again emphasized that this allocation is to be considered both as a performance goal and as a limitation on total flying.

BY COMMAND OF THE CHIEF OF STAFF:

R. W. PURYEAR
Colonel, USAF
Chief, Aircraft Division
Assistant for Programming, DCS/O

1 Incl.
Allocation of
Flying Hours

J 2 1 5

HEADQUARTERS
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

31 MARCH 1950

O&T 360.1

SUBJECT: Revised Allocation of Flying Hours

TO: Commanding General, Fourteenth Air Force, Robings AFB, Georgia
Identical Letters sent to Other Numbered Air Forces

1. Attached hereto is your revised allocation of flying hours for C-47, C-45, B-17, B-25 and T-6 type aircraft for the period 1 March 1950 through 30 June 1950. This allocation is your total allocation for these type aircraft and will be sub-allocated by your headquarters to all units of your command possessing these types.

2. An additional allocation for the remaining tactical type aircraft is being prepared and will be forwarded to your headquarters as soon as possible.

3. It is desired to reiterate the need for careful study by your command to ascertain whether any hours are included in this revised allocation which are in excess of your requirements and/or capabilities. Any excesses of this nature must be reported promptly to this headquarters in order to permit a final readjustment between Air Forces.

4. It is again emphasized that this allocation is to be considered both as a performance goal and as a limitation on total flying. Your compliance to Continental Air Command message, O&T 5205, 17 February 1950, is required.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

1 Incl
Revised Allocation
of Flying Hrs (trip)

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HEADQUARTERS
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

13 APR 1950

C&T 360.1

SUBJECT: Allocation of Tactical Flying Hours

TO: Commanding General, Fourth Air Force, Hamilton AFB, Hamilton, California
CG, First, Ninth, Tenth, Twelfth and Fourteenth Air Forces

1. Attached hereto is your allocation of flying hours for the period 1 April 1950 through 30 June 1950.

2. This headquarters has not withheld flying hours at this level in order to provide a backlog for emergencies, nor has this headquarters any powers of conversion except between replacement types of aircraft brought about by conversion of unit equipment.

3. No hours are included in this allocation for corollary or mobilization assignee reserves. Starting with fiscal year 1951, mobilization assignee hours will be programmed in the MIT category. For the remainder of this fiscal year, however, the minmum flying hour requirements for these reservists must be provided from the hours allocated.

4. It is desired to reiterate the need for careful study by your command to ascertain whether any hours included in this revised allocation are in excess of your requirements and/or capabilities. Any excesses of this nature must be reported promptly to this headquarters in order to permit at least partial satisfaction of deficiencies reported by other Air Forces. It is mandatory that any requests for conversion within categories or additional hours, that your headquarters deems vitally necessary be accompanied by full justification to provide a firm basis for requests to Headquarters, United States Air Force.

5. It is again emphasized that this allocation is to be considered both as a performance goal and as a limitation on total flying.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

1 Incl
Allocation of
Flying Hrs (trip)

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DE JEP 25C
P 061624Z
From Headquarters, USAF, Washington, DC 6 Apr 50

To Commanding General Continental Air Command, Mitchel AFB, N.Y.

AF GRNC

/R E S T R I C T E D/ From AFOBA 54860.

Based on revised allocation of flying hours dispatched to you on 22 March 1950, our records show that cumulative unit training hours flown by your command in first eight months of this fiscal year meet the allocation within 662 hours. This require information as follows:

A. Your estimate of your ability to expend profitably all unit training hours allocated for this fiscal year.

B. Your estimate of the extent, if at all, by which your capability to fly unit training hours on presently assigned aircraft exceeds or falls short of your allocation for this fiscal year.

Your reply to A and B above must be in this headquarters by the opening of business Monday, 10 April. Detailed back-up as required may follow.

CFN: AFOBA 54860 22 1950 662 10

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Apr 6 12:06 PM '50

HQ CONTINENTAL AIR COMMAND MITCHEL AFB N.Y. PRIORITY

Assistant for Programming Headquarters, USAF, Washington 25, DC

AFODA 54860

O&T 8534. Re your message AFODZ 54860. Past utilization does not provide a firm basis for reflect requirements for the last four months of FY 1950 due to several factors.

A. Transition from one type to another, sample: F-84 to F-86, C-82 to C-54, utilization will be low during periods of aircraft transfers.

B. Grounding of ConAC aircraft for varying reasons, eg. C-82, C-54, C-119, F-84E, B-45, F-86, all types are now flyable.

C. Heavy commitments during maneuvers for last four months, sample; Portrex, Swarmer, Whipstock, Spring Combine, Alamo, Norwest Exercise.

Reference paragraph b of cited message this command can expend all unit training hours allocated for FY 1950 except B-29 hours. In commission status of B-29 aircraft has precluded desired utilization. Reference paragraph b, the ConAC capabilities with reference to specific types that this Hq deems unsatisfactory in the latest allocation. B-29 over 2233 hours, B-45 short 1576 hours, RB-26 short 1360 hours, F-51 short 3271 hours, C-54 short 2098 hours, T-33 short 647 hours, L-13 short 770 hours, H-5 short 100 hours, F-86 short 11248. The foregoing is an estimate only. Detailed requirements will be forwarded.

CG ConAC

ELLIS V. WIDNEY
Captain USAF
Asst Air Adj Gen

RESTRICTED

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HEADQUARTERS
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

19 APR 1950

O&T 360.1 CAPT. M. S. EVANS/mtb/7126

SUBJECT: Allocation of Flying Hours

TO: Assistant for Programming, Headquarters, United States Air Force, Washington 25, D. C.

1. The additional hours requested in message, this headquarters, O&T 8615, 10 April 1950 were based on requirements and capabilities received from the field for the last quarter of fiscal year 1950. These requirements include the hours necessary to establish a minimum acceptable combat readiness status in all tactical units of Contiental Air Command in addition to performing the remaining maneuvers for fiscal year 1950.

2. The attached inclosure shows the hours breakdown by aircraft type and mission. Your attention is invited to the fact that the hours indicated are based on firm requirements as follows:

a. Time necessary to train the required number of aircraft crews for combat readiness (yearly training standard time).

b. Support for continuing commitments to Army Ground Forces and Air University.

c. Maneuver commitments to Swarmer, Whpstock, Alamo and pre-training for Greenhouse.

A reasonable percentage of time flown under provisions of b and c has been combined and credited towards computing requirements in a. These hours considered the minimum necessary to insure compliance with United States Air Force directives as to missions and tasks required.

3. The final analysis of these hours indicates that after subtracting the time flown during January, February and March this command

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O&T 360.1, SUBJECT: Allocation of Flying Hours

can utilize all hours requested and/or allocated to date. Request approval of conversions as listed in Chart No. 2 of Inclosure No. 1.

FOR THE COMMANDING GENERAL

V. F. MURPHY
Lt. Col., USAF
Asst. Air Adj. Gen.

1 Incl
Hrs Breakdown (trip)

J 2 2 1

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RR JEG

JEPC 62C

R 112206Z

FM HQ USAF WASH DC

TO COMGENCONAC MITCHEL AFB NY

AF GRNC

/R E S T R I C T E D/ FROM AFODA 55044. REUR C&T 8615 DTD 10 APR 50. YOUR REVISED ALLOCATION OF FLYING HOURS FOR LAST HALF FISCAL YEAR 50 CHANGED AS FOLLOWS: ALL HOURS IN UNIT TRAINING CATEGORY, CODE CC.

B-29 DELETE 2,233 HOURS
RB-26 ADD 1,360 HOURS
B-45 ADD 1,496 HOURS
F-86 ADD 11,248 HOURS
F-51 ADD 1,411 HOURS
C-54 ADD 2,098 HOURS
T-33 ADD 817 HOURS
L-13 ADD 770 HOURS
H-5 ADD 100 HOURS

THIS CHANGE IN YOUR FLYING HOUR ALLOCATION IS MADE SUBJ TO REVISIONS AS INDICATED BY YOUR FORTHCOMING STATEMENT OF DETAILED REQUIREMENTS. THIS CHANGE IS ALSO MADE ON ASSUMPTION OF YOUR ASSURANCE THAT ALL HOURS THUS ALLOCATED WILL BE PROFITABLE EXPENDED ON DESIGNATED MODELS OF ACFT PRIOR TO 1 JULY 50.

11/2230Z

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HEADQUARTERS
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

CAPT.M.S.EVANS/mtb/7126

CAT 360.1

SUBJECT: Flying Hour Requirements for Fiscal Year 1951

TO: Assistant for Programming, Headquarters, United States Air Force, Washington 25, D. C.

1. It is the opinion of this headquarters that the programming of tactical hours should be based on a summation of the necessary missions of each individual unit. For example: A fighter-interceptor wing must have sufficient fighter hours to enable each pilot to meet minimum training standards for the year. In addition, hours must be provided to conduct air intercepts in carrying out the primary Air Defense mission for scheduled maneuvers and air demonstrations, and for flying to and from the gunnery areas. The total of all these requirements constitutes the figher hours required for the fiscal year for the wing. It is recognied that a small precentage of the foregoing hours can be combined and credited toward complying with the minimum training standard requirements.

2. The same type tabulation should be the basis for the allocation of tactical support and adminstrative hours. The wing must be provided with sufficient hours for T-33 and T-6 Aircraft based on a training requirement for each pilot. Hours are required for the wing C-47s to support the gunnery detachment, to take starter units and mechanics to ordered demonstrations, and for other direct support missions. The foregoing analysis has been applied to each tactical unit in Continental Air Command in order to arrive at a total tactical flying hour requirement which can be defended and which would provide the Continental Air Command with sufficient hours to accomplish its multiple missions. This breakdown is by unit, by aircraft type, by mission.

3. The remaining flying hour requirement is combination of MIT and Administrative hours. It is believed that insufficient attention has been given to the Administrative flying required. A more apt title of this type flying would be "Supervisory". It is as much a requirement for a command to properly supervise the management and direction of its units, as it is for the unit itself to conduct flying training. Training methods can often be simulated, supervision can never be. The requirement for supervision does not lessen with a decrease in flying by tactical units, but rather the degree of supervision is dictated b the number of units assigned. The number of units and the geographic spread is constantly increasing in this command.

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O&T 360.1, SUBJECT: Flying Hour Requirements for Fiscal Year 1951

4. A tabulation of all non-tactical units has been made showing a detailed breakdown of the MIT and Supervisory hours required. The pilot hours per year. The Administrative or Supervisory hours were arrived at by a combination of past experience and an intensive study of future requirements. The totals evolved were predicated on the premise that proficiency flying will be accomplished in conjunction with Supervisory flying.

5. Recommend the fiscal year 1951 allocation of flying hours to Continental Air Command be approved in accordance with the attached analysis.

FOR THE COMMANDING GENERAL:

1 Incl
Breakdown of Flying Hr
Rqmts for FY 1951 (quad)

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DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON 25, D. C.

24 APR 1950

SUBJECT: Utilization Rates of MIT Aircraft

To: Commanding General
Continental Air Command
Mitchel Air Force Base
New York

1. In general, utilization rates of Minimum Individual Training aircraft during FY 1950 have been consistently low in most commands. It is believed that, in the main, this is due to the fact that there has been an excess of this category of aircraft in the active inventory during FY 1950. This excess has developed as a result of a lag in the reduction of the inventory associated with:

a. The reduction in MIT flying hours form 100 to 80 first pilot hours per pilot per year, and

b. The reduction in number of pilots within the Air Force.

2. The criteria established for the release of reserve officers and/or their removal from flying status in connection with this reduction in pilots are such that it has not been possible to predict in advance the impact on individual commands in the MIT area. Hence this headquarters has purposely allowed the reduction in MIT inventroy to lag behind the reduction in MIT pilots. It was intended by this procedure to insure that the numbers of MIT aircraft in each command would be adequate at all times to allow adjustment of the allocation of MIT hours between commands in phase with the reduction as actually effected. This reduction in pilots in each command is followed in this headquarters by means of the Report of Pilots submitted under the provisions of AFL 36-5, and therefore it is most important that these reports, now being submitted on a monthly basis, be carefully prepared.

3. As we approach the pilot ceiling scheduled to be reached at the beginning of FY 1951, it becomes necessary to effect appropriate reductions in the MIT inventory. The Report of Pilots submitted under AFL 36-5 will be utilized along with the USAF quarterly aircraft flying time factors contained in Table VII of AFL 150-10A dated 19 December 1949 in determining the number of MIT aircraft which must remain assigned in each command. However, notwithstanding the record of low utilization during FY 1950, it is

Subj: Utilization Rates of MIT Aircraft

believed that utilization rates contained in Table VII can be considerably improved many cases. Therefore, in order that the reduction in MIT inventory may be based on the best utilization rates of which each command is capable, and in order to achieve maximum stability in this area during FY 1951, it is desired that:

a. Utilization rates contained in Table VII of AFL 150-10A which are pertinent to your command be reviewed and your recommendations for revision or continued use be submitted so as to reach this headquarters no later than 15 May 1950.

b. Preparation of the Report of Pilots submitted under the provisions of AFL 36-5 dated 22 December 1949 received the attention required to insure that it provides an accurate basis on which to measure immediate needs with respect to MIT aircraft and flying hours.

4. In connection with your review of MIT aircraft utilization rates and the preparation of the Report of Pilots, it should be borne in mind that 80 rather than 100 first pilot hours per USAF pilot and 80 total hours per mobilization assignee pilot will be the basis on which this headquarters will determine aircraft and flying hours to be programmed.

BY COMMAND OF THE CHIEF OF STAFF:

/s/t/F. H. SMITH, JR.
Major General, U.S.A.F.
Assistant for Programming

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DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON 25, D. C.

MAY 8 1950

SUBJECT: Aircraft Requirements

TO: Commanding General
Continental Air Command
Mitchel Air Force Base
New York

1. Reference is made to Continental Air Command letter, subject, "Revision to AFL 150-10," dated 17 January 1950.

2. In regard to the inclosure to the above reference, which is your aircraft requirements report, considerable adjustment was made in the MIT program. Budgetary limitations necessitated the continued programming of MIT aircraft on the basis of eighty (80) rather than one hundred (100) first pilot hours per year for the remainder of Fiscal Year 1950 and for all of Fiscal Year 1951. MIT aircraft for Fiscal Year 1952 were programmed in the SC-X-61, "Allocation of United States Air Force Aircraft World-Wide," dated 31 December 1949, on the basis of one hundred (100) first pilot hours per year; however, it is anticipated that this will eventually be reduced to 80 first pilot hours. This requirement was further adjusted on the basis of your Report of Pilots submitted in accordance with AFL 36-5 and also adjusted to reflect the downphasing of USAFR pilots, which will be completed by 31 May 1950.

3. In regard to Paragraph 1.a.(1)(a) of above reference, the total number of authorized tow target aircraft was increased from two (2) TB-26 aircraft per group to three (3) F-51 aircraft per gourp in December 1949. It is not deemed advisable, for reasons of economy, to again increase the USAF active inventory to meet this requirement.

4. Regarding Paragraph 1.a.(2)(a) of above reference, AFL 45-12 establishes the policy that the Corollary Unit Program will be conducted with supplies, equipment, and facilities available to the parent USAF unit and/or to the major air command concerned. Therefore, additonal aircraft cannot be provided for this purpose.

5. Regarding Paragraph 1.a.(3)(a) of above reference, the Air Force cannot support the assignment of additional cargo aircraft to tactical units within present budgetary limitations. Consideration

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was given to this problem in the computation of your MIT requirements, in that this requirement is chiefly satisfied with C-47 model aircraft.

6. Regarding Paragraph 1.a.(3)(b) of above reference, Paragraph 4 above is applicable to your request for additional cargo aircraft to support the Corollary Unit Program. Concerning your request for C-47 aircraft to serve as glider pick-up aircraft, in view of the fact that no additional C-47 aircraft or hours are available for this assignment during the remainder of Fiscal Year 1950, authorization of these aircraft woudl serve no purpose at this time. It is anticipated that approval of this authorization and provision of flying hours, therefore, will be fasible in Fiscal Year 1951 and it is suggested that an appropriate program change voucher submitted upon implementation of AFL 150-15.

7. Regarding Paragraph 2 of above reference, your desired break-down of available MIT and administrative aircraft has been carefully considered. However, the present inventory of administrative aircraft is under close scrutiny by the Office of the Secretary of Defense and the Bureau of the Budget and it is not considered practicable to attempt such an increase in administrative aircraft at this time.

BY COMMAND OF THE CHIEF OF STAFF:

/s/t/R. W. PURYEAR
Colonel, USAF
Chief, Aircraft Division
Assistant for Programming
DCS/O

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HEADQUARTERS
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

IN REPLY
REFER TO:

O&T 452.1

SUBJECT: Revisions to Air Force Letter 150-10

TO: Assistant for Programming, Headquarters, United States Air Force, Washington 25, D. C.

1. The following constitutes Continental Air Commands answer to the listed Headquarters, United States Air Force correspondence:

a. Aircraft Requirements, 8 May 1950.

b. Utilization Rates of MIT Aircraft, 24 April 1950; 1st Indorsement, Headquarters, Continental Air Command, 5 May 1950 and 2nd Indorsement, Headquarters, United States Air Force, 11 May 1950.

c. Message, Headquarters, United States Air Force, AFODA 55759, 28 April 1950.

2. The attached inclosure indicated the changes desired by Continental Air Command and also includes the recommended pilot per aircraft factors and aircraft utilization factors now being utilized by this command.

3. In connection with these changes it is again pointed out that there is a requirement for additional aircraft for support of the corollary program. This headquarters in cognizant of the concept and provisions of Air Force Letter 45-12. However, based on past experience Continental Air Command is unable to provide adequate support to the corollary program without additional aircraft for the following reasons:

a. Low proficiency of Reserve pilots which requires transistion training not feasible with unit equipment.

b. Large number of pilots in the corollary program, which combined with tactical and operational missions of the regular unit, taxes facilities beyond unit equipment capabilities.

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c. Flying hour requirements established by Air Force Regulation 60-2 which cannot be met in tactical aircraft until corollary pilots are properly checked out.

4. In connection with previous request for increase in Administrative aircraft allowances and decrease in MIT the problem involved in changing the aircraft inventory as it is related to budget matters is appreciated. However, the great preponderance of flying by headquarters personnel at all levels of this command (First, Fourth, Ninth, Tenth, Twelfth and Fourteenth Air Forces, Eastern Air Defense Force, Western Air Defense Force, Tactical Air Command and Tactical Air Force) is supervisory in nature. Due to the geographic spread and the number of units assigned there is very little flying accomplished that is not supervisory in nature or directly connected therewith. This flying, although not basically MIT, provides the means for accomplishment of all MIT requirements except instrument checks and occasional transition.

5. Request full consideration be given to granting the changes listed in Inclosure 1 in order to insure proper category utilization of aircraft in performing assigned missions.

FOR THE COMMANDING GENERAL:

1 Incl
Recommended Changes
to AFL 150-10 (trip)

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DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON 25, D. C.

11 July 1950

SUBJECT: USAF Flying Hour Program, Fiscal Year 1950

TO: Commanding General
Continental Air Command
Mitchel Air Force Base, New York

1. A preliminary examination of the performance of the Air Force under its Fiscal Year 1950 flying hour program indicates that the number of hours flown will fall well below the programmed figure not only in total but also in practically all utilization categories. We are well aware that there are many reasons for this failure in Fiscal Year 1950. We are also aware that continued failure to meet program objectives in the area of flying hours will most probably result in the arbitrary impostion of a flying hour program for future years no higher than that which we have actually achieved. The tendency on the part of those agencies controlling the funds available for flying is is to hold that the Air Force will fly no more in any fiscal year than it did in the previous year. This type of thinking can be ruinous to the progress and development of the Air Force and can be combated only by full accomplishment of our Fiscal Year 1951 flying hour program.

2. Each command has already received its initial allocation of flying hours for Fiscal Year 1951. In the Unit Training category, the allocation for each model aircraft represents our best estimate and judgment of the command's capability to fly that model. In order to minimize any inhibitions which may exist from the presence of an allocation and recognizing that performance in the Unit Training category contributes more directly than that in any other area toward achievement of the desired standards of combat readiness, each command is hereby authorized and encouraged, where capable, to exceed the allocated number of unit training hours up to the limit of the training standard requirements established by flying hour factors contained in Table VII, paragraph 1, Air Force Letter 150-10 (advance copy attached). This authorization is given in order to provide to each command full opportunity to take immediate advantage of any capability to fly at rates higher than those programmed. It is anticipated that overflying in some models resulting from this action will be balanced, dollar-wise, by under-flying in other models where capabilities prove to be less than anticipated and programmed.

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Subj: USAF Flying Hour Program, Fiscal Year 1950

3. For Fiscal Year 1951, the continued growth and future effectiveness of the Air Force demand that the flying hour program be met. This letter is an urgent request to all commanders that each give his personal attention to the achievement of this objective. It is desired that this letter not be reproduced in its entirety but that the contents of paragraph 2 above be disseminated to all tactical commanders to an including each wing commander.

4. As the collection of detailed information on the performance of the Fiscal Year 1950 program is completed, you may expect that this headquarters will request the assistance of your command in a detailed analysis of our Fiscal Year 1950 flying hour performance.

BY COMMAND OF THE CHIEF OF STAFF:

1 Incl.
Advance copy of
para. 1, AFL 150-10

/s/t/I. H. EDWARDS
Lieutenant General, U.S. Air Force
Acting Deputy Chief of Staff, Operations

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FLYING HOUR STUDY

REGULAR AND RESERVE FLYING HOUR PROGRAM FOR FISCAL YEAR 1950

I. Problem.

To present a clear and concise picture of the Continental Air Command flying hour program both Regular and Reserve.

II. Discussion.

This problem will be discussed in two parts; first, the hours flown by Continental Air Command Regular units and secondly the hours expended in the Air Force Reserve Training Center program.

Part I - Regular Flying

Tab A is a chart of the total number of hours flown broken down by quarter. The over all Continental Air Command total comes to 421.626 hours. This is 95.4% of the Continental Air Command allocation which totaled 442,156 hours after completion of all authorized conversions and the addition of all extra hours authorized.

Tab B is breakdown by aircraft type showing which types were able to use the hours allotted and in the case of those aircraft types which were unable to use the allotted hours the number of hours not flown.

Tab C is a breakdown by quarter showing the hour per month per aircraft figure flown during that quarter and the average yearly aircraft per hour per month figure. It is contemplated that this chart will be of great value in estimating expected utilization figures in the future.

Part II - Reserve Flying

Tab D is a chart showing the Air Force Reserve Training Center Flying hour allocation for the last quarter. This allocation was a redistribution of all unexpended flying hours in an attempt to correlate the flying hours with the pilot and mission load. Attention is directed to the Fourteenth Air Force figures which are not realistic insofar as all flying hours flown at summer encampments in the Fourteenth Air Force. In reality this flying was accomplished by units of the Fourteenth, Twelfth and Tenth Air Forces. It was impossible for

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this office to break out the Twelfth and Tenth Air Force portions of this flying time from the 110 reports.

Tab E is a chart showing the over all Air Force Reserve Training Center flying hour picture, broken down to reflect hours not flown by type aircraft. In the Air Force Reserve Training Center flying hour program 88% of the total hours allocated were flown. However, complete figures are not presented as this headquarters was not required to monitor the Reserve program until December 1949.

III. Recommendations.

This office recommends that a letter be dispatched to all Air Forces and commands pointing out the errors in last years approach to the problem. Especially cautioning against requests for additional hours without complete knowledge that the hours will be utilized. Such requests resulted in Continental Air Commands two largest overages namely Reserve B-26 hours and Regular C-47 hours. Further recommend that the allocation be flown as near as possible on a month for month basis as it is believed that ve y little stock piling of hours will be required for the completion of any regularly assigned missions. To clarify this point to all subordinate units it is further recommended that the provisions of letter, Subject: "USAF Flying Hour Program, Fiscal Year 1950", 11 July 1950 be disseminated at this time so that all units may keep abreast of the flying hour allocation for fiscal year 1951.

1 Incl
Letters as
Recommended

F. A. LEE
1st Lt., USAF

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Chart #2

TOTAL REGULAR ACTIVITY AIRCRAFT
IN CONTINENTAL AIR COMMAND
(By Month)

		Jan	Feb	Mar	Apr	May	June
BOMBERS	B-26	16	7	2	1	1	1
	B-29	8	7	8	7	6	8
	B-45	33	31	36	39	37	37
	Total	57	45	46	47	44	46
CARGO	CB-25		9	2	2	1	1
	CB-26	1					
	C-45	80	67	51	42	42	51
	C-47	140	147	144	131	127	110
	C-54	37	39	39	39	37	38
	C-82	88	90	74	64	62	56
	C-119	22	28	45	61	70	81
	Total	368	379	355	339	339	337
FIGHTERS	F-51	23	17	15	16	16	14
	F-80	96	93	68	68	45	33
	F-82	61	61	61	61	60	58
	F-84	240	252	220	209	189	191
	F-86	160	184	225	250	266	277
	F-94					1	3
	Total	580	607	617	604	577	576
LIAISON	L-4	2	1	1			
	L-5	2	3	2	2	2	1
	L-13	20	17	18	18	15	15
	H-5	2	2	2	2	2	2
	Total	26	23	23	22	19	18

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		Jan	Feb	Mar	Apr	May	June
R							
E	RB-26	17	17	15	16	16	16
C	RF-80	9	20	16	17	18	19
O							
N							
	Total	26	37	31	33	34	35
T	T-6	122	108	105	105	103	104
R	T-7	4	1	1	1		
A	T-11	1	3	1			
I	T-33	21	20	19	24	31	32
N	TB-17	1	1	1	1	1	1
E	TB-25	50	30	40	42	44	43
R	TB-26	26	21	18	16	15	15
S	TF-51	12	13	13	13	13	13
	TC-46		1	2	2	1	1
	Total	237	198	200	204	208	209
	ZT-7		2				
	VC-47	13	13	13	14	14	15
M	VB-25	4	3	3	3	3	3
I	VB-26	5	2	1	1		
S	G-15	49	45	44	44	44	38
C	Q-14	10	10	8	8	3	1
E	DC-45	3	2	2	2	2	2
L	PT-13	1	1				
L	YG-18	2	2	2	2	2	2
A	YH-5	4	4	4	4	4	4
N	ZL-4	1	2	1			
E	ETB-25	1	1	1	1	1	
O	VB-17	1	1	1	1	1	1
U	SA-10				1		
S	EF-80					1	1
	SB-17						1
	Total	94	88	80	81	75	68
GRAND TOTAL		1,388	1,377	1,352	1,330	1,296	1,289

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Hq, AMC ltr dtd 10 May 1950 to CG, ConAC
Subject: "SAC and CONAC Units Authorized ANCR Supply Priority"

CONTINENTAL AIR COMMAND

Unit	Type Aircraft
1. 4th Ftr-Intcp Wg	F-86A
2. 33rd Ftr-Intcp Wg	F-84C, F-86A
3. 56th Ftr-Intcp Wg	F-80A, *F-86A
4. 78th Ftr-Intcp Wg	F-84D
5. 81st Ftr-Intcp Wg	F-86A
6. 52nd Ftr-A/W Wg	F-82F
7. 325th Ftr-A/W Wg	F-82F, *F-94A
8. 20th Ftr-Bmr Wg	F-84D
9. 31st Ftr-Bmr Wg	F-84E
10. 62nd Trp Carr Wg (H)	C-54D
11. 314th Trp Carr Wg (M)	C-82A, C-119B, G-15A, YG-13A
12. 316th Trp Carr Wg (M)	C-82A, *C-119B
13. 2601st Assault Sq (L)	C-82A
14. 84th Bomb Sq (L)	B-45A
15. 85th Bomb Sq (L)	B-45A
16. 161st Tac Recon Sq	RF-80A
17. 162nd Tac Recon Sq	RB-26C, *RB-45C
18. 2602nd Tow Target Sq	F-80B, B-29, C-47A, TB-26C, TB-26B, B-45, DC-45F
19. 5th Radar Cal Unit	B-25
20. 7th Radar Cal Unit	B-29, B-29A
21. 11th Radar Cal Unit	B-29, B-29A
22. 12th Radar Cal Unit	B-29, B-29A

* These aircraft to be assigned to units indicated during the reporting period 1 April to 30 June 1950.

2. Revised lists will be furnished your depot every quarter. The above listing is for the period starting 1 April 1950.

FOR THE COMMANDING GENERAL:

RYDER W. FINN
Colonel, USAF
Chief, Aircraft Section
Supply Division

DEPARTMENT OF THE AIR FORCE
Headquarters United States Air Force
Washington

The Inspector General USAF
Dir of Flight Safety Research
Norton Air Force Base
San Bernardino, California

3 May 1950

Lt General Ennis C. Whitehead
Commanding General
Continental Air Command
Mitchel Air Force Base, N. Y.

Dear Ennis:

Being well aware of your keen interest in the safe conduct of Air Force operations, I though you would welcome the receipt of current accident information concerning the Continental Air Command. ConAC's accident history for April 1950, I am sure you will agree, is not too encouraging.

Preliminary aircraft accident reports received in April showed that 39 major accidents occurred in the Continental Air Command.

These accidents represented approximately 31 percent of the Air Force total. In addition, the Air National Guard had 14 major accidents. When these are added to ConAC's 39, the percentage of Air Force accidents climbs to more than 42.

The following is a breakdown of ConAC and ANG major accidents by classification:

	Major Accidents	Fatal Accidents	Fatalities	Wrecked Aircraft
ConAC	39	5	6	15
ANG	14	0	0	5
Totals	53	5	6	20

Complete analysis of ConAC and ANG accidents cannot be accomplished until the reports of the accident investigations (Forms 14) are received. However, we were certain that you would desire to have this preliminary information in your hands as soon as possible so that appropriate preventive action could be initiated. I suggest that all phases of your operations be examined closely in an attempt to uncover reasons for this unfortunate rush of accidents. This Directorate will forward such information believed to be of value when the Forms 14 are received for detailed analysis.

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In order that an improved accident prevention program for the Air Force may be developed, this Directorate is attempting to devise means particularly pointed at materiel failure and the standardization of certain elements of equipment. These means are being developed from unsatisfactory reports and known deficiencies by a new divisien of Enginnering which I have established in this Directorate. When this division is fully complemented with personnel it is hoped that an effective program to assist commands in operations may be established. Further, Flight Safety Research is endeavoring to develop a cost figure for aircraft accidents. This cost information will not be disseminated on a wide scale and will only be made available to the Commanding General of the various Air Force commands.

Sincerely yours,

s/t/ VICTOR E. BERTRANDIAS
Major General, USAF
Director

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AFWeil egr 1101
24 June 50

Dear Vic:

Reference is made to your letter of 3 May 1950 concerning the accident history of Continental Air Command for the month of April 1950. My reply has been delayed due to the fact that a study of Continental Air Command accidents for the period 1 July 1949 through 30 April 1950 was being conducted and the April figures could be obtained easily after the completion of the study.

I am not in agreement with your statement that the Continental Air Command accident figures for April are not too encouraging. It is true that I am not completely satisfied with our accident rate, however, for the 39 accidents Continental Air Command accumulated a total of 71,013 hours for a rate per 100,000 hours of 35. This compares favorably with our history since January 1950. In addition, while suffering 14 accidents, the Air National Guard flew 28,812 hours for a rate of 48. As far as the Air National Guard id concerned this rate is almost outstanding as they have only matched this figure three times in the previous 15 months of operation.

As you know this command participated to a great extent in Exercise "Swarmer" during April 1950. This operation required extensive ground support type missions and the use of advanced bases with a resultant higher accident potential. The number of fatal accidents during this month which equaled our January through March total attests to the cal-cualted risk involved in these maneuvers. A lowering of the accident rate during this period <u>is</u> encouraging.

As a matter of interest, Continental Air Command for May 1950 flew 73,787 hours with 28 major accidents recorded in this headquarters. This gives a rate of 38 which is commendable for Cotinental Air Command considering the type aircraft from which we accumulate most of our flying time.

I agree whole-hearedly on placing emphasis on materiel failure accidents. Within this command in jet aircraft alone during the period 1 July 1949 through 30 April 1950, 36.4% of the accidents were attributable to materiel failure.

I feel that accidents are definitely related to the flying experience of the pilots involved. To insure that pilots of this command

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AEWeil egr 1101
24 June 50

obtain diversified flying experience we are requiring each pilot to complete minimums in the aircraft of at least two hours of Insttument time (weather of hooded), one night flight, and one hour of synthetic trainer time each month.

It is believed that the above action will do much to prevent accidents particularly those which occur at night or during instrument conditions.

Sincerely,

ENNIS C. WHITEHEAD
Lieutenant General, U. S. Air Force
Commanding

Major General Victor E. Bertrandias
Director of Flight Safety Research, USAF
Norton Air Force Base, San Bernardino
California

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Acft Acdts in
ConAC - April 1950

FS O&T

1. Attached is recommended reply to General Bertrandias.

2. While it is true that ConAC experienced 39 accidents during April 1950, the hours flown totaled 71,013 for a rate of 55. This was a decrease from the March rate of 67, tied the February rate of 55 and was lower than the 74 rate of January. Preliminary figures indicate a rate in May of 38.

3. General Bertrandias' letter indicates numbers which do not give a true picture of our and the Air National Guard operation.

4. Summaries of the accidents which occurred during April are available in Flying Safety.

A. E. WEIL
Major USAF
Dir Flying Safety
1101

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3 Apr 1950

Dear Ben,

I am concerned about the lack of firm operating instructions for our jet fi hters, particularly the F-84, F-86 and F-94. Past history indicates that inevitably we wait for in-flight failures before placing operating instructions down to the units to insure safe operating procedures. I realize this is a problem of education of the crews in techiques in remaining within the design limits of the aircraft.

Likewise, I believe, in the past too little emphasis has been placed on operations at lower altitudes and higher densities. Recently, as a result of F-84D accidents caused by in-flight failures, restrictions limiting the operation of the aircraft were imposed by your Technical Order 01-65BJ-40, dated 6 February. The flight operating charts referred to in paragraph A-9, Appendix 1 to Technical Order 01-65BJC-1, have not yet been received.

It is not my desire to suggest that we can build an airplane which cannot be overstressed. I do believe that insufficient engineering studies have been made of the stresses imposed on aircraft when operating near or at the Mach No., when operating at altitudes of higher density. In part, it is believed that the pilots apprehension of a "flame-out" is causing him to operate the aircraft at speeds which are conducive to overstressing; and that the lack of knowledge of the true stress factors and the operating causes thereof, have accumulated to aggravate this condition.

I recommend that exhaustive engineering studies and tests be conducted, and that strict and positive operating limitations be imposed, particularly at low altitudes under varying conditions of airspeed, density, and loads (with and without tip tanks, bombs, rockets and annunition). I further recommend that this information be made available to operating personnel in the form of a readable graph concurrently with release of the aircraft to the tactical unit.

Sincerely,

ENNIS C. WHITEHEAD,
Lieutenant General, United States Air Force
Commanding

Lieutenant General B. W. Chidlaw
Commanding General
Air Materiel Command
Wright-Patterson AFB
Daytonk Ohio

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DEPT OF THE AF HQS USAF WASHINGTON

5 May 1950

461.

Lt Gen Ennis C. Whitehead
Commanding General
ConAC
Mitchel AFB, N Y

Dear General Whitehead:

The First Fighter Group at March AFB has voluntarily included the Directorate of Flight Safety Research in its distribution of a confidential report, "Weekly F-86 Activities". The report includes such things as a summary of operational activities during the period, accidents, interesting events, and maintenance problems and solutions.

The report is highly valued as it affords the Directorate an opportunity to learn about the problems of a new model of a tactical aircraft before URs and accident reports are received. The value to us of such reports lies principally in the discovery of trends of faults and weaknesses which are potential accident causes. Such trends are used as a basis for initiation and coordination of corrective action.

The Directorate's present objective is to develop every means possible to prevent accidents before they occur, rather than reviewing them after they happen. Such reports can greatly aid the Directorate in its work. I do not wish to place an additional paper burden on your Command, but if you could ask your Units to include the Directorate in similar reports, particularly in regard to new aircraft such as the B-45, F-80, F-84, and F-86, I believe we can expedite our work if we take advantage of every means possible in an effort to prevent loss of life, and aircraft.

Such reports would, of course, be consolidated with any others submitted by using agencies outside of Continental Air Command.

Sincerely,

s/&/t
VICTOR E BERTRANDIAS
Major General, USAF
Director

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AEWeil egr 1101
19 May 50

FSS19.1

SUBJECT: Weekly Aircraft Activity Reports

TO : Commanding General, First Air Force, Mitchel Air Force Base, New York

1. The difficulty of learning about the problems encountered in new model tactical aircraft is not satisfactorily solved by the submission of Unsatisfatory Reports and Aircraft Accident Reports. Every means possible to prevent accidents before they occur, rather than reviewing them after they happen, must be developed.

2. One Figher Group prepares a confidential report entitled "Weekly Activities". The report includes such things as a summary of operational activities during the period, accidents, interesting events, and maintenance and operational problems encountered and their solutions. The report is highly valued as it permits discovery of trends of faults and weaknesses which are potential accident causes. Such trends are used as a basis for initiation and coordination of corrective action in an effort to prevent loss of life and aircraft.

3. Accordingly it is requested that tactical groups of your command peridically prepare a similar summary of activities within the group and that a copy be forwarded to this headquarters. It is further requested that the Director of Flight Safety Research, USAF be forwarded a copy of these reports direct from the group headquarters.

BY COMMAND OF MAJOR GENERAL HALE:

HERBERT B. THATCHER
Brig. General, USAF
Acting Vice Commander

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AEWeil egr 1101
19 May 50

Major General Victor E. Bertrandias
Director of Flight Safety Research, USAF
Norton Air Force Base, San Bernardino, California

Dear General Bertrandias:

Due to the temporary absence of General Whitehead from this headquarters, I am answering your letter of 5 May 1950 concerning Reports of Aircraft Activities.

Groups of this command have been requested to forward direct to your headquarters a copy of all such reports prepared. In this connection, would you send me a copy of a First Fighter Group Activity Report so that a comparison may be made here of the contents with those submitted by our units.

These reports hould offer an excellent means of discovering accident potentials and should greatly aid the Flying Safety program as they will permit one unit to benefit from the experiences of the other similar units.

Sincerely,

HERBERT B. THATCHER
Brig. General, USAF
Acting Vice Commander

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HEADQUARTERS
CONTINENTAL AIR COMMAND
Mitchel Air Force Base, New York

6 June 1950

Dear Willis,

There are several factors which I personally believe cannot be overlooked, which are not in complete accord with your conclusions and your overall reasoning. Except for those two items, I enjoyed your review of the Standare Operating Procedure and agree with the concept.

I believe we must channelize our thinking into the concept of preparedness of attack without warning. Therefore, while I understand your reasoning as to the criteria for the "states of probability of attack", it becomes a purely academic question, if our assumption of attack without warning holds. At this stage I am not concerned with the various degrees of alert, as long as we have one which we can establish which takes care of these attacks without warning.

I do not exactly follow your concept of having your fighters staying out of range, but within sight of the enemy and report the situation when they encounter an enemy force too strong to be attacked. This appears to be a wasted force and opportunity.

As I stated before, I am in agreement with you on the other subjects you mentioned. Thank you very much for your letter.

Sincerely,

t/ ENNIS C. WHITEHEAD
Lieutenant General, United States Air Force
Commanding

Major General Willis H. Hale
Commanding General,
Ninth Air Force,
Langley AFB, Va.

P.S. Above refers to your 28 Apr 50 ltr.

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HEADQUARTERS
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

IN REPLY
REFER TO: DC 381

19 May 1950

SUBJECT: ConAC Fighter Forces Committed to EADF for Emergency Operations

TO : Commanding General, Eastern Air Defense Force, Mitchel AFB, New York

1. In 1st Indorsement, 5 December 1949, to your letter of 21 October 1949, subject as above, it was requested that you advise this Headquarters when you are in a position to employ effectively a larger interceptor fighter force that that presently allocated.

2. It is desired that you review your present capability with a view toward determining the size force you can effectively employ in systems training and as a minimum interceptor force for emergency air defense. Further, it is desired that you inform this Headquarters of the results of your review together with a statement of your minimum force requirements for the period 1 June-31 August 1950.

s/t/ HERBERT B. THATCHER
Brigadier General, USAF
Acting Vice Commander

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ConAC Fighter Forces Committed to EADF for Emergency Operations

DCO 381 (19 May 50) 1st Ind.

HQ EASTERN AIR DEFENSE FORCE, Mitchel Air Force Base, N. Y., 5 June 1950

TO: Commanding General, Continental Air Command, Mitchel Air Force Base, New York

1. In accordance with paragraph 2, basic letter, this headquarters hasreviewed its fighter force requirements both for routine systems training and for emergency defense Operations.

2. Records maintained over the past four months show that during fair weather an average of six sorties per day per fighter group have been used in intercept training, including the interception of B-29's. Although this might indicate that it would be sufficient to allot three to four aircraft daily per group for systems training, this figure is misleading in that it makes no allowance for periods when more intensive operations are required. It is felt that the most satisfactory solution would be to make one-third group effort available to the air division (defense) commander be given the prerogative of increasing or decreasing the size of this force according to his day-to-day requirements.

3. This headquarters is reluctant to maintain a large number of aircraft in a high state of preparedness at the expense of routine training. It hastherefore interpreted the words "emergency air defense" as used in paragraph 2 of basic letter to mean the routine interception of unknown aircraft penetrating the organized air defenses of the Eastern Air Defense Force. Statistics maintained over the past three months have indicated that up to 14 intercept missions per day may be required during the hours of operation presently in force, but it is reasonable to assume that as the hours of operation increase, the number of intercept missions required may increase correspondingly. To perform these operations no change is required from the present allocation, providing 50% of the aircraft of the designated day fighter interceptor squadron are combat operational. Under conditions of emergency, however, the Commanding General, Eastern Air Defense Force, or Division Commanders should be able to increase the size of this force without reference to any higher authority. In a recent letter to the Commanding General, Eastern Air Defense Force, the Commanding General, Ninth Air Force, recommends at this time that a minimum of the available interceptor fighter forces be tied down to active operations, so releasing a maximum number for routine training. This headquarters will continue to subscribe to that view unless intimation from higher headquarters indicates the necessity for a more active and prepared air defense in being.

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ConAC Fighter Forces Committed to EADF for Emergency Operations
1st Ind, cont'd

4. Although the above allocation of forces would seem to conflict unduly with the above policy for routine training, it is felt that in practice this will not be the case. Apart from maintaining a minimum number of aircraft at the high states of preparedness for actual intercept operations, the remaining aircraft will normally be released for every-day routine training unless definite prior commitments have been made for them in connection with organized systems training including the interception of B-29's. Inclosure 1, EADF SOP 15-3, subject, "Scale of Effort and Preparedness - Minimums for Day Fighter Groups Employed in Active Air Defense", indicates in greater detail the present requirements of this headquarters.

FOR THE COMMANDING GENERAL:

s/st/ T. WANSLEY
Major, USAF
Air Adj. Gen.

1 Incl
EADF SOP 15-3

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O&T 381 (1 Jun 1950)
SUBJECT: ConAC Fighter Forces Committed to WADF for Emergency Operations

WADF 381 1st Ind 14 June 1950

HEADQUARTERS, WESTERN AIR DEFENSE FORCE, Hamilton AFB, Hamilton, California

TO: Commanding General, Continental Air Command, Mitchel AFB, New York

1. Requirements for a continuous systems training for the Western Air Defense Force will be the total availability of one third the assigned combat strength from the 78th, 81st and 325th Fighter Wings, and 1st Fighter Wing (when assigned) for the period 10 June-31 August 1950.

2. An additional requirement of interceptor aircraft will be necessary during the periods 18 June-24 June 1950, and 22 August-28 August 1950, at which time operations "Whipstock" and Lidless" will take place.

a. Operation "Whipstock" will require 2/3 of the assigned combat effort of the 325th and 81st Fighter Wings, plus the available ANG and Naval Res units.

b. Operation "Lidless" will require the entire assigned combat strength of the 1st, 78th Ftr-Int Wg; 1/3 of the assigned combat strength of the 325th and 81st Ftr-Int Wg. In addition, one squadron of the 27th Fighter Wing (SAC) is tentatively scheduled for utilization, as well as available ANG and USN units.

FOR THE COMMANDING GENERAL:

s/t/ THOMAS M. CARRIGAN
Major, USAF
Air Adjutant General

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HEADQUARTERS
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

14 April 1950

O&T 353 O&T/Major MacNeill/ 6316/mlw

SUBJECT: Combined Strategic Air Command - Continental Air Command Fighter Bomber Interception Training

TO : Commanding General, Western Air Defense Force, Hamilton Air Force Base, California

1. In reply to comments contained in the attached memorandum (Incl #1) from Lt Colonel Warey to General Morgan of your headquarters, the following information is furnished:

a. Reference paragraph 1a. Air Divisions were excluded from the ConAC-SAC SOP, as coordinating agencies, in that SAC flights will generally penetrate two (2) or more air division areas. Under such conditions the AirDefense Headquarters would be the desirable coordinating and disseminating agency. Paragraph 5d, SOP for SAC-ConAC Interception Training (Incl #2) requires the air divisions be kept informed of all arrangements made.

b. Reference paragraph 1b. Your attention is again invited to paragraph 5d, SOP for SAC-ConAC Interception Training (Incl #2). It is believed that the fighter group commander and the bomb group commander would be best able to establish periods for the concentrated training, in that thye have full knowledge of unit capabilities and all committments allocated to their organization. The actual conduct and implementation of appropriate training is the responsibility of these group commanders.

c. Reference paragraph 1c. The execution of this training was vested in the Air Defense Force units. See paragraphs 2, 4a, and 5, letter this headquarters, subject: "Standard Operating Procedure for Combined SAC-ConAC Fighter Bomber Interception Training, 19 December 1949. Attention is also invited to paragraph 1b (2), 1b(3), 5d and 6a(4), SOP for ConAC Interception Training, (Incl. #2) which indicated types of unit training to be accomplished and which makes specific reference to the Western Air Defense Force. The procedure of SAC bombers calling in over the fighter station, requesting interception, is not in accordance with SAC Regulation 50-6, 3 January 1950 (Incl #4).

d. Reference paragraph 1d. This proposal is a point well taken, however, such a reduction in work load would react like a balance in that the decrease of an administrative effort by Headquarters Western Air Defense would place an increased work load

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Ltr to CG WADF, subj: Combined Strategic AC - ConAC F-B Interc. Trng.

on the SAC bomb units to notify two (2) or more Air Divisions of their flight plans. The lesser of two (2) evils was felt to be as outlined in the SOP for SAC-ConAC Interception Training, in that your headquarters has or will have in the future direct communications with each AirDivision.

e. Reference paragraph 2. The jamming operations will begin with a very light effort which will increase only upon concurrence of your units. If the light jamming effort (Phase 1) is beyond the capability of the ground personnel, a system of code phrases already established can be used by such personnel to request the "jamming aircraft" to shut off the jammers. The light jamming effort should be good introduction for ground radar personnel of WADF to ECM. Additional efforts are being made to expedite delivery. of an ECM equipped B-25 aircraft for the Western AirDefense Force.

f. Reference paragraph 3. Basis of contention as presented is incorrect. Recommendations that effect both Air Forces are coordinated with your headquarters and Headquarters Eastern Air Defense Force for comments and final decisions pertaining thereto are made by this Headquarters. Matters presented in the attached memorandum are peculiar to the WADF and will be considered as such.

2. During a joint conference with SAC personnel, 30 March 50, it was tentatively agreed that prior to 1 June 1950 (preferably the last week of May) a conference should be held at your headquarters to evaluate and make necessary changes in the present program. Representatives from Headquarters SAC, (to include Second, Eighth and Fifteenth Air Forces) Headquarters ConAC and Eastern and Western Air Defense Air Forces will attend. It is recommended prior to this date that your headquarters prepare in detail the exact manner in which communications channels and SOP's between the SAC bomber units and WADF Air Divisions have been accomplished, together with comments and recommendations for improving such coordination. These comments and recommendations will be included in the agenda. It is further requested that your headquarters be prepared to present a summation of the effect and accomplishment of this Interception Training Program in the WADF area from 1 January 1950 to 1 May 1950.

3. Request your concurrence in the proposed conference and approval of the tentative conference date during the last week of May 1950.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

/t/ CHARLES T. MYERS
Major General US Air Force
Vice Commander

4 Incls:
1 - Off Memo, 29 Mar 50
2 - ConAC SOP on Ftr Bmr Intcp Tng
3 - Ltr, Hq ConAC, 19 Dec 49
4 - SACR 50-6 w/Change 1.
(copy of inclosures not essential for AG files)

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HEADQUARTERS
EASTERN AIR DEFENSE FORCE
Mitchel Air Force Base, New York

DAE 353 (24 Feb 50)

SUBJECT: SAC - ConAC Fighter-Bomber Interception Program

TO : Commanding General, Continental Air Command, Mitchel Air Force Base, New York

1. An analysis of SAC operations during the past two months reveals that:

a. Approximately eight of the last ten SAC bomber flights scheduled through the northeast defended area have taken place either during hours of darkness of on Saturday or Sunday.

b. Time of take-off messages transmitted through military Flight Service are being receibed by this headquarters as much as one hour and forty-five minutes after aircraft have become airborne.

c. Advanced notice messages contain no information relative to planned route, altitude and destination.

d. On some occassions SAC aircraft have not complied with the regulation stating that they will transmit a position report through Military Flight Service when approximately 100 miles from the outer perimeter of the defended area.

e. In many instances the SAC bombers have either not used the correct IFF code or have not utilized their IFF as prescribed by SAC Regulation 50-6.

f. Only sporadic radio contacts have been made between the SAC bombers and the GCI stations. It is not yet fully determined if this is due to technical difficulties or an error of omission by personnel concerned.

2. A study of SAC Regulation 50-6, 3 Jan 50, subject: "SAC-ConAC Fighter Bomber Interception Program", has revealed that:

a. No provision is made in the warning order of the proposed mission to include planned route and altitude (see SAC Reg 50-6, paragraph 3a (4)).

b. There is no mention of the periods during which scheduled missions should be conducted. The ConAC SOP stipulates daylight hours - Monday through Friday. (See SAC Reg 50-6, paragraph 3a (3)).

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subj; SAC-ConAC Foghter-Bomber Interception Program - cont.

c. No mention is made of maintaining a minimum altitude of 15,000 feet when flying through the defended area. This headquarters would prefer SAC flights to be above 15,000 feet whenever possible.

3. It is requested that SAC be asked to revise their existing regulation to include the above mentioned omissions, and further to request their units to adhere more closely to the procedures laid down in the regulation so that maximum utilization of equipment and economy of effort can be accomplished by all parties concerned.

4. Furthermore it is requested that Military Flight Service be informed of the urgent requirement for transmitting "Big Photo" messages as expeditiously as possible to this headquarters.

FOR THE COMMANDING GENERAL:

/s/ T. Wansley
Major, USAF
Air Adj Gen.

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Date	Unit or School	Prob or Exercise	Size of Unit	No. & Type Acft
Aug 50	**Second Army**			
3[illegible] 1-4 Aug	11th Abn Div	Civ Comp Tng	Co	6 C-82
7-11	11th Abn Div	Unit Tng	Plat	3 C-82
21-25	11th Abn Div	Unit Tng	Plat	3 C-82
	Third Army			
1- 4	82d Abn Div	Abn Tng	Regt	3 C-119B
7-11	3d Inf Div	Air Mvmt Tng	Bn	24 C-119B
7-11	82d Abn Div	Abn Tng	Regt	3 C-119B
8	82d Abn Div	Abn Div	Res Div	9 C-119B
	82d Abn Div	Abn Tng	Res Div	8 Gliders
14-18	82d Abn Div	Abn Tng	Regt	3 C-119B
16-17	82d Abn Div	Field Exercise	Res Div	27 C-119B
21-26	82d Abn Div	Abn Tng	Regt	7 C-119B
	Fourth Army			
28 Aug-2 Sep	The Arty Cen	Air Mvmt Tng	2600 stus & Assgd Gen Res Units	3 C-82 or C-119

Routine Commitments

Date	Unit or School	Prob or Exercise	Size of Unit	No. & Type Acft
1-31	The Inf Sch	Airborne Tng	Indiv	4 C-82
1-31	AFF Bd #1	Tests & Dev	Not App	1 C-119

Inclosure #2 (Contd) 2

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Date	Unit or School	Prob or Exercise	Size of Unit	No. & Type Acft
Sep 50	Second Army			
	11th Abn Div	Unit Training	Co	6 C-82
18-22	11th Abn Div	nit Training	Plat	3 C-82
25-28	11th Abn Div	Unit Training	Plat	3 C-82
29-30	11th Abn Div	Bn Jumps	Bn	18 C-82
	Third Army			
4-8	82d Abn Div	Training	Regt	3 C-119B
12-15	82d Abn Div	Jumpmaster School	135 Students	4 C-119B
18-22	82d Abn Div	Training	Regt	3 C-119B
25-29	82d Abn Div	Training	Regt	3 C-119B
	Fourth Army			
4-8	2d Armd Div	Air Movement Tng	15,000 Troops	12 C-119 or C-82
25-30	The Arty Cen	Air Movement Tng	2600 Stus & assigned Gen Res units	9 C-119 or C-82
	Fifth Army			
[illegible]s		Air Movement Tng	4 Bns	12 C-119
	Sixth Army			
18-22	Ft Worden	Air Movement Tng	1?3 officers & 2262 enlisted men	7 3 C-54, 3 C-82 and 1 C-124

Routine Commitments

Date	Unit or School	Prob or Exercise	Size of Unit	No. & Type Acft
1-30	The Inf Sch	Airborne Tng	Indiv	4 C-82
1-30	AFF Bd #1	Tests & Dev	Not App.	1 C-119

Inclosure #2 (Contd)

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Date	Unit or School	Prob or Exercise	Size of Unit	No. & Type Acft
Oct 50	**Second Army**			
[illegible]	11th Abn Div	Battalion Jumps	Bn	18 C-82
1[illegible]3	11th Abn Div	Admin Jumps	Plat	3 C-82
23-25	11th Abn Div	Bn Jumps	Bn	18 C-82
26-27	11th Abn Div	Bn Jumps	Plat	3 C-82
30-31	11th Abn Div	Admin Jumps	Plat	3 C-82
	Third Army			
2-6	82d Abn Div	Combat Exercises	Reinf Rifle Co	, 4 C-119B
3-6	82d Abn Div	Jumpmaster Sch	135 Students	4 C-119B
9-13	82d Abn Div	Combat Exercises	Reinf Rifle Co	4 C-119B
9-13	82d Abn Div	Training	Regt	3 C-119B
16-20	82d Abn Div	Combat Exercises	Reinf Rifle Co	4 C-119B
24-27	82d Abn Div	Jumpmaster Sch	135 Students	4 C-119B
23-27	82d Abn Div	Logistical Exercise	Div	4 C-119B
3 days	The Inf Sch	Demonstration Problem 5900	JOC No. 6	7 Operational C-82's one w/monorail 1 Static C-82 4 Operational G-15's 1 Static G-15
	Fourth Army			
23-28	The Arty Cen	Air Movement Tng	2600 stus & assigned Gen Res units	3 C-82 or C-119

Routine Commitments

1-31	The Inf Sch	Airborne Tng	Indiv	4 C-82
1-31	AFF Bd #1	Tests & Dev	Not App.	1 C-119

Inclosure #2 (Contd)

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Date	Unit or School	Prob or Exercise	Size of Unit	No. & Type Acft
Nov 50	**First Army**			
[illegible]	Gen Res Units, Ft Dix	Air Movement Tng	Gen Res Units	4 C-119
	Second Army			
6-8	11th Abn Div	Regt Jumps	Bn	18 C-82
9-10	11th Abn Div	Admin Jumps	Plat	3 C-82
20-22	11th Abn Div	Arty Jumps	Bn	18 C-82
23-24	11th Abn Div	Admin Jumps	Plat	3 C-82
	Third Army			
6-10	82d Abn Div	Training	Regt	3 C-119B
6-10	82d Abn Div	Hv Equip Drop Technique	Div Arty	3 C-119B
14-17	8 82d Abn Div	Jumpmaster Sch	135 Students	4 C-119B
14-23	82d Abn Div	Abn Bn Exercises	Inf Bn	16 C-119B
	82d Abn Div	Abn Bn Exercises	Inf Bn	6 Gliders
26-29	82d Abn Div	Training	Regt	3 C-119B
26-29	82d Abn Div	Hv Equip Drop Technique	Div Arty	3 C-119B
3 [illegible]ys	The Inf Sch	Demonstration Problem 5900	JOC No. 9	7 Operational C-82's, one w/monorail 1 Static C-82 4 Operational G-15's 1 Static G-15
	F urth Army			
13-16	The Arty Cen	Air Movement Tng	2600 stus & assigned Gen Res units	9 C-82 or C-119
	Fifth Army			
5 days		Air Movement Tng	RCT +	24 C-119

Routine Commitments

[illegible]-30	The Inf Sch	Airborne Tng	Indiv	4 C-82
[illegible]	AFF Bd #1	Tests & Dev	Not App.	1 C-119

Inclosure #2 (Contd)

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Date	Unit or School	Prob or Exercise	Size of Unit	No. & Type Acft
Dec 50	Second Army			
	11th Abn Div	Regt Jumps	Regt	36 C-82
7-8	11th Abn Div	Admin Jumps	Plat	3 C-82
13-15	11th Abn Div	Bn Jumps	Bn	18 C-82
18-20	11th Abn Div	Admin Jumps	Plat	3 C-82
	Third Army			
5-8	82d Abn Div	Jumpmaster Sch	135 Students	4 C-119B
11-15	82d Abn Div	Training	Regt	3 C-119B
	Fourth Army			
4-9	The Arty Cen	Air Movement Tng	2600 stus & assigned Gen Res units	3 C-82 or C-119

Routine Commitments

1-31	The Inf Sch	Airborne Tng	Indiv	4 C-82
	AFF Bd #1	Tests & Dev	Not App.	1 C-119

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Date	Unit or School	Prob or Exercise	Size of Unit	No. & Type Acft
Jan 51	**Second Army**			
[illegible]	11th Abn Div	Admin Jumps	Plat	3 C-82
1[illegible]-[illegible]7	11th Abn Div	Battalion Jumps	Bn	18 C-82
18-19	11th Abn Div	Admin Jumps	Plat	3 C-82
29-31	11th Abn Div	Battalion Jumps	Bn	18 C-82
	Third Army			
8-12	82d Abn Div	Training	Regt	3 C-119B
15-19	82d Abn Div	Training	Regt	3 C-119B
23-26	82d Abn Div	Jumpmaster School	135 Students	4 C-119B
2 days	Camp Gordon, Ga	Air Movement Tng	6 Sig Co's (Approx 1080)	10 C-82 or C-119

Routine Commitments

1-31	The Inf Sch	Airborne Tng	Indiv	4 C-82
1-31	AFF Bd #1	Tests & Dev	Not App.	1 C-119

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Date	Unit or School	Prob or Exercise	Size of Unit	No. & Type Acft
Feb 51	Second Army			
	11th Abn Div	Battalion Jumps	Bn	18 C-82
5-8	11th Abn Div	Admin Jumps	Plat	3 C-82
19-21	11th Abn Div	Battalion Jumps	Bn	18 C-82
22-23	11th Abn Div	Admin Jumps	Plat	3 C-82
1 day	Tech Units	Stage 3 Air Mvmt Tng for Tech Units	Plat#	3 C-82
	Third Army			
5-9	82d Abn Div	Hv Equip Drop Tech-nuqte	Div Arty	25 C-119B
5-9	82d Abn Div	Training	Regt	3 C-119B
13-16	82d Abn Div	Jumpmaster School	135 Students	4 C-119B
20-23	82d Abn Div	Jumpmaster School	135 Students	4 C-119B
27-3 Mar	82d Abn Div	Jumpmaster School	135 Students	4 C-119B
	Fifth Army			
5 days			3 Bns ≠	12 C-119

Routine Commitments

Date	Unit or School	Prob or Exercise	Size of Unit	No. & Type Acft
1-28	The Inf Sch	Airborne Tng	Indiv	4 C-82
1-28	AFF Bd #1	Tests & Dev	No App.	1 C-119

Field Exercise - Winter Airborne

Date	Unit or School	Prob or Exercise	Size of Unit	No. & Type Acft
1 day				132 C-119 - C-54
1 day				44 C-119 - C-54
4 days				22 C-119 - C-54

Inclosure #2 (Contd)

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Date	Unit or School	Prob or Exercise	Size of Unit	No. & Type Acft
Mar 51	Second Army			
	11th Abn Div	Regt Jumps	Regt	36 C-82
	11th Abn Div	Admin Jumps	Plat	3 C-82
22-23	11th Abn Div	Admin Jumps	Plat	3 C-82
2 days	Tech Units	Stage 3 Air Mvmt Tng for Tech Units	Co	4 C-82
	Third Army			
5-14	82d Abn Div	Bn Air Mvmt Exercise	Inf Bns	45 C-119B
	82d Abn Div	Bn Air Mvmt Exercise	Inf Bns	10 C-54
	82d Abn Div	Bn Air Mvmt Exercise	Inf Bns	5 C-74
	82d Abn Div	Bn Air Mvmt Exercise	Inf Bns	2 C-97
12-16	82d Abn Div	Training	Regt	3 C-119B
19-23	82d Abn Div	Training	Regt	3 C-119B
26-30	82d Abn Div	Training	Regt	3 C-119B
1st 10 wking days	Other units at Ft Bragg	Air Mvmt Exercise	Gen Res Units	4 C-54 4 C-74 4 C-82 12 C-119
	Fourth Army			
19-24	The Arty Cen	Air Mvmt Tng	2600 stus and assigned Gen Res units	3 C-82 or C-119
		Routine Commitments		
1-31	The Inf Sch	Airborne Tng	Indiv	4 C-82
1-31	AFF Bd #1	Tests & Dev	Not App	1 C-119

Inclosure #2 (Contd)

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Date	Unit or School	Prob or Exercise	Size of Unit	No. & Type Acft
Apr 51	**Second Army**			
	11th Abn Div	RCT Jumps	RCT	48 C-82
8-8	11th Abn Div	Admin Jumps	Plat	3 C-82
2 days	Cav Units	Air Mvmt Tng	Bn#	16 C-82
25	Tech Units	(	Co#	4 C-82
2 days	Tech Units	Stage 3 Air Mvmt ((Tng for Tech Units	Plat#	1 C-82
2 days	11th Abn Div		Plat	4 C-82
	Third Army			
2-6	82nd Abn Div	Training	Regt	3 C-119B
10-13	82d Abn Div	Abn Regt Combat Team Exercise	RCT	60 C-119B
	82d Abn Div	Abn Regt Combat Team Exercise	RCT	18 Gliders
3 days	The Inf Sch	Demonstration Prob 5900	JOC No. 10	7 Operational C-82's one w/monorail 1 Static C-82 4 Operational C-15 1 Static C-15
	Fourth Army			
23-28	The Arty Cen	Air Mvment Tng	2600 stus and assigned Gen Res units	3 C-82 or C-119

Routine Commitments

1-30	The Inf Sch	Airborne Tng	Indiv	4 C-82
1-30	AFF Bd #1	Tests & Dev	Not App.	1 C-119

Field Exercise - Mountain Air Transport

1 day	44 C-119 - C-54
4 days	11 C-119 - C-54

Inclosure #2 (Contd)

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Date	Unit or School	Prob or Exercise	Size of Unit	No. & Type Acft
May 51	Second Army			
[illegible]	11th Abn Div	Admin jumps	Plat	3 C-82
[illegible]	Tech Units	Stage 3 Air Mvmt for Tech Units	Plat#	1 C-82
23	Tech Units	Stage 3 Air Mvmt for Tech Units	Co#	4 C-82
	Third Army			
7-11	82d Abn Div	Training	Regt	3 C-119B
15-18	82d Abn Div	Jumpmaster Sch	135 Students	4 C-119B
22-25	82d Abn Div	Jumpmaster Sch	135 Students	4 C-119B
28-31	82d Abn Div	Jumpmaster Sch	135 Students	4 C-119B
7-11	82d Abn Div	Hv Equip Drop Technique	Div Arty	25 C-119B
		Routine Commitments		
1-31	The Inf Sch	Airborne Tng	Indiv	4 C-82
1-31	AFF Bd #1	Tests & Dev	Not App.	1 C-119
		Field Exercise - Lone Star		
1 day				132 C-119 - C-54
1 day				44 C-119 - C-54
4 days				11 C-119 - C-54

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Date	Unit or School	Prob or Exercise	Size of Unit	No. & Type Acft
June 51	Second Army			
[illegible]	11th Abn Div	Battalion jumps	Bn	18 C-82
[illegible]-8	11th Abn Div	Admin jumps	Plat	3 C-82
18-20	11th Abn Div	Battalion jumps	Bn	18 C-82
20	Tech Units	Phase 3 Air Mvmt Tng Tech Units	Co#	3 C-82
21-22	11th Abn Div	Admin jumps	Plat	3 C-82
	Third Army			
4-8	82d Abn Div	Training	Regt	3 C-119B
11-19	82d Abn Div	Abn Bn Combat Team Exercise	BCT	22 C-119B
	82d Abn Div	Abn BCT Exercise	BCT	6 Gliders
25-29	82d Abn Div	Training	Regt	3 C-119B
3 days	The Inf Sch	Demonstration Prob 5900	JOC No. 11	7 Operational C-82 one w/monorail 1 Static C-82 4 Operational G-15 1 Static G-15
	Fourth Army			
4-9	The Arty Cen-	Air Movement Tng	2600 stus and assigned Gen Res units	9 C-82 or C-119
		Routine Commitments		
1-30	The Inf Sch	Airborne Tng	Indiv	4 C-82
1-30	AFF Bd #1	Tests and Dev	Not App.	1 C-119

Inclosure #2 (Contd)

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DRAFT

THE JOINT CHIEFS OF STAFF
Washington 25, D. C.

Memorandum for: CHIEF OF STAFF, U. S. ARMY
CHIEF OF NAVAL OPERATIONS
CHIEF OF STAFF, U. S. AIR FORCE
COMMANDER-IN-CHIEF CARIBBEAN COMMAND

SUBJECT: JCS Directive for Joint Puerto Rican Exercise, FY 1950.

1. A joint exercise is directed to be held in the Puerto Rican Area with Vieques Island as the focus of the objective area, during the period January-March 1950 for the purpose of training forces of the Army, Navy, and Air Force in joint airborne-amphibious operations to include loading, embarkation, debarkation, assault, logistical support and communications; and of testing current technique and procedures for joint overseas operations. Preliminary training for the exercise, movement of participating elements from and to home stations, and conduct of the exercise will be included in the period 1 January - 31 March 1950. Individuals of the Army requiring specialized technical amphibious training will be made available at such time as required prior to 1 January 1950.

a. Army forces shall consist of one Infantry Division less one Regimental Combat Team, reinforced, not to exceed a total of 15,000 personnel and not less than a total of 12,000 personnel.

b. Navy forces shall consist of ______________________.

c. Air forces shall consist of:

(1) A mobile Tactical Air Force Headquarters, to include facilities for the erection of a Joint Operations Center.

(2) A detachment of one Tactical Control Group, to furnish the air surveillance and aircraft control functions.

(3) Two fighter groups, capable of performing air superiority, interdiction and close-support type missions. Of these two fighter groups, one will be jet-propelled type and one will be conventional type. Total fighter commitment - 150 aircraft.

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HEADQUARTERS STRATEGIC AIR COMMAND
OFFUTT AIR FORCE BASE,
OMAHA, NEBRASKA DOTFL

SAC 353 (7 Apr 50) 7 April 1950

SUBJECT: SAC-ConAC Fighter Program

TO : Commanding General
Continental Air Command
Mitchel Air Force Base
New York

1. The following suggestion from a subordinate unit of this command is forwarded for any action that you may deem appropriate:

"It is believed that a higher percentage of assessable gun camera film footage should be realized from joint interception missions. At present, approximately 50% assessable film results from sorties receiving interception. In this connection, the question of which is more important, fighter tactics, or gunnery training should be resolved. Fighter attacks from up-sun and from blind angles, while tactically sound, do not yeald high percentages of assessable film. Such attacks do have training value for gunners in that the passes are realistic and gunners are kept on the alert, but this Headquarters believes that up-sun attacks should be held to a minimum so that much needed training in basic gunnery can be carried out and fully assessed."

2. This headquarters realizes that fighter interceptions performed in conjunction with SAC-ConAC Fighter Bomber program must be practiced in accordance with current tactical doctrine. However, if it is possible for ConAC fighter aircraft to conduct interception, with consideration to the above suggestion, the training value of this program will be increased for participating Strategic Air Command units.

FOR THE COMMANDING GENERAL:

/s/ James C. Selser, Jr., Col., USAF
for /t/ J. E. MONTGOMERY
Brigadier General, USAF
Director of Operations

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C O P Y 189
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Hq SAC 353
Subject: SAC-ConAC Fighter Bomber Program O&T/CaptEngel/mdm/3245

O&T 353 (7 Apr 50) 1st Ind 13 Apr 50

HQ CONTINENTAL AIR COMMAND, Mitchel Air Force Base, New York

To: Commanding General, Eastern Air Defense Force, Mitchel Air Force Base, New York

1. In order to establish joint interception mission criteria that will permit the employment of realistic interceptor tactics and produce a high percentage of assessable gun camera film, the following procedures will be adhered to:

a. Every advantage of concealment will be taken by interceptors to affect complete surprise on the initial attack against the bomber force.

b. Subsequent attacks on the bomber force will be initiaited from down-sun, aimed at both the effective and blind angles of fire.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

/t/ V. E. MURPHY
Lt Col USAF
Asst Air Adj Gen

Info Cy to SAC

IDENTICAL INDORSEMENT SENT TO WESTERN AIR DEFENSE FORCE

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HEADQUARTERS
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

O&T 354.2 — 28 Feb 1950

SUBJECT: Air Defense Exercise "Whipstock"

TO : Commanding General, Strategic Air Command, Offutt AFB, Omaha, Nebraska

1. Inclosed is proposed Operations Plan for exercise "Whipstock". This exercsise is to test and train the air defense system in the Northwest area.

2. Before finalizing this plan, Strategic Air Command's comments are desired on the following points:

a. Should plans for this and other air defense exercises be "joint" Strategic Air Command-Continental Air Command plans or does Strategic Air Command desire to issue their own plans? If the latter, it is suggested that Strategic Air Command formally agree to the Continental Air Command plan, because certain items in that plan are strictly under Strategic Air Command control.

b. Further air defense exercises programmed for 1950 are:

(1) 10-25 July 1950. An exercise covering the whole of the area of responsibility of Eastern Air Defense Force.

(2) 22-25 August 1950. An exercise in the Los Angeles, San Francisco and Albuquerque areas.

c. Strategic Air Command's agreement is requested to have a responsible officer on the maneuver coordinator's staff. This officer would be the link between the Air Defense Commander and Strategic Air Command and would be responsible for adjusting any details on the spot. For example, electronic counter measures might be so effective as to render interception impossible. The Strategic Air Command officer on the coordinator staff could request Strategic Air Command to use electronic counter measures more sparingly.

d. The number of missions is put at ten per day. It is hoped that Strategic Air Command can put more than this over the area either by more missions or by allowing missions to penetrate the area more than once. Of these sorties Continental Air Command would like at least 25% to be at night. If possible, missions should vary in number of aircraft with at least one and preferably more to consist of three aircraft. Generally speaking, the more strikes that Strategic Air Command can make the more value will be gained from the exercise.

e. At a date nearer the exercise it is recommended that discussions be held concerning routes for strikes and distances of penetration in order that the air defense system can be tested most

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O&T 354.2 Air Defense Exercise "Whipstock"

thoroughly.

3. In order that the plan can go out to headquarters and units concerned, as soon as possible, request concurrence and/or comments by message on or before 8 March 1950, to the attached Operations Plan. If a conference is deemed advisable, recommend convening at Headquarters Continental Air Command at earliest practicable date.

FOR THE COMMANDING GENERAL:

/s/ V. E. MURPHY
/t/ V. E. MURPHY
Lt Col USAF
Asst Air Adj Gen

1 Incl:
2 cys Opns Plan.

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B/L Hq Continental Air Command 28 Feb 50, sugj: Air Defense Exercise "Whipstock"

SAC 353 (28 Feb 50) 1st Ind DOOTO

HEADQUARTERS STRATEGIC AIR COMMAND, Offutt Air Force Base, Omaha Nebraska 18 Apr 1950

TO: Commanding General, Continental Air Command, Mitchel Air Force Base, New York

1. This command has the following comments to submit reference Air Defense Exercise "Whipstock" and further air defense exercises programmed for 1950.

a. As per verbal agreements arrived upon with representatives of your command and this command at a conference convened at this headquarters on 30 March 1950, the following actions will be taken by this command on operation "Whipstock"

(1) This command will issue its own plan, and would like to see the task for the Strategic Air Command as it presently appears in Operation Plan "Whipstock", Serial 10-50. The planning of missions, e.g. route, targets, etc., should be left to this command.

(2) A responsible officer will be furnished for the maneuver coordinator's staff. This officer will be appointed by the Fifteenth Air Force.

(Pencilled note: Not sufficient for effort CONAC expending)

(3) Missions to be flown will number 10 per day in flights of from 1 to 3 aircraft. The 10 missions may be flown by same aircraft making two or more flights through the area.

(4) This exercise is being assigned to the Fifteenth Air Force for planning and accomplishment. Direct communication is authorized with Fifteenth Air Force. Request information copies of all correspondence be forwarded to this headquarters.

(5) Recommend that public information annex be included. This command suggests that releases to news media emphasize that purpose of "Whipstock" is to exercise the defense forces of Northwest United States and is not a contest between Strategic Air Command units and Continental Air Command units.

b. With reference to further air defense exercises programmed for 1950, this command will participate in the 22-25 August

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DOOTO
Subj: AirDefense Exercise "Whipstock"

1950 exercise in the Los Angeles, San Francisco, and Albuquerque areas. Force to be utilized by this command will be determined upon receipt of Continental Air Command operation plan for this exercise.

c. Inasmuch as the 10-25 July exercise has been postponed, this command will reserve participation agreement until the dates of the exercise are established.

FOR THE COMMANDING GENERAL:

/s/ James B. Selser, Jr., Col. USAF
for
/t/ J. B. MONTGOMERY
Brigadier General, USAF
Directorate of Operations.

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HEADQUARTERS
CONTINENTAL AIR COMMAND
Mitchel Air Force Base, New York

O&T 354.2

SUBJECT: SAC Participation in Air Defense Maneuver "Lidless", 22-28 August 1950

TO: Commanding General, Strategic Air Command, Offutt Air Force Base, Nebraska

1. Reference is made to conference held at your headquarters between Operations personnel and Lt. Col. S. S. Brinson, Operations and Training, Continental Air Command on 30 March 1950.

2. Proposed ConAC Air Defense Maneuvers were discussed with emphasis on Strategic Air Command's participation in these maneuvers. It was agreed that proposed ConAC Operations Plans for air defense maneuvers be forwarded to Strategic Air Command for review and confirmation of participation by Strategic Air Command prior to firm planning.

3. Inclosed are ten (10) copies of ConAC Operations Plan "Lidless", an air defense maneuver to be held in the Albuquerque-Los Angeles-San Fransisco area, 22-28 August 1950. Please note the inclusion of a squadron of the 27th Fighter Wing tentatively assigned to the maneuver to operate from Roswell. This is a line with General Le May's expressed desire to train the 27th Wing in interceptor operations. If more than one squadron is available, they can easily be included in the plan.

4. The Public Information Office Annex "H" has been included for control of news releases and security monitoring. Your comments and/or concurrence in this plan for public information is requested.

5. It is further requested that this plan be reviewed and confirmation of Strategic Air Command's participation or comments be forwarded this headquarters as soon as possible in order to carry out firm planning for this manuver. If the plan is acceptable, request you inform this headquarters of the command designated as the Offensive Task Organization ("Strike" Force) and authorization be granted for direct communication

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O&T 354.2, Subject: "SAC Participation in Air Defense Maneuver "Lidless", 22-23 August 1950 (Contd)

between the command selected and Headquarters, Western Air Defense Force for the purpose of pre-maneuver planning and coordination.

FOR THE COMMANDING GENERAL:

/t/ FRANK MILLER
Captain USAF
Asst. Air Adj. Gen.

Incl:
ConAC Oprs Plan 11-50, "Lidless", (10 cys).

(Incl distributed separately to AG)
Lt Col Olson

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B/L Hq CONAC 23 May 50 Subj: SAC Participation in Air Defense Maneuver "Lidless", 22-28 August 1950

SAC 354 (23 May 50) 1st Ind 15 June 1950 DOOTO

HEADQUARTERS STRATEGIC AIR COMMAND, Offutt Air Force Base, Omaha, Nebraska

TO: Commanding General, Continental Air Command, Mitchel Air Force Base, New York

1. The following comments are submitted reference Air Defense Maneuver "Lidless".

a. Missions to be flown will number 10 per day in flights of from one to three aircraft. Some missions may be flown by the same aircraft making two or more flights through the area.

b. A responsible officer will be furnished for the maneuver coordinator staff.

c. Public Information Annex is acceptable to this command.

2. Reference paragraph 1 a, Operation Plan "Lidless", Serial Number 11-50. So much of this paragraph as reads "This force is located outside the defended area" is not necessarily true. Units of this command located within the area may be utilized. It is requested that this sentence be amended to read as follows: "It is assumed that this force is located outside the defended areas as initiation of strike missions will commence from outside the defended areas. The following capabilities are possessed by the strike force, etc".

3. Reference paragraph 2 b, Aggressor Force, it is requested that this paragraph be amended to read as follows: "Will attempt to penetrate and simulate bombing of targets with the established air defense area, utilizing all means of deception and evasion within their capability to provide for most realistic training of air defense force."

4. Reference paragraph 5, basic letter, this headquarters will act in capacity of Offensive Task Organization. Subject to your approval, direct communication with this headquarters and Headquarters Western Air Defense Force is acceptable.

FOR THE COMMANDING GENERAL:

Incls w/d

/t/ JAMES C. SELSER JR.
Colonel, USAF
Deputy Director of Operations

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HEADQUARTERS
CONTINENTAL AIR COMMAND
Mitchel Air Force Base, New York

LtCol S S Brinson/ddm-3138
22 March 1950

O&T 354.2

SUBJECT: Eastern Air Defense Maneuver for FY 1951

TO: Commanding General, Eastern Air Defense Force, Mitchel AFB, New York

1. The following described air defense maneuver has been planned for your area during FY 1951:

Operation "Casino," a fifteen (15) day air war game involving attacks on, and defense of, the northeast United States. The attacking force will be provided by Strategic Air Command. The defending force, under the operational control of the Commanding General, Eastern Air Defense Force, will include the permanent AC&W system within the area, Air National Guard units located within the area, the 56th, 33rd, and 4th Fighter-Interceptor Wings, the 52nd Fighter-All Weather Wing, and the 20th Fighter-Bomber Wing. It is planned to redeploy some of the regular fighter units throughout the area. It is also planned to utilize the Ground Observer Corps approximately sixteen (16) hours during the maneuver.

2. For your information, Headquarters USAF has given this maneuver a priority 1 status over all other scheduled ConAC maneuvers. A budget estimate has been submitted to Headquarters USAF who in turn has made formal presentation to Congress for authorization of funds.

3. Tentative plans are to conduct this maneuver from 10 July 1950 through 25 July 1950. Request concurrence on these dates and/or any other recommendations you may wish to make in this respect.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

/t/ V. E. MURPHY
Lt. Col., USAF
Asst. Air Adj. Gen.

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Eastern Air Defense Maneuver for FY 1951
Gen-331 (22 Mar 50) 1st Ind 29 March 1950

HEADQUARTERS EASTERN AIR DEFENSE FORCE, Mitchel Air Force Base, New York.

TO: Commanding General, Continental Air Command, Mitchel Air Force Base, New York

1. If the proposed air defense maneuver is carried out as indicated in par. 1 of the basic letter, it is recommended that it be held during the period 2 October 1950 through 17 October 1950. The reason for proposing this change is predicated on the fact that the Air National Guard Squadrons concerned will in all probability be completely absorbed with preparations pertaining to summer encampment during July. In addition, the Ground Observer Corps should not be subjected to an operational test without opportunity for shakedown and local training so soon after completion of organization and activation.

2. Although no information has been asked for, other than that furnished in the preceding paragraph, the following comments are offered for your consideration:

a. This office does not agree that any worthwhile purpose will be served by conduct of an air defense maneuver of the proportions indicated. From the standpoint of training and improving the operational efficiency of the entire system, a great deal more can be obtained at this particular time by holding periodic smaller scale exercises. A maneuver of the scale indicated will certainly give the air defenses of the northeast an enormous amount of publicity. There can be no sound reason for seeking publicity on air defense, since there is little likelihood that the reaction of the press or the public could be favorable.

b. The inclusion of a large number of National Guard units in the maneuver will multiply public relations difficulties by making many sources of information available that are not under control. The number of National Guard Fighter Squadrons included should not exceed sixteen in any event, since this represents the maximum number of units that can be employed effectively by present GCI stations based on their average operational status.

c. It is not believed that anything is to be gained by bringing the Ground Observer Corps into a large-scale maneuver. Special low flying attack missions will have to be flown in any event, to provide satisfactory training for this Corps. During Operation Lookout, it was found to be very important to make visitations to the various Observation Corps activities. There

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Preparation of Material for CG Re General Clark's Visit

1 3 Apr DO O&T

1. General Clark will visit General Whitehead on Thursday, 6 April. In the letter from General Lee to General Whitehead with reference to this visit, he indicated that General Clark feels that in general the air support of the Army is unsatisfactory. He based his consideration on the following three factors:

a. Numbers of aircraft available for training with Army units. He refers particularly to fighter-bomber units.

b. Type of airplane for fighter-bomber work. He stated that he was not sure that the type which we have in the units is the best airplane for support of the Army.

c. The Command relationship which now exists between Army units and Air Force which were supporting the Army. General Clark stated that he believes in unity of command. In our discussions I gathered that he believes that, in most instances, where the primary mission is that of the Army, the Air Force working with the Army should be under the command of the Army commander.

2. Please provide this office with information not later than 0930, Wednesday, 5 April 1950, as follows:

a. O&T - Detailed information with respect to factor "a" above, i.e., aircraft available.

b. PO&R - Information with respect to factor "b" and "c" above. Information with respect to factor "b" should show that the F-84E is the best aircraft available today for ground support work and should outline what to look for in the future in the way of a fighter-bomber airplane. With respect to factor "c", a brief (short) of the AAA control problem, our letter on this subject and a copy of the DA paper on AAA should be attached.

3. CG has asked for this information Wednesday, 5 April.

/s/ GEORGE S. BROWN, Col. USAF
Executive DO 1239

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TACTICAL AIR SUPPORT FOR ARMY UNITS

I. Fighter-Bomber Support for Army Units

A. Requirements as requested by Office, Chief, Army Field Forces for routine fighter-bomber support of Army unit training has been provided during Fiscal Year 1950 as requested, prior to March 1950. In a few instances, it was necessary to request OCAFF to adjust dates so as not to interfere with scheduled air combat maneuvers. However, commitmentswere fulfilled in accordance with the desires of OCAFF insofar as numbers of aircraft were concerned. Reference is made to Tab A which gives a breakdown of routine fighter-bomber support for Army unit training provided to date and scheduled for remainder of Fiscal Year 1950.

B. A large portion of the available effort of fighter-bomber support during Fiscal Year 1950 has been devoted to joint Army-Air Force field exercises. These excercises provide the best means available for training AirForce and Army units in cooperation between air and ground in furtherance of a common objective. The following is a recap (FY 50) of Air Force fighter-bomber units committed to joint exercises in which Army units were supported:

Exercise	Dates	No acft committed
Camid	8-22 Aug 49	1 Ftr-Bmr Sq (32 A/C)
AIC II	6 Sept-29 Oct 49	2 Ftr-Bmr Gps (150 A/C)
Portrex	15 Feb-15 Mar 50	4 Ftr-Bmr Sqs (100 A/C)
	Of the 100 acft committed, 50 from 31st Gp were grounded and did not participate in exercises.	
Spring Combine	18-21 Apr 50	1 Ftr-Bmr Sq (25 A/C)
Swarmer	15 Apr-14 May 50	7 Ftr-Bmr Sqs (170 A/C)

C. Early in 1950 it became apparent that fighter-bomber units of this command were not being allowed sufficient uninterrupted time at home bases to accomplish individual pilot and unit training to maintain the level of operational effectiveness required by this headquarters. A review of fighter-bomber support was made of routine support for Army units and programmed field excercises for Fiscal Year 1951. It was found that routine support being requested by OCAFF was far in excess of what could normally be expected in time of war for size of force to be supported. Detail figures are not available at present, but as a general rule OCAFF has in the past requeste supporting aircraft as follows:

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No of Supporting Acft	Size Force Supported
20	Division
16	Regiment
10	Battalion

Subsequent to 1 March 1950, this office, with approval of the DO, has committed fighter-bomber aircraft using the following scale as a general rule:

No of Supporting Acft	Size Force Supported
8	Division
6	Regiment
4	Battalion

D. Participation of fighter-bomber units in field exercises for Fiscal Year 1951 as compared to Fiscal Year 1950 has been pared down approximately 50%.

E. Additional emphasis has been placed on reducing commitments for fighter-bomber units for Fiscal Year 1951 as a result of a reduction in number of aircraft available caused by rotation and re-equipping of certain units. Tab B shows graphically the proposed utilization of available fighter-bomber aircraft for Fiscal Year 1951.

II. Troop Carrier Support for Army Units

A. Army Field Forces Support, Fiscal Year 1950

1. All requests for troop carrier support by the Army Field Forces were met during the first half of Fiscal Year 1950. This headquarters has no record of original requests made by Field Forces, but based on agreements reached between AFF and Tactical Air Command on date, number of aircraft, and units to be supported, the commitments were met.

2. Some difficulty in meeting Field Forces requirements were encountered in the third quarter of Fiscal Year 1950 due to impact of Exercise Portrex. The Portrex airlift was to be performed by Troop Carrier units of the 14th Air Force, and number of aircraft required and dates of accomplishment interfered with normal Field Forces requirements. These differences were adjusted when aid was received from MATS on Portrex Lift and adjustments coordinated with units involved as to dates and minimum number of aircraft involved.

3. Participation in Joint Exercises with Army units, routine Army commitments, special Army commitments, plus unforeseen contingencies reduced the time available for Troop Carrier units to conduct unit training and pilot proficiency training to an alarming extent.

B. Joint Exercises (Fiscal Year 1950)

1. Listed below are joint excercises which required troop carrier support and number of aircraft required:

Exercise	Dates	No acft Committed
Air Indoctrination Tour (USMA)	11-22 Jul 49	27
Air Indoctrination Course II	6 Sept-29 Oct 49	1 TC Gp (35 a/c)
Sweetbriar	Jan-Feb 1950	2 Sqs (H)(24 a/c)
Portrex	1 Feb-20 Mar 1950	6 Sqs (75 a/c)
Swarmer	15 Apr-14 May 1950	7 Sqs (108 a/c)

C. Procedure for Troop Carrier Support of Army Field Forces Fiscal Year 1951

1. Beginning 1 July 1950, this command will make available to Army Field Forces on a daily routine basis, 9 operational C-82 or C-119 aircraft for their utilization. These 9 Operational aircraft represent a full squadron effort. This procedure is being instigated in order to eliminate any peak loads requiring more than 9 aircraft. It is realized that occasional requirements for more than 9 aircraft will exist. However, it is desired that these requests be so scheduled as to fall between scheduled field exercises, and to allow sufficient time between maneuvers to prevent peak loads on Troop Carrier units.

2. The Above plan for providing routine troop carrier support for the Army was requested by OCAFF.

III. Tow Target

A. Army Field Forces Requirements (Fiscal Year 1950)

1. Original requirement was for an average of 1677 "on course" hours per month. This was later reduced to an average of 1022 "on course" hours per month. (12,284 per year)

B. Tow Target Squadron Capabilities (Fiscal Yar 1950)

1. Present equipment and personnel

a. Based on a five day work week, the 2602nd Tow Target Squadron could perform 416 "on Course" hours monthly or 40.7% of Army Field Forces requirements.

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b. Based on a seven day work week, and working overtime, 715 "on course" hours monthly could be accomplished or 70% of Army Field Force requirements.

c. Aircraft hours flown to accomplish an hour of "on course" time is indicated below:

Fort Bliss	1.6 acft hours per on course hrs.
Outlying Units	1.8 acft hours per on course hrs.

C. Army Field Forces Requirements for Calendar Year 1950

1. Total requirement is 10,107 "on course" hours broken down to 7557 hours for Fort Bliss and 2550 hours for outlying units.

D. Tow Target Squadron Capabilities

1. An estimated 7,040 "on course" hours yearly can be performed by 2602nd Tow Target Squadron. This is 517 hours less than is required by Fort Bliss which has been assigned first priority on tow hours.

E. Action to Increase Tow Target Capabilities

1. A new Table Distribution has been approved for the 2602nd Tow Target Squadron calling for 58 officers and 302 airmen (based on utilization of 14 B-26's, 4-B-29's, 7 B-45's and 4 F-80's). If personnel and aircraft are assigned to fill this new Table Distribution by May 1950, it is estimated that a total of 8,000 "on course" hours can be flown yearly.

2. Hq, USAF, has been requested to get approval to utilize National Guard aircraft to perform remaining 2607 hours required by Army Field Forces.

Inclosure #1

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SCHEDULE OF TROOP CARRIER REQUIREMENT FY 51

Date	Unit or School	Prob or Exercise	Size of Unit	No. & Type Acft
[illegible] 50	**Second Army**			
5-7	11th Abn Div	Civ Comp Tng	Co	6 C-82
10-14	11th Abn Div	Civ Comp Tng	Plat	3 C-82
18-20	11th Abn Div	Civ Comp & unit Tng	Bn	18 C-82
24-28	11th Abn Div	Civ Comp Tng	Plat	3 C-82
	Third Army			
3-8	3d Inf Div	Air Mvmt Tng	Bn	24 C-119B
11	82nd Abn Div	Abn Tng	Res Div	5 C-119B
	82nd Abn Div	Abn Tng	Res Div	4 Gliders
10-14	82d Abn Div	Abn Tng	Regt	3 C-119B
17-21	82d Abn Div	Abn Tng	Regt	3 C-119B
19-20	82d Abn Div	Abn Tng	Res Div	27 C-119B
24-29	82d Abn Div	Abn Tng	Regt	3 C-119B
	Sixth Army			
7 days	2d Inf Div	Reinf Inf Bn	Inf Bn	35 C-54

Routine Commitments

1-31	The Inf Sch	Abn Tng	indiv	4 C-82
1 - 31	AFF Bd #1	Tests & Dev	Not App	1 C-119

Inclosure #2

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HEADQUARTERS 20TH FIGHTER WING
Shaw Air Force Base
South Carolina

DO 353 DD/al

9 May 1950

SUBJECT: Extensive Gunnery and Organizational Training Program

TO: Commanding General
Fourteenth Air Force
Robins Air Force Base
Georgia

1. Reports on tactical air support demonstrations participated in by units of this command have indicated that the individual proficiency of the pilots of these units leaves much to be desired. The mediocre results of the demonstrations are concrete evidence that individual pilot training, particularly in the gunnery phases, is being neglected. To correct this deficiency, an extensive gunnery training program will be conducted at this station immediately. It is anticipated that this program will be completed prior to 30 June 1950.

2. An analysis of the deficiencies mentioned in paragraph 1, above, reveals that maneuvers and other operational commitments have been so numerous as to interfere with our basic individual training. During the past 12-month period, the 20th Ftr Bmr Wing has been committed to and has accomplished 34 operational commitments (See Inclosure 1), which have required participation of from 1 aircraft to maximum effort. The average on-hand aircraft during this period was 72.5 F-84's. Of these aircraft, the average in-commission rate was 60.8 percent, or an average available of 43.3 aircraft per day. (See Inclosure 2.)

3. Using a 5-day week factor, with the 6th day reserved for ground training, there would be 11,253 aircraft days available during the past year. Of these days, 7,794 were expended on the above-mentioned operational commitments. This means that 69.2 percent of the aircraft days available, this organization, have been used in this manner, while the remaining 30.8 percent of the aircraft days were available for organizational training. It is felt that these figures are out of proportion and that the operational load for the 20th Fighter Bomber Wing is excessive.

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DO 353 9 May 1950
Subject: Extensive Gunnery and Organizational Training Program

4. It is recommended that:

a. This organization be relieved of all operational commitments prior to 30 June 1950 in order that the intensive gunnery training program may be completed.

b. Continuing action be taken to reduce operational commitments to such and extent that more time will be available for organizational training.

c. Not more than two 30-day maximum effort operational commitments, or the equivalent in smaller commitments, be engaged in per year.

2 Inclosures
1. Operational Commitments, 1 May 49 to 1 May 50
2. Acft Utilization Chart

S/T/ P. K. MORRILL, JR.
Colonel, USAF
Commanding

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DO 353 1st Ind 29 May 1950
SUBJECT: Extensive Gunnery and Organizational Training Program

Hq Fourteenth Air Force, Robins Air Force Base, Georgia

TO: Commanding General, Continental Air Command, Mitchel Air Force Base, New York

1. Concur in the recommendations of basic letter, except that commitments now standing should remain.

2. It is recommended that requests for aircraft participation in maneuvers and/or exercises be scheduled on at least a semiannual basis to enable the staffs at operating level to properly plan unit and individual training.

3. Contents of the basic letter are applicable to all tactical wings of this air force, and it is evident from Operational Readiness Tests, station visits, inspections, and from the results of the U. S. Air Force gunnery meet in the case of fighter wings, that individual and unit flying training is below desired standards.

2 Incls
n/c

/t/ CORTLANDT S. JOHNSON
Colonel, United States Air Force
Vice Commander

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8 June 1950

O&T 353 (9 May 50) 2d Ind. O&T/Maj Best/6136/msg

HQ CONTINENTAL AIR COMMAND, Mitchel Air Force Base, New York

TO: Commanding General, Fourteenth Air Force, Robins Air Force Base, Georgia

1. Commitments for the remainder of Fiscal Year 1950 will remain in effect.

2. This Headquarters is taking continuous action to remedy the situation outlined in basic and allow more time for organizational and individual training.

3. A graphic presentation of proposed Fiscal Year 1951 Air Combat Maneuvers has previously been transmitted to your headquarters. The Army's Fighter Bomber routine training requirements for Fiscal Year 1951 are presently being recomputed in a conference at OCAFF with emphasis being placed on further reduction of Army requirement. Action is also being taken to obtain 22% of the 31st and 27th Escort Wing effort from SAC in assisting this command in meeting the Army Fighter Bomber requirements. Headquarters USAF has indicated that this amount of SAC Escort effort would be made available for training in their secondary mission. Based upon the above plans, the 20th Fighter Bomber Wing will be programmed to provide 3,980 aircraft days to Army support and maneuvers, exclusive of TASIC and Spring Combine, during Fiscal Year 1951. Your headquarters will be advised on results of above planning and of the 1951 Fighter Bomber Army support program as soon as possible.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

2 Incls
n/c

/t/ V. E. MURPHY
Lt. Col., USAF
Asst. Air Adj. Gen.

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TACTICAL AIR PROBLEMS ENCOUNTERED IN FISCAL YEAR 1950

1. The major problem during Fiscal Year 1950 has been to meet the requirements for tactical air, and at the same time maintain the desired state of combat readiness of units concerned. The types of tactical units causing greatest concern are as follows:

a. Fighter-Bomber

b. Troop Carrier

c. Tow Target

The problem in fighter-bomber and troop carrier units is very similar. Requirements for support of routine Army unit training plus the yearly joint field exercise program for both types of units, does not permit sufficient uninterrupted time at thome base for unit commanders to correct the deficiencies of his unit. These deficiencies are usually of an administrative, training or maintenance nature and when allowed to exist, have a serious effect on the state of readiness of the unit concerned. The problem in tow target units is that of providing sufficient "on course" hours to meet the requirements of Army unit training. The matter of unit training in the tow target is not a serious one; however, this command has experienced considerable difficulty in meeting Office, Chief, Army Field Forces demands for "on cours" flying hours for training of Army AAA. This can be expected to become more serious during the course of the coming year.

2. The following is a review of FY 50 showing graphically, where possible, a comparison with projected plans for FY 51, and what this command has done and is doing to correct existing problems.

a. Fighter-Bomber:

20th Fighter-Bomber Group
31st Fighter-Bomber Group

(1) Support in Fiscal Year 1950:

All Army requests were met in first half of the fiscal year, and certain request were postponed or rejected for the last half due to conflicting dates with joint exercises which held a priority over normal Army requirements. During last half of FY 50, Army support was reduced from a requested 20 aircraft to support a division field exercise, to 8 and 4 respectively. This was done in order to provide training time for unit, and to more realistically meet actual combat employment figures.

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(2) Chart 1 shows impact of field exercise and Army routine support on fighter units employed in tactical support work during FY 50. This chart shows (left side) aircraft available and (bottom) dates committed. At any orange or red part can be determined the number of aircraft committed compared to aircraft available on any date. Blue indicated time available for individual or unit training.

(3) Chart 2 shows impact of field exercises and Army routine support during FY 51. It can be noted that participation in field exercises has been reduced and more time allowed for training. Also indicated on this chart is the rotation of one group to England and the re-equipping of the other group with new type aircraft. Both of these will reduce the total number of aircraft available for utilization.

(4) Remarks:

(a) Major difficulties have already been stated. too much support and too many maneuvers as compared to training of units.

(b) This command has instigated a policy that a proportionate share of available aircraft and crews will be left at home station for training purposes at any one time. Units will be rotated in order to allow each one to receive an equal amount of experience in any phase (Support, maneuver, unit training).

(c) It can be expected that AFF requirements will rise during any future period. However, in order to avoid encroachment on plan given in b above, AFF has been requested to submit their requirements one year in advance so that support, maneuver, and training requirements may be phased in or adjusted to allow maximum benefit to units.

b. Troop Carrier:

314th Troop Carrier Gp (M)
316th Troop Carrier Gp (M)
62nd Troop Carrier (H)

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(1) Your attention is invited to chart number 3. This chart gives a picture of the impact on troop carrier units of this command during FY 50. The orange represents routine training of Army units such as the 82nd and 11th Airborne Divisions, and the Infantry Center. The red represents aircraft committed to joint field exercises; and the blue, what was left over as unit training. These commitments are plotted against number of aircraft available throughout the FY 50. You have probably already noticed from the chart the two critical periods so far this year. At this point, 15 Sept to 30 Oct, Air Indoctrination Course II was in progress. All requirements were met during AIC II. However, during Portrex, 15 Feb to 1 Apr 50, some difficulty was encountered in meeting routine Army requirements. During AIC II and Portrex the situation was aggravated by conversion of 314th Troop Carrier Gp from C-82's to C-119's. The 62nd Troop Carrier Gp also converted from C-82's to C-54's late in 1949. Spring Combine and Swarmer, yet to come, will cover period 15 Apr to 15 May 50. Spring Combine will be accomplished with aircraft committed to Swarmer and takes place 18 to 22 Apr. Time does not permit a detailed analysis of this chart; however, it is evident that troop carrier unit commitments to the Army must be reduced if these units are to maintain acceptable state of combat readiness.

(2) Chart 4 is a projected plan for utilization of available troop carrier units in FY 51. In an attempt to correct the situation that existed in FY 50, this command has taken action to allow units sufficient time for training. A comparison of charts 3 and 4 will give you an idea of the reduction in routine support of Army training in yellow, and field exercises in red; thus, allowing a greater amount of the total for unit training. To insure adherence to utilization as pictured here, we have also reserved 25% of the total effort for unforeseeable contingencies as shown in yellow. This may appear to be poor planning at first glance. However, it has been found from past experience that requirements for airlift directed by higher headquarters, usually as a result of emergency situations, have dipped into unit training to an alarming extent. To prevent recurrences, 25% of effort has been reserved for this purpose. If requirements do not develop in the coming year, this effort will be devoted to training and will not be allowed to waste. The portion (red) committed for field exercises has been reduced approximately 50%, that is, where two troop carrier groups were committed in FY 50, only one is being committed for FY 51. Routine support of the Army for FY 51 has been reduced to 9 operational aircraft on a continuous

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basis which requires the entire effort of one troop carrier squadron. It is realized that, periodically, requirements for more than 9 aircraft for Army routine training will exist. Close coordination with the Army will have to be effected to insure that these requests are scheduled to fall between field exercises, and allow sufficient time between maneuvers to prevent peak loads on troop carrier units.

c. Tow Target: 2602nd Tow Target Squadron

(1) Support for Fiscal Year 1950

(a) During the first half of FY 50, AFF required an an average of 1022 "on course" hours per month. Of this requirement, the 2602nd Tow Target Sq could accomplish only 416 "on Course" hours or 40.7% of requirement. (Based on 5 day work week). However, by working overtime 7 days per week, this squadron fulfilled approximately 70% of required hours.

(b) During second half FY 50, AFF required an average of 964 "on Course" hours per month. Of this requirement, the 2602nd Tow Target Squadron can accomplish approximately 50% of 492 hours per month.

(2) Support FY 51

(a) During first half FY 51, AFF has requested an average of 296 "on course" hours per month. Present capabilities of 2602nd Tow Target Sq will allow their meeting this requirement without difficulty.

(b) Field Forces requirements for last half of FY 51 have not been received, but based on past experience, it can be expected that a minimum of 1000 "on course" hours per month will be required. Of this amount, it is estimated that a maximum of 600 hours per month can be performed.

(3) Remarks

(a) Difficulties Affecting Capabilities in FY 50.

Primarily, the AFF requirements were far above maximum capabilities of 2602nd Tow Target Squadron. Aircraft assigned were not sufficient to meet requirement, and personnel assigned could not maintain aircraft. Too, missions were received, scheduled for accomplishment, and then canceled at the last moment. This affected maximum utilization of aircraft.

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(b) Action Taken To resolve Above

A new Table of Distribution was drawn up, sent to USAF, and has been approved, which calls for 58 officers and 302 airmen for the squadron based on utilization of 14 B-26's, 4 B-29's, 7 B-45's, 2 C-47's, and 4 F-80's. Although this will increase capabilities of 2802nd Tow Target Squadron, it still will not be able to meet minimum requirements of Army units during last half of FY 51.

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OCAFF, ATTNG-25 360
Subject: Army Field Forces Minimum Requirements for Tactical Air Support Aircraft during Fiscal Year 1951

O&T 373.21 (27 April 1950) 2nd Ind 15 Jun 1950

HQ CONTINENTAL AIR COMMAND, Mitchel AFB, New York

TO: Director of Plans and Operations, Headquarters United States Air Force, Washington 25, D. C.

1. The requirements, as stated in the basic communication, have been studied in detail by Headquarters, Tactical Air Command, and Headquarters, Continental Air Command, and have resulted in detailed conference with Headquarters, Army Field Forces, in an attempt to provide an adequate solution to the problem. As a result of the conference, the requirements of Army Field Forces have be n reduced from those submitted by approximately 20%, and there is an indication that Army Field Forces can further reduce their requirement after conference with their Army Commanders.

2. Specifically, the requirements for Troop Carrier aircraft resulted in the equivalent of two (2) additional Troop Carrier Groups over and above the capability of Continental Air Command. This Command can furnish not to exceed 5,775 aircraft days. It is requested that the Department of Army be advised of the necessity for reducing the requirement for Troop Carrier support for Fiscal Year 1951 to that figure. It is further requested that Department of Army be so advised immediately in order that joint training programs can be finalized prior to the Fiscal Year 1951.

3. The requirements for Fighter-Bomber Support in tactical air operations exceed the capabilities of Continental Air Command by the equivalent of one Fighter-Bomber Group. It is recommended that this deficiency be overcome by the utilization of the 31st and 27th Fighter Long Range Escort Groups of Strategic Air Command in their secondary mission of Fighter-Bomber, and, further that operational control of these units be given to Continental Air Command during specified periods for this purpose. In addition to training in tactical air support type missions with Department of Army units, air defense training missions under GCI control can also be conducted. It is believed that Continental Air Command, in conjunction with Strategic Air Command, can integrate the respective training schedules so as to meet the Fighter-Bomber requirements established by Headquarters, Army Field Forces. It is requested that this headquarters and Strategic Air Command be advised of your decision at the earliest possble date in order that firm plans for Fiscal Year 1951 can be completed.

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OCAFF, ATTNG-25 360
Subject: Army Field Forces Minimum Requirements for Tactical Air Support Aircraft during Fiscal Year 1951

O&T 373.21 (27 April 1950) 2nd Ind (Contd)

4. As regards Tow Target support, Headquarters, Continental Air Command, can meet the requirements as stated in basic communication provided the Air National Guard Units continue the "on-sight" towing in which they are presently engaged. However, non-availability of a suitable high-speed tow target will result in a deficiency for towing of this particular type. This Command has the capability of meeting this requirement when suitable high-speed targets are available. It is recommended that the Department of the Army be advised of this deficiency pending the production and availability of an available target.

FOR THE COMMANDING GENERAL:

CHARLES T. MYERS
Major General, USAF
Vice Commander

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Info copy to:
CG, TAC

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Ltr OCAFF, Ft Monroe, 27 Apr 50, Subj: Army Field Forces Minimum Requirements for Tactical Air Support Aircraft during FY 1951

AFOOP-C 373.21 3rd Ind 29 June 1950

Department of the Air Force, Hq USAF, Washington 25, D. C.

To: Commanding General, Continental Air Command, Mitchel AFB, N. Y.

1. In view of the limited capability of your Command to provide troop carrier aircraft support for Army Field Forces, the Department of the Army has been advised of the necessity for reducing their requirements for this type of support in Fiscal Year 1951.

2. Utilization of the 31st and 27th Fighter Escort Groups of Strategic Air Command in their secondary mission of ground support was authorized by Message AFOOP-C 56759, 23 May 1950. Direct communication on this matter is authorized between your Command and Commanding General, Strategic Air Command.

3. Action is being taken by this Headquarters to have the Air National Guard accomplish towing requirements for antiaircraft units, firing at sites other than the Fort Bliss area, on a yearly basis. Results of this action will be forwarded whtn received by this Headquarters.

BY COMMAND OF THE CHIEF OF STAFF:

W. F. McDONALD
Colonel, USAF
Assistant Chief, Operations Division
Directorate, Plans and Operations

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(4) Two tactical reconnaissance squadrons, one squadron of which will utilize jet-type aircraft and the other conventional-type aircraft. Each squadron will be capable of aerial mapping and pin-point photography, artillery adjustment and general tactical reconnaissance functions. Total reconnaissance aircraft - 36.

(5) One liaison squadron composed of 12 liaison-type light aircraft and 4 helicopter aircraft. This squadron will furnish courier and emergency supply and evacuation service, and will provide such additional functions as wire laying, column control, chemical spray, etc. Total liaison aircraft - 16.

(6) One troop carrier group, with augmentation if required, will transport to and air-drop at the destination the Battalion Combat Team. This troop carrier force will also provide aerial resupply and evacuation for a limited time following the assault drop. Total troop carrier aircraft - 48.

2. The Chief of Naval Operations will designate an "Eastern Task Force" Commander who shall have full responsibility for the planning and conduct of the exercise.

3. Direct communication is authorized between the appointed Task Force Commander and the Chief of Staff, US Army, Chief of Naval Operations, Chief of Staff, US Air Force and Commander-In-Chief Caribbean Command, and between representatives designated by them to assist in the planning and conduct of the exercise.

4. The Task Force Commander will organize a Joint Staff for planning and conduct of the exercise, with membership equally divided in number and in rank among the three participating services.

a. The Chief of Staff, US Army, or his respresentative will designate a Commander of Army Forces to participate in the exercise. The senior Army headquarters in the Joint Task Force shall be an Infantry Division headquarters. The Airborne Battalion Combat Team shall be attached to this Infantry Division for the purpose of this exercise.

b. The Chief of Naval Operations, or his representative, will designate a Commander of Naval Forces to participate in the exercise.

c. The Chief of Staff, US Air Force will designate a Commander of Air Force Forces to participate in the exercise.

d. None of the commanders designated to command a component of the Joint Task Force listed in sub-paragraphs 4a, b and c above shall be designated as the Joint Task Force Commander.

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5. The Chief of Staff, US Army, the Chief of Naval Operations, and the Chief of Staff, US Air Force, will provide the necessary Army, Navy and Air Force units and support, respectively, for participation in and support of the exercise. They or their designated representatives, with joint coordination, will separately or jointly as required, accomplish the action necessary to provide the Joint Task Force Commander with the units and support referred to herein at such times as he may request within the time limitations expressed in paragraph 1 above, except that the means and personnel for the organization of the Joint Task Force staff and headquarters shall be provided at an earlier date to be designated by the Joint Task Force Commander.

6. The Commander-in-Chief Caribbean Command or his representatives will assist in the planning at Joint Task Force level. He will render such administrative non-tactical support to the Joint Task Force as the Joint Task Force Commander may request.

7. The concept of the exercise shall include:

a. That the forces committed, including the airborne elements are part of and subject to the command of the Joint Task Force Commander.

b. That a state of war exists between the United States and Aggressor, and that the Continental US constitutes the Zone of the Interior from which the Joint Task Force will be launched.

c. That strategic reasons exist for the seizure of Vieques Island, which is held and occupied by Aggressor, for future use as a Naval Base.

d. That further operations originating from Vieques Island after its seizure shall be of a Naval character only.

8. The landing force operations ashore shall be opposed by an exercise enemy "Aggressor."

a. Commander-in-Chief Caribbean Command will provide forces of not less than one provisional Infantry Regiment, reinforced, as the Aggressor Force to defend the objective area. He will provide Naval and Air Force elements to defend the objective area as his operational commitments will allow.

b. Aggressor nucleus, uniforms and equipment will be furnished to CINCARIB on his request to Chief of Staff, US Army.

9. Except as specified and directed in this Joint Memorandum the doctrine and procedures stated in the Navy publications USF 6, 63 and 66 will govern the planning and conduct of the exercise. In the event that doctrine contrary to the provisions contained in these publications

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is approved and announced by the Joint Chiefs of Staff prior to 1 October 1949 such announced changes shall govern the planning and conduct of the joint exercise where applicable.

10. The joint exercise will be controlled under the provisions of

FM 105-5	"Umpire Manual"
FM 30-101	"Maneuver Enemy"
FM 30-102	"Handbook, Aggressor"
and Change 1	"Military Forces"
FM 30-103	"Aggressor Army Order of Battle."

11. Chief of Staff, US Army, Chief of Naval Operations and Chief of Staff, US Air Force are authorized to invite such foreign observers to witness the joint exercise as they may desire within limitations described below. Commander-in-Chief, Caribbean Command is given similar authority. The joint exercise is classified "Confidential" for this purpose. Chief of Naval Operations will coordinate the travel of foreign observers to the point of their arrival at Eastern Task Force Headquarters. Observers from the three services and members of the US Press and other US news media, and other US citizens may be invited to witness the exercise by the Chief of Staff US Army, Chief of Naval Operations, Chief of Staff, US Air Force and CINCARIB within the limitations described below. The Joint Task Force Commander will make arrangements for the reception, billeting, orientation and convenience of all approved observers. The Joint Task Force Commander will determine the number of observers he can accommodate. After providing for observers representing news media, the Joint Task Force Commander will divide the remaining observer capabilities equally in four ways and will allot one part each to Chief of Staff, US Army; Chief of Naval Operations; Chief of Staff, US Air Force and CINCARIB, sufficiently early to allow timely arrangements by the heads of the three services and CINCARIB.

12. All publicity for the exercise during both planning and operational phases of the exercise will be the responsibility of the Joint Task Force Commander who will organize a Joint Exercise Information Bureau for this purpose.

13. The Joint Task Force Commander will make provision in the plans for appropriate critiques to be conducted and reports to be made upon completion of the exercise.

FOR THE JOINT CHIEFS OF STAFF:

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23 Dec 49

FM Hq USAF Wash DC

TO CG ConAC, CG, SAC, CG AMC, CG, ATRC, CG AIRU CG APG

PRIORITY

/ R E S T R I C T E D / From AFOOP-C 51760

Operation Portrex a joint exercise for the training of Army, Navy and Air Force units will be conducted during period January to April 1950. Various operational phases will be conducted during the period 23 February to early April 1950. Tentatively, these operational phases will consist of anti-submarine, carrier, airborne, close-air-support operations and culminating in an amphibious landing on Vieques island. For planning purposes, it is desired that you furnish this headquarters by 4 Jan the names, rank and serial number of observers who desire to attend, during the operational phase. Observers will be field grade and above. Information regarding dates of operational phases, point of departure from the Zone of Interior and airlift schedule will be furnished your Headquarters at a later date.

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HEADQUARTERS
CONTINENTAL AIR COMMAND
Mitchel Air Force Base, New York

3 November 1949

O&T 354.2

SUBJECT: Exercise Portrex

TO : Maneuver Commander, Joint Puerto Rican Exercise, Fiscal Year 1950, U. S. Naval Base, Norfolk 11, Virginia

1. Headquarters United States Air Force has directed Continental Air Command to assume full responsibility for implementing the Air Force portion of the JCS directed Joint Puerto Rican Exercise. The following actions have been or will be taken to discharge Continental Air Command's responsibilities:

a. Appointment of Major General Lee to your staff to assist you in every way possible and to act as direct representative of the Air Force in this exercise.

b. Tactical Air Command has been directed to monitor Air Force activities during this exercise to insure compliance with existing doctrines and procedures, and to render all help possible.

c. Appointment of Major General Stearley as the Air Force Forces Commander.

(1) Headquarters Fourteenth Air Force has been made available to Major General Stearley as the agency to discharge Air Force administrative and logistical responsibilities.

(2) Tactical Air Force (Provisional) has been made available to Major General Stearley to assist him in the operational control of Air Force units participating.

(3) Funds will be made available to Major General Stearley when requested and justified.

(4) Necessary elements of the following units with necessary supporting units will be made available to Major General Stearley upon his request:

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Exercise Fortrex (Continued)

(a) 20th Fighter Group
(b) 31st Fighter Group
(c) 314th Troop Carrier Group (augmented as required)
(d) 161st Tactical Reconnaissance Squadron
(e) 162nd Tactical Reconnaissance Squadron
(f) 502nd Tactical Control Group
(g) 934th Signal Battalion, Separate TAC
(h) Liaison Squadron (Provisional)
(i) One (1) Company of 801st Aviation Engineer Battalion (tentative)

2. Attached herewith as Inclosure #1 is copy of directive issued by this headquarters to Commander of Air Force Forces, and other subordinate Continental Air Command Air Force units.

3. Headquarters, Continental Air Command will render all possible help requested by you or your staff, Lieutenant General Hodge or his staff and Major General Stearley or his staff, and will continuously monitor the Air Force plans to insure successful participation of Air Force components.

1 Incl:
1. Directives for Implementation of Joint N.R. Exercise FY 50. "PORTREX"

t/ ENNIS C. WHITEHEAD
Lieutenant General, United States Air Force
Commanding

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SUBJECT: Narrative Report - Operations PORTREX
Air Liaison Officer, Army Component Commander, PORTREX

TO: Director of Operations and Training

1. As per paragraph 3, Special Order 219, 3 November 1949, the undersigned reported to the Commanding General, 3rd Infantry Division, Fort Benning, Georgia, for Operations PORTREX.

a. Phase One consisted of attendance at the Amphibious Staff Planners Course, conducted by the United States Marine Corps Technical Training Unit.

b. Phase Two consisted of the Planning Phase of Operations PORTREX. Coordination of all Air Strikes, both USAF and Navy Air, with Naval Gunfire, Artillery and Anti-Aircraft Artillery Fire was a major problem during this phase.

The undersigned acted in a dual capacity: first, as Air Liaison Officer and Air Advisor to the Army Component Commander, PORTREX; attending planning conferences, advising on all matter pertaining to Air for the maneuver, and assisting in the writing of the Air Annex of the Army Operations Plan, Task Force 101; secondly, acting as Air Advisor to Commanding General, 3rd Division Artillery and aiding in the establishment of the Fire Support Coordination Center (FSCC).

c. Phase Three consisted of the Training Phase which included training in coordination and operation of all supporting arms utilizing the Naval Supporting Arms Evaluator at Little Creek, Virginia. In addition, practical training was accomplished by practice beach-head landings, setting up the FSCC on the beach-head and setting up an checking of all radio and wire-net communication systems, as well as practice air-ground support exercises utilizing Air Naval Gunfire Liaison Company (ANGLICO) Tactical Air Request Radio Net.

d. Phase Four commenced with the actual Puerto Rican Exergise (PORTREX). It extended from 1500, 1 March 1950, at which time the Task Force weighed anchor at Norfolk, Virginia and proceeded to Vieques, Puerto Rico for the maneuver. The undersigned officer acted in the capacity of Air Advisor in the FSCC, afloat, during the Airborne and Amphibious landings, D-Day, 8 March 1950, and going ashore on the beach-head the afternoon of D-Day in order to aid in the establishement of the FSCC ashore. The FSCC, ashore, was established and assumed control and coordination from the afloat FSCC the morning of D-2. This assumption of command took place prior to the assumption of Air Control, ashore, by the Joint Operations Center (JOC) on the same day. The maneuver ended at 0900 D plus 3, 11 March 1950.

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e. Phase Five consisted of a series of critiques and conferences and the writing of the After-Action Reports.

2. The following were noted as outstanding discrepancies during all phases of PORTREX.

a. (1) Evaluation.

The Air Liaison Officer for the Army Component Commander was furnished by Headquarters ConAC.

(2) Recommendation.

That in all future exercises, Air Liaison Officers be furnished by the Headquarters of the Air Component Commander in order to establish closer liaison between the Air and Army Components.

b. (1) Evaluation.

The Planning Staff for the Air Component Commander arrived piecemeal during the planning phase of the operation and was not complete until the latter stage of the planning phase. This lack of an adequate Planning Staff caused considerable diffculties in coordination of the air and ground plans for the Army Component Commander and placed the Air Forces in an embarrassing position causing considerable unfavorable criticism. Also, the large distances separating the planning staff's hindered coordination.

(2) Recommendation.

(a) That for all future joint exercises a complete Planning Staff with no additional duties, be made available to the Air Component Commander at the commencement of the Planning Phase of the exercise.

(b) That for all future exercises, Joint Planning at this level be done in close proximity for better coordination.

c. (1) Evaluation.

Tactical Air Control Parties (TACP) assigned to the Army Component were not traininned by Tactical Air Force, nor were they furnished in sufficient time to the Army Component Commander to train with the gound units with which they were to operate.

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(2) Recommendation.

(a) That for all future exercises, TACP's be furnished the Army Ground Forces at Infantry and Airborne Regimental and Division levels for any operation which requires the use of Air Support.

(b) That for successful operations, the Forward Air Controllers of the TACP's be fighter pilots, with training in Close-Support Tactics; that the TACP's at Regimental and Division levels be trained to operate as a team; and that such TACP teams be furnished to the Infantry Division Commanders and Airborne Division Commanders in sufficient time prior to an exercise to train with the units to which they are assigned.

d. (1) Evaluation.

The evaluation by Ground Force umpires of targets hit during the operation was extremely inadequate both in scope and in number of targets evaluated, causing considerable repetition of air strikes on the same targets. As an example of the present evaluation: In order to accomplish 100% destruction of any ordinary building, 45,500 # GP bombs are now required. That would require an Air Strike of $22\frac{1}{2}$ aircraft for one building, not of steel reinforced concrete. It is the opinion of the undersigned that this and similar evaluations of damage coused by air strikes is out of proportion.

(2) Recommendation.

That Air umpires be assigned to evaluate air strikes made on ground targets; that the umpire evaluation booklet published for use of umpires on Air targets be rewritten in order to place proper weight and evaluation on air strikes.

L. S. MARSHALL
Major, USAF
Chief, Fighter Training Section

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FM CG 4th AF Hamilton AFB Calif

TO CG AMC Wright-Patterson AFB Dayton Ohio

INFO CG ConAC Mitchel AFB, NY

/RESTRICTED/ 4AFC AF-977 Attention MCMSXO. This headquarters advised by Tactical Air Command Liaison Officer, Headquarters Fifth Army, that effective 15 September 1949 restricted code word"CrossIndex" is cancelled and restricted code word "SweetBriar" is substituted therefore. The meaning

previously assigned"Cross Index" will now apply to "SweetBriar". Redesignation of authority contained in Letter, Multiple Distribution, Department of the Army, AGAP-311.5 GSPO, dated 20 September 1949. Participating USAF organizations being advised by this Headquarters of redesignation. Inasmuch as requisitions yet to be forwarded will contain restricted word "SweetBriar" in lieu of restricted "CrossIndex", request Air Materiel Command system be advised in order to assure prompt honoring of applicable requisitions

23/2302 Sep

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MESSAGE 13 February 1950

From: Deputy Maneuver Commander, Whitehorse, Commander

To: PIO, Headquarters Continental Air Command

For immediate release: Exercise Sweetbriar is ready to move. The combined and joint Arctic maneuver, in preparation since early fall, will be the most extensive cooperative effort in the biting cold of the Arctic of the two great nations, long noted for ideal international relations. Canadian and American ground and air officers, after many months of planning at their home stations, have been in place at the RCAF station here at Whitehorse for the last month. Continental Air Command, with Headquarters at Mitchel AFB, placed in overall command of USAF participation, has sent some of its most skilled personnel to handle the many tricky problems involved in military operations in the extreme temperatures found in this "icebox of the continent". The Royal Canadian Air Force, in slightly larger strength, has put several distinguished officers in command of their crack units.

This weekend, all air unitshave been on "stand-by" for maintenance. Their first strikes begin when the thin sunlight of the late northern dawn colors the horizon. With a promise of flyable weather, F-80 Shooting Stars of the USAF and trim little Vampires of the RCAF will be drifting off the white runways like gray ghosts, seeking out mythical enemy aircraft of the "Aggressor". Alaskan Air Command F-82 All-Weather fighters, the White Star of the USAF blotted out and the green triangle of "Aggressor" painted in, will take the part of the "enemy air force". In order to provide the maximum in realism, none of the plans of the "Aggressor" are known to the Canadian and American Air officers in command of the Allied Air Force; and every effort is made to prevent "enemy spies" from gaining access to "Sweetbriar" defense plans. Special identification cards have been issued and several "spies" have been "captured".

This small northern airfield, used much during the war years, has gained much of its former activity. In fact, there are more aircraft parked on its dispersal areas now than there were during the war years. RCAF Lancasters, huge four engine bombers of wartime fame, Mustangs of the 417th Fighter Squadron, small but powerful Vampires, RCAF Mitchels, Dakotas, and light reconnaissance planes complete the Canadian component of the Allied Air Force. F-80s of the Alaskan Air Command's 66th Fighter Squadron, big C-54s of Continental Air Command's 8th Troop Carrier Squadron, RF-80s of ConAC's 161st Tactical Reconnaissance Squadron and light Army planes compose the US elements.

Sweetbriar aircraft and personnel, far from being involved in purely maneuver practice, have taken a sizable share of the load in the search for the lost USAF C-54, missing since January 26. Two C-47s have crash-landed in some of the most rugged land in the sub-Arctic; luckily with only minor injuries.

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HEADQUARTERS FOURTH AIR FORCE
HAMILTON AIR FORCE BASE
HAMILTON, CALIFORNIA

26 September 1949

SUBJECT: Class IIIA Requirements - Exercise SWEETBRIAR

TO : Commanding General
Continental Air Command
Mitchel Air Force Base
New York

354.2 Maneuver

1. Class IIIA requirements necessary to support subject Exercise are computed as being 686,440 gallons 100 octane gasoline; 14,256 gallons aviation oil; 5,000 gallons jet engine oil, and 500 gallons alcohol, specification AM-A-18. Requirements are based on the employment of thirty-one (31) F-80 type aircraft; fourteen (14) C-54 type aircraft, airlifting personnel and equipment; and ten (10) C-54 aircraft assigned during the Exercise. Requirements have been computed on the scope of operations as known at this time, namely, that as indicated in draft copy of Air General Plan available this headquarters.

2. Factors upon which the 100 octane computations are based are contained in the inclosed. Inclosure #1 depicts total ferrying and tactical requirements; Inclosure #2, the requirements necessary to transport reconaissance personnel and equipment; Inclosure #3, the requirements necessary to transport Infantry personnel, with airlift beginning at Peterson Air Force Base; Inclosure #4, requirements necessary to ferry fighter and reconnaissance aircraft; and, Inclosure #5, the requirements necessary to transport troop carrier personnel and equipment. In all instances, flights from home station into Whitehorse, Y.T., Canada, and return, were considered. Gasoline requirements necessary to transport personnel and equipment from Elmendorf and return are not included, asthe type aircraft to be used by Alaskan Air Command for that use is not known. In the event additional C-54's are employed, an additional 6,000 gallons should be included, divided equally between Elmendorf and Whitehorse. The gasoline requirements were computed on the following basic factors:

a. C-54 type aircraft:

(1) 240 gallons/acft/hour

(2) Average ground speed, 210 miles-per-hour.

b. F-80 type aircraft:

700 gallons/acft/flight

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Class IIIA Requirements - Exercise SWEETBRIAR

Oil requirements, C-54 ferrying and tactical missions, were computed on the factor of eight (8) gallons per aircraft per flying hour; the tactical requirements based on a factor of 3 hrs/sortie. F-80 ferrying and tactical missions were computed on the factor of .0167 to 1 as experienced by this command.

3. As a result of recent conferences with staff personnel of Headquarters, Northwestern Air Command, Royal Canadian Air Force, Edmonton, Canada, it has been determined that Royal Canadian Air Force facilities at Whitehorse Air Station will be available to meet United States Air Force storing and dispensing requirements. Necessary refueling units will be made available by and from Air Materiel Command sources. Refueling equipment presently located at Royal Canadian Air Force stations along the staging route have been surveyed and have been found adequate to meet United States Air Force ferrying requirements. It is necessary that availability of refueling facilities and equipment available at United States Air Force stations being considered for refueling stops be ascertained.

4. It is requested this headquarters be advised if United States Air Force and Royal Canadian Air Force station commanders involved are to be advised by the Commanding General, Military Air Transport Command, your headquarters, or by this headquarters of forthcoming pre-stocking action and the utilization of facilities and equipment located thereat.

FOR THE COMMANDING GENERAL:

R. S. BARNARD
Captain, USAF
Asst Adj Gen

5 Incls
1. Total Ferrying & Tactical Reqmts
2. Reqmts to transport Reconn pers & Equip
3. Reqmts to transport Infantry pers
4. Reqmts to ferry Ftr & Reconn. acft
5. Reqmts to transport troop carrier pers & Equip

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Class IIIA Requirements - Exercise SWEETBRIAR

MatP/354.2 (26 Sept 49) 1st Ind RLP/128

HQ CONTINENTAL AIR COMMAND, Mitchel Air Force Base, New York

TO: Commanding General, Fourth Air Force, Hamilton Air Force Base, Hamilton, California

1. You will notify appropriate Royal Canadian Air Force station commanders of forthcoming stocking action.

2. Direct you notify those stations within the Continental United States which you plan to use in connection with this exercise. Dates, type of aircraft, number of aircraft and facilities required will be forwarded to the appropriate wing commanders.

3. Alcohol will be requisitioned through normal supply channels and you will be responsible for transporting it to the proper locations. No action being taken by this headquarters on this item.

4. Fuel requirements have been forwarded to Headquarters Air Materiel Command for necessary action.

BY COMMAND OF MAJOR GENERAL WEBSTER:

6 Incls
w/d

ROBERT C. McBRIDE
Colonel USAF
Director of Materiel Planning

COPIES OF INCLOSURES NOT INCLUDED

ConAC Form Hq-AG 5
28 March 1949 32

Adjutant General's Central File Copy

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HEADQUARTERS
CONTINENTAL AIR COMMAND
Mitchel Air Force Base, New York

O&T 354.2 7 April 1950

SUBJECT: Exercise "Sweet Briar"

TO: Commanding General, Fourth Air Force, Hamilton Air Force Base, Hamilton, California
(Identical ltr sent to CG, 14th AF, Robins AFB, Georgia)

1. Copies of a memorandum from the Honorable Louis Johnson, Secretary of Defense of the United States, and a letter from the Honorable Brooke Claxton, Minister of National Defense of Canada, regarding the participation of units in Exercise "Sweet Briar" are forwarded herewith.

2. The spirit of complete cooperation and teamwork which was demonstrated by personnel of units of your command contributed immeasurably to the successful accomplishment of the subject exercise. All concerned are to be highly commended for their fine performance.

3. It is requested that all personnel within your command who participated in Exercise "Sweet Briar" be informed of the contents of this correspondence.

CHARLES T. MYERS
Major General, U.S. Air Force
Vice Commander

2 Incls:
1. Memo from Sec'y of Defense, subj: Opr "Sweet Briar", 10 Mar 50.
2. Ltr from Minister of Nat'l Def of Canada, 27 Feb 50.

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Hq USAF, AFOOP-C 354.2
Subj: ACM Program, Proj 488, FY 50

O&T 354.2 (20 Dec 49) 3d Ind.

HQ CONTINENTAL AIR COMMAND, Mitchel Air Force Base, New York

TO: Director, Plans and Operations, Headquarters USAF, Washington 25, D.C.

1. In compliance with paragraph 4, 2d Indorsement, the following information relative to Air Combat Maneuver "Spring Combine" is offered:

a. This maneuver is a small scale exercise or demonstration similar to the annual Air Indoctrination Course held at Eglin Air Force Base. Its purpose is to demonstrate tactical air operations to those service schools not in session during the annual Air Indoctrination Course and also to provide joint training for the Air Force and Army units involved. The demonstration will consist of the following:

(1) Airborne drop supported by tactical air units.

(2) Static display of airborne and troop carrier equipment.

(3) TAC control equipment and technique (JOC, TACC, TADC, TACP).

(4) Visit of AFF Boards 1 and 3.

(5) Infantry weapons and firepower.

(6) Infantry tactics.

(7) Visit to airborne section, Infantry School.

b. The Air Force units involved in the maneuver are:

(1) 314th Troop Carrier Wing.

(2) 502d Tactical Control Group.

(3) 20th Fighter-Bomber Wing.

c. This operation will be conducted in the Fort Bragg Area.

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Hq USAF, AFOOP-C 354.2
Subj: ACM Program, Proj 488, FY 50

O&T 354.2 (20 Dec 49) 3d Ind (Con't)

d. Proposed dates for conduct of this maneuver are 17 - 21 April 1950.

e. Estimated costs for conduct of this maneuver and detailed justification: (See Inclosure No. 1.)

FOR THE COMMANDING GENERAL:

W Murphy

Added:
1 Incl - Est
Costs for
ACM "Spring
Combine (dup)

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1.

HEADQUARTERS TACTICAL AIR COMMAND
Langley Air Force Base
Langley Field, Virginia

In Reply
Refer To

DP 354 - Combine

SUBJECT: "Spring Combine"

TO: Commanding General
Continental Air Command
Mitchel Air Force Base
New York

354.2 Maneuvers

1. Inclosed is a copy of an Armed Forces Staff College letter dispatched to the addressees indicated, on 28 October 1949. On 7 November 1949 Tactical Air Command was verbally apprized of the existence of subject letter by Office, Chief, Army Field Forces. Telephone calls to Headquarters Continental Air Command on 7 November, 9 November and 18 November 1949 have revealed that Headquarters Continental Air Command had not received the Armed Forces Staff College letter.

2. The demonstrations requested by Armed Forces Staff College are essentially the same as those activities portrayed in past Spring Combines. The Air Command and Staff School and the National War College have verbally expressed interest in a similar exercise of shorter duration.

3. Since Exercise "Spring Combine" was not included in the Fiscal Year 1950 program for field exercises the reaction of Headquarters Continental Air Command to the inclosed letter is urgently needed to initiate detailed planning with Office, Chief, Army Field Forces. In this connection it is recommended that the Armed Forces Staff College request be favorably considered and that Tactical Air Command be directed to initiate planning for the exercise in conjunction with Office, Chief, Army Field Forces.

4. If the recommendation in paragraph 3 is concurred in, it is requested that funds comparable to those expended for "Little Combine" 1949 be made available.

FOR THE COMMANDING GENERAL:

[signature]

1 Incl:
2 cys ltr, subj: Army and AF demon. for AFSC.

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DP 354 29 November 1949
Subj: "Spring Combine"

O&T 352 (29 Nov 49) 1st Ind. 13 DEC 1949

HQ. CONTINENTAL AIR COMMAND, Mitchel Air Force Base, New York

TO: Commanding General, Tactical Air Command, Langley Air Force Base, Va.

1. This headquarters concurs in the scheduling of a "Spring Combine", however, such an air combat maneuver is limited by the following:

a. Expenditures for such a maneuver would have to be absorbed from air combat maneuver funds presently available to this command. This necessitates reducing the troop list and length of the exercise to a minimum.

b. Due to the conversion of troop carrier units, not more than three (3) troop carrier squadrons could be made available for the maneuver and these aircraft would have to be used for both the airlift of students and the airborne operations.

c. Due to other maneuvers and previous commitments, "Spring Combine" would have to be conducted between the dates of 1 April and 15 April 1950 and this would require the cancellation and/or scheduling at a later date the commitment of troop carrier aircraft to the 11th Airborne Division for the specific period of the maneuver.

2. If, under the above conditions, it is still desired to conduct a "Spring Combine", it is requested:

a. That the Commandant, Armed Force Staff College be advised of these conditions, in answer to his letter, attached hereto (Inc. 1).

b. That arrangements be made with Chief, Army Field Forces to cancel the troop carrier commitments during the period of the maneuver or schedule them at a later date.

c. That a detailed troop list and proposed dates and places for the maneuver be furnished this headquarters, as soon as possible in order to determine the funds required. This will be necessary prior to reaching a final decision and requesting approval from Headquarters, United States Air Force.

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DP 354 29 November 1949
Subj: "Spring Combine"

O&T 352 (29 Nov 49) 1st Ind. (Cont'd)

3. Attention is invited to attached letter, (Inclosure No. 2), Armed Forces Staff College, 1 December 1949, subject: "Army and Air Force Demonstrations for the Armed Forces Staff College" which concerns the airlift of students for the maneuver.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

pymurphy

2 Incls
1- n/c
Added - 1 Incl
2- Ltr frm Armed Forces Staff College

Hq Tactical Air Comd, Langley AF Base, Va.
DP 354 - Combine
Subject: "Spring Combine"

29 November 1949

DP 354 (29 Nov 49) Combine 2d Ind

27 DEC 1949

Hq, Tactical Air Comd, Langley Air Force Base, Virginia

TO: Commanding General, Continental Air Command, Mitchel Air Force Base, N. Y.

1. Careful consideration has been given to the problems of expense and troop carrier aircraft availability in determining a schedule for Spring Combine. By combining certain demonstrations already approved and by re-scheduling other requirements, where necessary, the Office, Chief, Army Field Forces and Tactical Air Command have jointly arrived at what is believed to be the most feasible time schedule for the event (see Inclosure No. 3 - Tentative Schedule for Spring Combine).

2. It will be noted that sufficient time has been given units returning from Exercise Portrex to prepare for Spring Combine. It will also be noted that one week is available as a maintenance period between Spring Combine and Tarheel II.

3. Aircraft requirements which are shown on Inclosure No. 3 are not heavy. With the exception of troop carrier units and a Tactical Air Control Party, all Air Force participants in Spring Combine will operate from their home stations. Sufficient information is not available, however, to comply with paragraph 2 c of 1st Indorsement. An outline plan with sufficient information to prepare a budget estimate will be forwarded Headquarters Continental Air Command after completion of a conference of all interested headquarters. This conference is to take place in the month of January.

4. The Commandant, Armed Forces Staff College, will be kept informed of progress made on Spring Combine.

FOR THE COMMANDING GENERAL:

J. K. Brock

J. K. BROCK
Capt, USAF
Asst Air Adj Gen

3 Incls
1 and 2 n/c
Added 1 Incl
3. Tentative Schedule for Spring Combine

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HEADQUARTERS
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

O&T 354.2 14 Feb 1950

SUBJECT: Directive for the Implementation of "Spring Combine", 18 April - 21 April 1950

TO : Commanding General, Tactical Air Command, Langley Air Force Base, Virginia
Identical letters also sent CG, Fourteenth AF and CG TAF(Prov.)

1. It is directed that an exercise, composed of Air Force units as listed in Paragraph IV, b, of attached outline plan, be conducted in Fort Bragg, North Carolina, and Fort Benning, Georgia area duing the period 18 - 21 April 1950.

2. The purpose of this exercise shall be to:

a. Present a series of demonstrations designed to indoctrinate students and faculty of the Armed Forces Staff College in the control and employment of tactical air power in joint operations.

b. Provide training for particpating Air Force and Army units.

3. The general concept of the exercise shall be as listed in the attached plan.

4. Task Organization.

a. Tactical Air Command

b. Tactical Air Force (Provisional)

c. Fourteenth Air Force

d. 20th Fighter Wing (1 F-84)

e. 31st Fighter Wing (1 Squadron)

f. 314th Troop Carrier Wing (1 Squadron, reduced)

g. 502nd Tactical Control Group (necessary elements)

5. Tasks and responsibilities in additon to those prescribed in outline plan will be:

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O&T 354.2 Subj: Directive for the Implementation of Spring Combine, 18 April - 21 April 1950 (cont)

a. The Fourteenth Air Force will:

(1) Provide necessary logistic and administrative support for accomplishment of this exercise.

(2) Submit to Headquarters, Continental Air Command, logistic requirements which are beyond capabilities of Fourteenth Air Force.

(3) Submit detailed budget estimate and justification to Headquarters, Continental Air Command.

(4) Passoperational control of those forces outlined in Paragraph IV, B, of attached outline plan to Commanding General, Tactical Air Command at 0001 hour, 15 April 1950. Operational control reverts to Commanding General, Fourteenth Air Force, at 2400 hour, 22 April 1950.

6. Direct communication is authorized between all addressees of this directive for planning purposes and execution of subject exercise.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

/t/ HERBERT B. THATCHER
Brig. General, USAF
Deputy for Operations

1 Incl:
1. Outline Plan of "Spring Combine"

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MESSAGE

From: Headquarters, USAF

To: Commanding Generals, Zone of the Interior Commands and Commanding Generals USAFE and Alaskan Air Command

* * *

Exercise Swarmer is a joint Army-Air Force Field Exercise to be conducted between 25 April and 8 May 1950 in the Fort Bragg, Camp McCall area of North Carolina. The concept of this exercise is to weld tactics and know-how from war experience with recent developmentsin equipment and cargo carrying aircraft in establishment, support, and buildup of an airhead, sufficient to break out and conduct a sustained military offensive.

* * *

7 April 1950

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HEADQUARTERS
CONTINENTAL AIR COMMAND
Mitchel Air Force Base, New York

MatP 354.2

Capt John F Nash, Jr/fe-5124
10 March 1950

SUBJECT: General Plan for Supporting Exercise Swarmer

TO: Commanding General, Air Materiel Command, Wright-Patterson AFB, Dayton, Ohio. ATTN: MCMSXO42

1. The general plan for providing logistical support for Exercise Swarmer is as follows:

a. The Air Force having jurisdiction over a unit participating in Exercise Swarmer is responsible for providing logistical support for the unit until it arrives at the maneuver base and upon return to the home base after completion of the maneuver.

b. The Air Force in whose area the particular maneuver base is located, is responsible for the logistical support of units operating from these bases during the maneuver.

c. The parent Air Force and the support Air Force will make mutually agreeable arrangements for provision of aircraft spares, maintenance, vehicular transportation, etc., of units participating in the maneuver.

2. The units listed below have been committed to Exercise Swarmer with the maneuver base and maneuver support Air Force as indicated:

Unit	Maneuver Base	Maneuver Spt AF	Parent AF
314th TC Wg (6 sqs)	Laurinburg-Maxton	14th AF	14th AF
22nd TC Wg (1 sq)	Shaw	14 th AF	4th AF
20th Ftr Wg	Shaw	14th AF	14th AF
31st Ftr Wg	Langley	9th AF	14th AF
4th Ftr Wg	Laurinburg-Maxton	14th AF	9th AF
84th and 85th B. Sq	Langley	9th AF	9th AF
162nd Tac Recon Sq	Langley	9th AF	9th AF
161st Tac Recon Sq	Shaw	14th AF	14th AF
4th Liaison Flt	Pope	14th AF	14th AF
502nd Tac Cont Gp	-	14th AF	14th AF
934th Sq Bn(Sep)(TAC)	-	14th AF	14th AF
Shoran Beacon Unit	Pope	14th AF	9th AF
TAF	Mackall	14th AF	14th AF
MATS Units	Congaree, S. C.	14th AF	MATS

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Hq ConAC MatP 354.2
Subject: General Plan for Supporting Exercise Swarmer (Contd)

3. In regards to your message MCMSX042-2-607M, 28 February 1950:

a. All units of this command participating in Exercise Swarmer have been advised to clearly indicate on all requisitions that material is required for Exercise Swarmer and supply Priority S-2 is authorized in accordance with Headquarters Air Materiel Command message MCMSX041-2-493-E.

b. The supporting Air Forces indicated in paragraph 2 above, have not been authorized direct contact with your headquarters. Any logistical problems that cannot be solved through normal staff action by the Air Forces will be presented to this headquarters for assistance.

c. This headquarters has designated the Ninth and Fourteenth Air Forces as the logistical support Air Forces since the units participating in Exercise Swarmer will operate from maneuver bases within these two (2) Air Force areas.

FOR THE COMMANDING GENERAL:

/t/ V. E. MURPHY
Lt. Col., USAF
Asst. Air Adj. Gen.

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HEADQUARTERS
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

O&T 354.2 17 Feb 1950

SUBJECT: Joint Army-Air Force Exercise "Swarmer"

TO : Director of Plans and Operations, Headquarters United States Air Force, Washington 25, D. C.

1. Reference is made to Department of Army and Department of Air Force "Directife for Joint (Army-Air Force) Exercise, Fiscal Year 1950, 10 December 1949; and to Headquarters, Continental Air Command "Directive for the Implementation of Joint Army-Air Force Exercise, Fiscal Year 1950 - "Swarmer", 7 February 1950, which was forwarded your headquarters on 13 February 1950.

2. Preliminary discussions and planning conferences conducted by the Maneuver Staff of Exercise Swarmer, participated in by representatives of Headquarters, Continental Air Command, has indicated that the size and scope of this maneuver is being substantially increased over that outlined in the original directive.

3. In view of this information it is desired to point out the following:

a. This headquarters was allocated $132,049.00 for the conduct of this maneuver and any increase in participating units and scope will require additional funds from Headquarters, United States Air Force.

b. Troop Carrier and Fighter Units of this command have been committed to support Department of Army units during the period April - May 1950 based on the original planned scope of Exercise Tarheel II. An increase in participating units and maneuver period will inevitably result in an adverse effect on the support of Department of Army units as reflected in approved commitments. See Inclosure #1.

c. Dependent upon the utilization of participating aircraft, an additional allocation of flying hours will be required for this command. See Inclosure #2.

4. Any change in the original concept will require additional funds, additional flying hours, assistance from Military Air Transport Service, and cancellation of firm commitments to Army Field

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O&T 354.2 Subject: Joint Army - Air Force Exercise - "Swarmer" cont

Forces with attendant impact and disruption of their training schedules. Request that this headquarters be informed of the desires of Headquarters United States Air Force concerning the conduct of Exercise "Swarmer", insofar as thes cope of the exercise is concerned, in order that proper planning may be accomplished. As shown in the inclosures, Continental Air Command's Troop Carrier effort is fully committed. A change in concept of Exercise "Swarmer" will over commit Continental Air Command forces beyond their capavility, regardless of an increase of flying hours and funds.

/s/ Charles T. Myers,
Major Gen. USAF
Vice Commander
/t/ ENNIS C. WHITEHEAD
Lieutenant General, United States Air Force
Commanding

2 Incls:
1. Trp Carr Lift Rqmts, w/Tab A, B, & C
2. Comparison of Estd Fly Hour Rqmts Exer "Swarmer", Orig Concept VS. New Concept, w/Tab A

Info cy to:
CG, Exercise Swarmer
Ft Bragg N.C.
CG, TAC

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TROOP CARRIER LIFT COMMITMENTS

1. The following is a review of current troup carrier operations of the Continental Air Command and a forecast of the relationship between commitments and capabilities of Continental Air Command Troop Carrier units for the remainder of FY 1950. It is pointed out that this does not contain any commitments other than AFF and maneuvers. All miscellaneous lift requirements and training have been omitted.

2. Attached ast Tab A is a graphical presentation of lift capabilities plotted against commitments for troop lift in the form of missions scheduled in support of Department of the Army troop training, and maneuvers of a more formal nature, with the exception of exercise "Swarmer". There follows a recapitulation of the more salient features of this graph.

a. Lift requirements

(1) Department of the Army requirements are particularly heavy during the months of April and May, requiring maximum effort of troop carrier units. The availability of troop carrier effort indicated between 26 April and 11 May has been reserved to handle the commitments established in the original concept of exercise "Swarmer".

(2) Exercise "Portrex" - requirements added to those of the Army, sub-paragraph (1) above, far exceed the capabilities of troop carrier units and have necessitated an appeal to MATS for help in the airlift.

b. Lift capabilities

(1) The 314th Troop Carrier Wing has 74 C-82 type aircraft and 24 C-119 type aircraft assigned. The daily percentage is commission averages approximately 70%. (Assigned figures include aircraft of 316th Troop Carrier Group and 2601st Assault Sq.(L).)

(2) The 62d Troop Carrier Group has 38 C-54 type aircraft and maintains an in-commission rate of approximately 65%. An overlay for the chart (Tab A) indicates the impact which results from adding C-54s to the picture. It should be noted that C-54 type aircraft are not suitable for jumping troops or transporting Organic Army Field Forces equipment.

3. It is desired to point out that a second grounding of C-119 aircraft, if and when it should occur, would lower the capabilities of the command below those necessary to support currently scheduled maneuvers, exclusive of "Swarmer". See Tab C to Incl. 1.

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Troop Carrier Lift Commitments - cont.

4. The above established requirements include all approved formal requests from the Department of Army plus lift requirements reflected in sortie rates contained in detailed maneuver plans.

5. Exercise Swarmer under the original concept will occur between 26 April and 11 May 1950. This exercise can be supported if the original forces are not increased. Request informal discussion with the maneuver staff of Exercise Swarmer indicated a change in the original maneuver dates. For the new concept, the lift requirements will be heavy and except insofar as they are met throught the participation of MATS units, will exceed the most optimistic estimates of the capabilities of this command.

3 Incls:
1. Tab A-Consold C-82 & C-119 Aval & Commitment Chart
2. Tab B-Consold C-54, C-82 & C-119 Aval & Commitment Chart
3. Tab C-Consold C-54 & C-82 Aval Chart

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HEADQUARTERS FOURTH AIR FORCE
HAMILTON AIR FORCE BASE
HAMILTON, CALIFORNIA

OTO-373 30 Jan 1950

SUBJECT: Utilization of C-54 Flying Hours

TO : Commanding General
Continental Air Command
Mitchel Air Force Base, New York

1. Reference is made to teletype message your headquarters OMT 1891 dated 26 January 1949 which requested certain information relative to Fourth Air Force "SWEETBRIAR" commitments and estimates of flying time in connection therewith.

2. Attached as inclsures 1 and 2 are breakdowns of the Fourth Air Force Pre-Exercise and Post-Exercise phases of Exercise "SWEETBRIAR" C-54 airlift. In addition, following is a recapitulation of Fourth Air Force C-54 flying time allocation and estimated expenditure for the period 1 December 1949 through 30 June 1950:

8820	Total Allocation
-1150	Flown December
7670	Remaining 3rd and 4th quarters FY 1950.
-2909	"SWEETBRIAR" plus 10% contingency (15 Jan-15 Mar 50)
4761	
- 660	"SWEETBRIAR" Pre-Stocking (Jan 50 - Mar 50)
4101	
1650	Estimated requirements for "SWEETBRIAR" period for 11 C-54's not involved in "SWEETBRIAR" (15 Jan 50 - 15 March 50)
2451	Remaining for balance FY 1950

3. The 10 percent contingency allowance involved in the "SWEETBRIAR" requirement indicated above is deemed necessary to allow for aircraft departing and being forced to return to account of weather or mechanical difficulties, replacement of aircraft grounded at en route stations, and other unforeseen emergencies. Such an allowance will facilitate the completion of the required airlift in accordance with existing operations plans.

4. In view of the C-54 flying hour shortage for the remainder of FY 1950 after the completion of Exercise "SWEETBRIAR" as indicated

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Utilization of C-54 Flying Hours - cont.
OTO-373

in paragraph 2 above, it is requested that additional C-54 time be allocated to this command.

FOR THE COMMANDING GENERAL:

/s/t/ H. L. FULLER
Lt. Col. USAF
Air Adj. Gen.

2 Incl:
1 Pre-Exer. Phase
2 Post-Exer. Movem't

O&T 354.2 (30 Jan 50) 1st Ind. Lt. F.A.Lee/7126/mtb
3 Feb 1950

HQ CONTINENTAL AIR COMMAND, Mitchel Air Force Base, New York

TO: Commanding General, Fourth Air Force, Hamilton Air Force Base, Hamilton, California

1. This headquarters is cognizant of the acute shortage of C-54 hours which faces Fourth Air Force upon completion of "Sweetbriar". Calculations based on your study and latest information available indicates that each C-54 aircraft will be restricted to approximately twenty-two (22) hours per month for the remainder of the year.

2. There are no aircraft hours available and this headquarters no longer has the power of conversion, but every effort is being made to secure additional hours from Headquarters, United States Air Force. The C-54 hour shortage is recorded in this headquarters and if an additional allocation is received your problem will be given full consideration.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

/t/ V. E. MURPHY
Lt. Col USAF
Asst Air Adj Gwn

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Ltr fr Hq ConAC, 17 Feb 50, Subj: Joint Army-Air Force Exercise "Swarmer" (RESTRICTED)

AFOOP-C 354.2 1st Ind 13 Mar 1950

Department of the Air Force, Headquarters USAF, Washington 25, D.C.

TO: Commanding General, Continental Air Command, Mitchel AFB, N.Y.

1 Reference is made to paragraph 4, basic communication. The concept and increased scope of Exercise SWARMER (RESTRICTED), as reflected in the "General Plan for SWARMER" dated 6 February, 1950, has the approval of this Headquarters. This plan will be used as the basis for computing requirements and cost estimates.

2. The status of your requests due to the increased scope of Exercise SWARMER is as follows:

a. Funds--Additional funds will be made available to your command upon receipt of the revised cost estimate for Exercise SWARMER and a reprogramming of Project 488 Funds.

b. Flying hours--The request for additional 21,547 flying hours to cover your increased participation will be approved. In addition, MATS will be allocated the necessary hours for their participation.

c. MATS Assistance--a formal request for 100 C-54's from MATS is currently under consideration by the Joint Chiefs of Staff. Your headquarters will be notified of their decision in this matter.

3. Representatives of Headquarters SWARMER stated, during an informal discussion, that the Commanding General, 82nd Airborne Division, is recommending to the Chief of Army Field Forces, that other Army commitments during the maneuver period be reduced to permit a maximum effort by troop carrier units in this Exercise.

BY COMMAND OF THE CHIEF OF STAFF:

Withdrawn 2 Incls

/s/ S. E. Anderson
/t/ S. E. ANDERSON
Major General, USAF
Director, Plans & Oper.

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HEADQUARTERS
CONTINENTAL AIR COMMAND
Mitchel Air Force Base, New York

O&T 354.2 — 27 June 1950

SUBJECT: Reserve Participation in Exercise "Swarmer"

TO: Special Assistant for Reserve Forces, Headquarters United States Air Force, Washington 25, D. C.

1. In order to augment the regular transport forces employed in Exercise "Swarmer," this headquarters ordered thirty-six (36) Reserve C-46 aircraft and crews to active duty for the period 29 April through 2 May 1950. These crews were selected from those most qualified and available in the Ninth and Tenth Air Force areas and placed under the operational control of the Commander, Transport Force ("Swarmer.")

2. It was the desire of this headquarters that the maximum possible training benefits be gained by the Reserve crews during this short active duty period. For this reason the "Swarmer" staff was furnished complete information on the limitations and capabilities of the Reserve aircraft and crews on which to base a plan of utilization. At the conclusion of the Exercise, this headquarters requested the participating Reserve Forces to submit a report concerning the conduct of their operations. It is now evident that the training afforded these units was not in consonance with the expressed desires of this headquarters nor with the capabilities of the Reserve crews. Listed below is a summary of the conclusions and recommendations which were submitted by participating Reservists:

a. No definite plan was made for the utilization of Reserve units in the Exercise.

b. Maximum utilization was not made of available aircraft.

c. Crews were disappointed in not being accepted and afforded the experience to fully participate in the Exercise.

d. Only one (1) mission was assigned the Reserve unit during the 4-day period. This mission was conducted with simulated cargo and required approximately 2 hours and 30 minutes flying time by each aircraft. Crews were briefed for this one mission on three different occasions.

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CMT 354.2 Reserve Participation in Exercise "Swarmer"

e. Training gained by the Reservists was inadequate due to lack of utilization.

f. All units recommended that they be committed to future exercises of this nature but that a definite plan for their utilization be prepared in advance, and that qualified crews be accepted on an equal status with the participating Regular units.

3. This headquarters concurs generally with the above conclusions and recommendations. However, it is felt that even though their participation was limited, their presence in the maneuver area no doubt afforded valuable experience which could not have been gained during regular training periods at the various Air Force Reserve Training Centers of this command.

/s/ Charles T. Myers
/t/ CHARLES T. MYERS
Major General, U. S. Air Force
Vice Commander

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Reserve Participation in Exercise Swarmer

Maj D Crisp/ddm-5256

O&T DO

1. Attached, for information, are copeis of reports submitted to this Hq by each Reserve Troop Carrier Unit which participated in Exercise "Swarmer."

2. Hq Maneuver Commander, Exercise "Swarmer" requested that 36 Reserve C-46s and crews be committed to "Swarmer" for a period of 4 days. Approval was obtained from Hq USAF to place the required crews on a short tour of active duty and Reserve units of the 9th and 10th Air Forces were selected to participate.

3. The Reserve acft and crews were to be assigned to the Transport Force (Swarmer) and Major Crisp and Major McNeil of this Directorate visited this Hq and talked to Col. Milton, CO of the Transport Force, concerning participation by the Reserve Units. Col. Milton was requested to have a definite plan for utilization of the Reserve personnel during this exercise and he stated such a plan would be prepared and maximum utilization would be made of the Reserves during the Exercise.

4. This hq had no control over the utilization of these units once they were committed to the Exercise.

5. Listed below are the conclusions and recommendations made by the participating Reserve Units upon conclusion of Exercise "Swarmer."

a. Only one mission was assigned to the Reserve Units. A total of 2:30 hours was flown by each Reserve acft during the four-day active duty period.

b. Maximum tuilization was not made of available aircraft and crews were disappointed in not being accepted and afforded the opportunity to fully participate in the maneuver.

c. No plan was made for utilization of Reserve Units.

d. Training gained was slight due to small amount of utilization made of units.

6. All units recommended that they be committed to future exercises of this nature but that maximum utilization be made of them during their participating period.

7. Request attached reports be returned to O&T for file.

A. P. CLARK
Colonel, USAF
Chief, Opns Div

DOLF E. MUEHLEISEN
Colonel, USAF
Director, Opns & Tng
1230

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2D FIGHTER ALL WEATHER SQUADRON
52D FIGHTER ALL WEATHER GROUP
McGuire Air Force Base, New Jersey

10 May 1950

SUBJECT: History of Special Exercise (Swarmer) RCS AF-DS-V3

TO : Commanding General
Continental Air Command
Mitchel Air Force Base, New York
ATTN: Director of Historical Services

1. In compliance with Continental Air Command Regulation 210-1, subject Continental Air Command Field Historical Program, dated 7 April 1950 the following report is submitted.

2. a. Mission: The mission of this organization (designated during the operation as 52nd Fighter All Weather Group Detachment) as prescribed by Air Operations Plan 3-50, Exercise SWARMER, Headquarters, Tactical Air Force (Provisional) Pope Air Force Base, Fort Bragg, North Carolina, dtd 1 April 1950 was as follows: The night fighter units participating in Exercise SWARMER will furnish airborne surveillance and defense at the Oceana, Langley, Shaw, Greenville, Maxton and Mackall Air Bases during periods of darkness from 21 April 1950 until D plus 10. The TACC or TADC will furnish target information to the night fighter patrols while they are within range.

b. Accomplishment of the Mission: The mission as prescribed was accomplished in a satisfactory manner.

c. Discussion:

(1) Personnel: When the 2nd Fighter All Weather Squadron was informed that it was to furnish eight F-82 aircraft with combat air crews and supporting personnel for participation in Exercise SWARMER and were to be based at Shaw Air Force Base, South Carolina, the following personnel assignments were made. The whole of "A" and "B" flights were assigned to the operation with "C" flight to remain at McGuire Air Force Base. In addition to "A" and "B" flight combat crew members and ground crews the following specialists were assigned as additional supporting personnel

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528 - 1 ea	911 - 5 ea
687 - 2 ea	791 - 1 ea
555 - 1 ea	

Combat crew members were utilized for only one half of their combat potential in that they were required to fly only every other night. These assignments were found to be effective and adequate with the result that no serious personnel problems were encountered. Some inconvenience was experienced due to the lack of a full time Intelligence Officer or Intelligence Specialist.

(2) Operations: The prescribed mission as stated above was accomplished. There were however several deficiencies that prevented maximum effectiveness being realized by this organization.

(a) Due to the inability of the GCI controllers to continually plot aircraft both as to position and altitude it was impossible to employ all weather fighters in weather conditions with the degree of safety desired. It was common practice for the GCI controller to give several vectors to all weather fighters and then request a position report.

(b) No base altitude was prescribed. All information relative to both friendly and aggressor aircraft was given in the clear thus allowing aggressor aircraft to be as well informed as we.

(c) GCI identification of bogey aircraft was poor. Upon making radar contact with a particular type aircraft, all weather fighter crews would report this information to GCI and request identification and instructions. GCI was often unable to comply accurately and, quite often minutes or hours later reversed a previous decision. On one mission two aggressor aircraft were destroyed in accordance with GCI instructions. The following day information was received that one of these was an Army aircraft and not engaged in the exercise while the other was friendly.

(d) Intelligence information received was often inadequate and too late to be of value. The majority of the informat ion received was of primary value to day fighter and bombardment units.

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(e) Scoring of claims was very inadequate. Undoubtedly some of the aircraft claimed as destroyed were claimed several times during the same flying period by the same all weather fighter crew. Confirmation of claims was never obtained and aircraft destroyed were not required to return to base.

(f) Following is a resume of missions and flying time accumulated:

1 Missions:

GCI (day)	2	
GCI (nite)	45	
Instrument	7	(McGuire to Shaw)
Test	3	
Miscellaneous	19	(one acft McGuire to Shaw. Eight acft Shaw to McGuire. Eight GCA familiarization. Two miscellaneous)

2 Flying Time

Total (including trip both ways	192:25
Total (while operational)	139:15
GCI (day)	5:50
GCI (nite)	126:00
GCI (day weather)	:10
GCI (nite weather)	4:05
Test	3:10

(3) Communications: All malfunctions were of a minor nature and easily repaired. Spare parts and equipment on hand were adequate to support the mission.

(4) Materiel:

(a) Prior to departue for participation in Exercise

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SWARMER all supplies, and equipment were separated into two flight components. Throughout the exercise segregation of these component kits was maintained in order to afford a more complete recording of utilization by the flights. Such records will in the future assure better preparation for separate flight operation in the field.

(b) During the exercise the materiel section operated entirely as two separate flights with a small section of specialists. This type of organization proved very satisfactory in that each flight was able to meet its committments completely. This was accomplished at times by utilizing one aircraft for two or more sorties during the night when any aircraft in the flight was out of commission.

(c) Lack of supplies proved to be cause for the greatest number of "out of commission" hours. Although adequate quantities of common items were brought with the detachment, critical items not obtainable at McGuire Air Force Base at time of departure were needed within eight hours of arrival at Shaw Air Force Base. Such items as speed density units, manifold pressure regulators, propellor regulators, propellor oil (AN-O-10), B-10 amplifiers, main inverters, and aileron boost units were the cause of grounding aircraft. During the thirteen days of operations, at least one of each of these units became inoperative and required from one to seven days to obtain. In most cases to replace these defective units it was necessary to have one removed from grounded aircraft at McGuire Air Force Base.

(d) Only one instance of prolonged maintenance was encountered although two major and four minor inspections were accomplished during the operation. A serious hydraulic leak, the result of a chafed line beneath the pilots flooring required two full days to correct.

(e) For the entire period of Exercise SWARMER an average 90% in commission rate was maintained.

(f) Spare radar equipment used for "Operations SWARMER" was sufficient to maintain the AN/APG-28, Interceptor Radar Set and the SCR-695, Identification Friend or Foe, Major malfunctions incurred in the APG-28 were pulse forming network, modulator, relays in the antenna control box, 714AY magnitron tube, bad wiring, shutter wire, RF unit, and operator indicator relays. There were no malfunctions with the SCR-695 IFF. Organizational and Field Maintenance was accomplished by the electronics personnel all of which was routine for field operation. ABG-28 set operating time from

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19 April 1950 through 3 May 1950 was one-hundred-twelve hours and fifty five minutes (112:55). The committments of the detachment were such that the work load was easily accomplished. Sufficient time was made available for maintenance and preventative maintenance measures taken. It was noted that the relative humidity of the air had a decided effect on the operation of the APG-28. With the temperature dew point spread at saturation (65-65) targets air and ground were attained at reduced ranges (7000 yds) With an increase in temperature, discernable targets air and ground were tracked at ranges up to 17000 yds. Prior to all missions the number of in commission radar sets was 100%. O.J.T. Training of Electronics personnel was continued throughout this maneuver.

(5) Training: No special training was required or conducted in preparation for Exercise SWARMER. The mormal mission of the organization adequately prepares it for this type operation.

(6) Benefit to Participating Units:

(a) Major benefit was received by this organization throughout several phases of the exercise. Valuable information was gained in the selection of numbers and type of personnel, supplies and equipment needed for this and other types of operation. The principle of dividing of detachment into two flights for both operational and maintenance control was found to be sound. The movement procedure including loading, establishing and dismantling of the operational area provided valuable experience on which to base planning and requirements.

(b) Inasmuch as "BRILLANT" and "KIBITZER", the local Control Center and Direction Center respectively, had no previous experience with all weather or night fighter, they undoubtedly gained valuable experience as well.

(7) Coordination and Co-operation between Participating Units: Although some delays were experienced due to the lack of a direct line or scramble circuit between the GCI stations and detachment operations every effort was made by all units with which this detachment came in contact to co-operate to the fullest extent. The finest

co-ordination in every effort was maintained to insure successful completion of the exercise.

d. Conclusions:

(1) Ref. par. 2 c (1), that in such an exercise and operating from an established base with no previous knowledge of committments the minimun desireable number of personnel were utilized and that in future exercises of this type an Intelligence Officer or Intelligence Specialist is desireable.

(2) Ref. par. 2 c (2) (a), that either inadequate equipment, improper equipment calibration, lack of training on the part of GCI controllers or any combination thereof increases the hazard to all weather or night fighter crews. This is particularly true in an area with a great deal of air traffic during periods of darkness or adverse weather when the interceptor is equiped with lock on type radar only.

(3) Ref par 2 c (2) (b), that security was violated at all times and that friendly forces were exposed through lack of utilization of and periodic changes of a base altitude.

(4) Ref. par. 2 c (2) (c), that friendly forces were exposed due to the constant use of one IFF code for each type aircraft throughout the period of the exercise.

(5) Ref. par. 2 c (2) (d), that due to the late inclusion of this detachment in the exercise and the present channels for the flow of S-2 information the detachment was at all times a minimum of one day late in receipt of this information. Although the nature of the exercise (ground phase) and the interception mission of the detachment did not require a constant up to the minute situation map, such a map would be necessary under combat conditions.

(6) Ref. par. 2 c (2) (e), that umpires were not required to indicate individual victories or losses.

(7) Ref. par. 2 c (3), that communications planning, equipment and maintenance was adequate.

(8) Ref. par. 2 c (4) (a), that the principle and practice of flight segregation of supplies and equipment, and recording of utilization of all units used by each flight,

has the immediate value of causing personnel to get the greatest possible use out of each unit and provides an adequate record for future planning.

(9) Ref. par. 2 c (4) (b), that such utilization of personnel increases individual and flight competitive spirit thus creating an encentive toward better maintenance.

(10) Ref. par. 2 c (4) (c), that with the F-82 aircraft a high stock level of all items listed should be attained and maintained.

(11) Ref par 2 c (4) (d), No comment

(12) Ref par 2 c (4) (e), No comment

(13) Ref. par. 2 c (4) (f), that damp weather has an adverse effect on the APG-28 airborne radar equipment that has yet to be overcome.

(14) Ref par 2 c (5) No comment

(15) Ref. par 2 c (5) No comment

(16) Ref. par. 2 c (6) (b), that inadequate training in all types of operation is being given GCI units.

(17) Ref. par. 2 c (7), that throughout the exercise the maximum in co-operation was extented by the personnel at Shaw Air Force Base.

e. Recommendations:

(1) Ref. par. 2 d (1), that in all exercises requiring more than one flight of aircraft an Intelligence Officer or Intelligence Specialist to be required.

(2) Ref. par. 2 d (2), that GCI stations operating with all weather fighter aircraft be provided with the best possible radar equipment. Further that all weather aircraft be equiped with airborne radar that presents a picture similar to that of the SCR-720 and with no lock on unit.

(3) Ref. par. 2 d (3), that base altitudes be established and changed periodically for exercises of this type.

(4) Ref. par. 2 d (4), that IFF codes be changed periodically

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during exercises so that aggressor forces may not compromise security and also to allow GCI stations to identify friendly and aggressor aircraft. It is also recommended as an aid to identification the same types of aircraft not be used by both friendly and aggressor forces.

(5) Ref par 2 d (5), No comment

(6) Ref. par. 2 d (6), that immediate confirmation of claims be required and that any aircraft determined by the umpires as being destroyed be required to immediately return to base.

(7) Ref. par. 2 d (7), No comment

(8) Ref. par. 2 d (8), No comment

(9) Ref par 2 d (9), that a means of creating competitive spirit between individuals and flights should be encouraged by any feasible means.

(10) Ref par. 2 d (10) No comment.

(11) Ref par 2 d (11) No comment.

(12) Ref par 2 d (12), No comment.

(13) Ref par 2 d (13), that APG-28 airborne radar equipment is inadequate for use in all weather fighter aircraft and that future airborne radar equipment should not have the lock on feature.

(14) Ref par 2 d (14), No comment.

(15) Ref. par 2 d (15), that all moves of all weather fighter units should be made on the basis of individual flights operating independently and that equipment breakdowns prior to such moves should be planned on that basis.

(16) Ref. par. 2 d (16), that all GCI units should be required to train with the various types of flying units thus rounding out training and increasing efficiency for any possible combat situation.

(17) Ref par 2 d (17), No comment.

Carroll C. Smith
CARROLL C. SMITH
Major, USAF
Commanding

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CONTINENTAL AIR COMM

JANUARY 1950 - JUNE 1950

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HISTORY

of the

CONTINENTAL AIR COMMAND

for

1 January - 30 June 1950

VOLUME SEVEN: MISCELLANEOUS ASPECTS OF COMMAND OPERATIONS

NOTE: Section One, "Fiscal Aspects of Command Operations", was prepared by Mr. Denys Volan; Section Two, "Intelligence and Information: Internal and External", was prepared by Dr. Francis H. Stuerm; Section Three, "Administrative Aspects of Command Operations", was prepared by Mr. J. J. Lichman.

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Directorate of Historical Services
Office of the Air Adjutant General
Continental Air Command

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Volume VII, Miscellaneous Aspects of Command Operations

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Volume VII, Miscellaneous Aspects of Command Operations

FISCAL ASPECTS OF COMMAND OPERATIONS

The six month period covered by this history coincides with the last half of the Fiscal Year 1950. The story to be related herein continues the fiscal narrative begun in the History of the Continental Air Command for the period 1 December 1948 to 31 December 1949.[1]

In the History mentioned above, it was told how the Command began its initial experience in budgeting plagued by obstacles, which, in the foreshortened perspective of the first half of its first full fiscal year seemed difficult to overcome.[2] First and foremost of these obstacles to a smoothly operating fiscal program was the peculiar nature of the command mission, incorporating as it did, more than forty related and unrelated functions and tasks, some of them of a dynamic nature.[3] Of the command's missions, two important ones, air defense and the training of the Air Force's civilian components, were subject to changing emphasis during the Fiscal Year 1950.[4] By its very nature, the air defense of the United States required great flexibility in the use of the defense

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1/ SECRET "History of the Continental Air Command, 1 December 1948 to 31 December 1949," VI, "Fiscal Aspects of Command Operations."

2/ Ibid.

3/ SECRET "History of the Continental Air Command, 1 December 1948 to 31 December 1949," I, pp. 41-43.

4/ Ibid. pp. 55-58.

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resources of the country, and the ability to adjust these facilities quickly in the face of a rapidly evolving international scene. To harness the mission of air defense within a budgetary framework was presumptuous undertaking which could well prove disastrous unless handled wisely and imaginatively. Fortunately most parties concerned looked upon the budgeting program as an inducement to good management procedures rather than as a restriction upon the air defense mission.

The second of the major missions of the command, the supervision of the training of the civilian components of the Air Force, i.e., the Air Force Reserve and the Air National Guard, presented problems of a somewhat different nature. The Command, during the first half of Fiscal Year 1950 was hampered by the undetermined status of the Air Force Reserve within the framework of the Continental Air Command structure, and in order to fully achieve the mission of training allotted to it, was forced time and again to dig into its own regular air force appropriations in order to pay the way of the reserves. 5/ Such drains upon its painstakingly allocated funds interfered with the command's fiscal program, requiring repeated request for additional funds for its implementation.

From a mechanical standpoint, the last half of 1949 revealed obstacles and problems which were almost as troublesome. The complexity and intricacy of budgeting an allocation of more than a

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5/ SECRET History of the Continental Air Command, 1 December 1948 to 31 December 1949, VI Fiscal Aspects of Command Operations, pp. 18-20.

quarter billion dollars[6] among the echelons of the command required personnel of more than average calibre with commensurate experience in fiscal work. This the command did not have in sufficient numbers. Not only were sufficient competent personnel and experience lacking, but the very function of the Comptroller's organization was a relatively new one to the Air Force and almost entirely unfamiliar to personnel below the command level.[7] This unfamiliarity with the work of those entrusted with the supervision of the budget created an additional barrier to effective operation of the fiscal program. To combat this, it was obvious that a veritable crusade of information and indoctrination would have to be launched throughout the interstices of the huge and sprawling command. For this objective it soon became all to obvious that a barrage of directives and publications would do little to dispell the fog, and that only time, painful experience and personal rapport between the budget officers and their colleagues in staff positions and in the field would do the trick.[8]

The problems recounted above were troublesome enough in themselves, but they were soon joined by another in the form of air

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6 / RESTRICTED Comptroller Chart 5, "Continental Air Command General Functions, Organizations and Data." prepared by the Directorate of Programs and Cost, Hq. ConAC, 31 December 1949.

7 / Comptroller organizations were first established at the Wing, Base and Air Force Reserve Training Center level in October, 1949. See SECRET "History of the Continental Air Command, 1 December 1948 to 31 December 1949," VI, 9.

8 / Hq. ConAC, Directorate of Budget, Historical Report for March 1950.

combat maneuver funding.9/ As was recounted in the previous history of the command, the only organization within Continental Air Command having any familiarity with maneuver budgeting, the Tactical Air Command, had been relegated to a planning and operational function, and was not in a position to give Continental Air Command the full benefit of its experience thereby.10/ The almost total unfamiliarity of the Continental Air Command staff with this type of work resulted in some initial confusion. As one source indicated, the estimates of operation Indoctrination Course II ranged from $2,000,000 down to $200,000!11/

Finally, in this recapitulation of the heritage of the period under consideration in the present history, mention must be made of the crowning annoyance to the fiscal efforts of the command. Although the Fiscal Year 1950 began on July 1, 1949, the original issue of the annual budget authorizations for the year were not received by Continental Air Command until 27 December 1949!12/ As one observer put it, the management of funds during that period could "only be likened to a rudderless ship".13/

One of the merits of a command decision whose motivations are

9/ SECRET "History of the Continental Air Command, 1 December 1948 to 31 December 1949," VI, pp. 10-15.

10/ Ibid. p. 14

11/ Ibid.

12/ Ibid. p. 32

13/ Ibid.

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hidden by an impenetrable Olympian mist, is that it leaves little room for intellectual dialectics below. Regardless of the validity of the arguments opposing it, it must be carried out,--and generally is. So it was with the Continental Air Command's fiscal function. Trails were blazed during the first half year through paper jungles and as the full year drew to a close, the chosen vehicles of the fiscal program "looked at each other with a wild surmise" at the realization that they had accomplished the designated job and done it well. That is the story of the following pages.

Machinery of Fiscal Control

At the apex of the Continental Air Command fiscal pyramid, the office of the Comptroller, charged with the implementation of the fiscal program, was immediately faced with the most troublesome impediment to its operation, i.e., the problem of adequately trained and experienced personnel. The number of persons assigned to the fiscal function steadily mounted, until by 8 May 1950, 228 officers, 1,019 airmen, and 519 civilians were distributed among forty-eight units having complete or partial Comptroller staffs, and the cost of the program amounted to approximately $408,000 each month.[14/] Considering the total Continental Air Command strength and payroll cost, the above figures represented 2.4% of assigned personnel

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14/ Hq. ConAC, Comptroller, "Comptroller Activity", 8 May 1950, p. 1.

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and 2.5% of the cost.[15/]

Although few complaints as to insufficiency of numbers of personnel were heard (except re. turnover and instability) the quality of the personnel assigned to Comptroller staffs was subject to well-articulated objections. "Generally speaking, the personnel as a whole who occupy the Comptroller top positions do not measure up to the average of the rest of the staff in maturity, rank, staff experience and formal education."[16/] The same objection was applied to the staffs of the Comptrollers.[17/]

The instability of the Fiscal personnel occasioned by rapid turnover of assignment within the command was another occasion for complaint. During 1949, 15 officers who were Comptroller School graduates, or 34% of the total graduates assigned to the command were lost to the organization.[18/] In all activities of the Comptroller, 140 officers were lost out of a normal complement of approximately 250.[19/] The inflow from outside sources as replacements was negligible.

As the first half of the fiscal year 1950 came to a close the experience gained by military personnel throughout the command on all levels in weathering the volume of requests for fiscal matters in the preparation of future budgets, the establishment of work

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15/ Ibid.

16/ Ibid.

17/ Ibid.

18/ Ibid.

19/ Ibid. p. 8.

ratings by which criteria of economic efficiency were graphically depicted, made it quite clear to the average command officer that his work was closely and inextricably bound to that of the Comptroller. More than this, it squarely presented to him the fact that the military function was rapidly enlarging into new and unblazed areas. From now on a good officer had to be a good businessman in the management of his activity, and his failure to become so was likely to be revealed in the apparently irrefutable statistics and bar graphs of the Comptroller's office. Painfully, it was now "almost uniformly recognized that any change in plan, no matter how slight, must be analyzed prior to its adoption from the standpoint of its effect on the fiscal resources available to the command."[20]

Of very considerable value in disseminating the above concept throughout the command was the major reorganization carried through in the Directorate of the Budget in December 1949 and January 1950.[21] This reorganization was predicated on the following principles: a) Physical separation of Budget Operations, i.e., management of current fiscal year's funds; Fiscal Accounting; and Budget Requirements and Analysis, concerned in developing future year's budget estimated and performing continuing analyses, and, b) the principle of providing civilian counterparts for key military personnel to achieve administrative continuity.[22]

20/ Hq. ConAC Directorate of Budget, Historical Reports for January and March, 1950.

21/ Hq. ConAC Directorate of Budget, Historical Report for March, 1950.

22/ *Ibid.*

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As a result of this reorganization, much progress was made in the "educational" program of the Comptroller's office. Experience was gained by the new personnel of the office in their assigned positions as a direct result of the directorate's policy to define clearly the requirements of each position, decentralize authority commensurate with those requirements, and to hold the individual responsible for the accomplishment. Decentralization had the effect of permitting greater personal rapport between Fiscal personnel and staff. "This one factor has probably done more than any other in cementing the relationship of other staff agencies to the Directorate of the Budget".[23] Where previously the other staff agencies had a very nebulous conception of their relationship with the Budget Directorate, the constant practical application of personnel liaison achieved the desired effect where the previous lectures and written words had failed.[24]

While the educational crusade was progressing successfully among the Headquarters staff contiguous to the Office of the Comptroller, the enlightenment of the field echelons took more time. For this, the lack of personal liaison was greatly responsible. This lack of sorely needed rapport was recognized by Continental Air Command but factors were at work which tended to thwart its realization.

The Directorate of the Budget set for itself a goal for

23/ Ibid.

24/ Ibid.

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accomplishing a minimum of two inspection visits to each Air Force Budget and Fiscal Office during each fiscal year.25/ In June 1950, however, this field inspection program was far short of actual fulfillment. Workload, reorganization of the Budget Directorate, new personnel, etc., all were contributing factors in the inability to accomplish the schedule of visits proposed. With the increased workload occasioned by the anticipated Fiscal Year 1952 budget call,26/ it was not considered that the field inspection program would get under way until early Fiscal Year 1951.27/

As was mentioned earlier in this chapter, one of the great hindrances fiscal personnel experienced during the first half of Fiscal Year 1950 was the absence of the annual budget authorizations for the year.28/ It was not until the very last week of 1949, after six months had gone by that USAF eventually came through with this indispensable item.29/ Concurrently with its receipt, Continental Air Command also obtained its third quarter allocation of funds, so that early January was a scene of feverish activity in the Comptroller's office in an effort to break down the allocations and dispatch the funds of the command in relation to the authorizations for the fiscal year.30/

The process of reevaluating the status of appropriated funds was

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25/ Ibid.

26/ See below p. 18

27/ Hq ConAC, Directorate of Budget, Historical Report for March 1950.

28/ See above p. 4.

29/ Hq. ConAC, Directorate of Budget, Historical Report for January 1950.

30/ Ibid.

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completed during the month of January and a working guide was established for the husbanding of these funds. To this and four categories of funds were established.

a. Critical - representing projects under which estimated requirements were considerably in excess of the annual budget authorization.

b. Surplus - representing projects under which the annual budget authorizations were considerably in excess of the estimated requirements.

c. Adequate - representing projects under which estimated requirements and annual budget authorizations did not vary more than 5%.

d. Undetermined - representing projects under which either the estimated requirements or annual budget authorizations were as yet undetermined.31/

In line with these categories, varying degrees of budgetary controls were established, depending upon the urgency of the situation. The primary effort in regard to the first project was directed toward a campaign to present USAF with justifications for additional acclocations of funds and authorizations, and to seek possible sources of transfer to them from the surplus category.32/ It was inevitable under those circumstances that major changes in the 1950 appropriations requirements would have to be made, and such was the case. In March a summary of major changes made was distributed among interested staff agencies for planning their operations for the remainder of

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31/ Hq. ConAC, Director of Budget, "Mid-year Evaluation of FY 1950 Appropriated Funds" 26 January 1950.

32/ Ibid.

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the fiscal year.[33] Thus, the task of estimating costs and expenses was performed twice within the fiscal year for the same year's budget.

As was to be expected the major dislocation came in the estimates for the maintenance and operation of installations. Other items placed on the critical list were Ferrying of Aircraft; Rentals of Leased Real Property; Field Printing Plant; Individual or Group Movements for Attendance at Schools; Temporary Duty Travel; AFR Aircraft Fuel and Oil; AFR Ferrying of Aircraft; and operating expenses at AROTC Summer Camps.[34]

By March, 1950 it appeared that USAF itself had caught up with its backlog, for during that month, Continental Air Command was surprised and gratified to receive its fourth quarter, thus making it possible to issue to the field complete fund information prior to the start of the period which it affected.[35] Simultaneously with the distribution of fourth quarter suballocations and adjustments in annual authoizations there was achieved a comprehensive evaluation of appropriated fund requirements in relationship to the approved budget authorizations and allocations for the remainder of Fiscal Year 1950. This evaluation resulted in a net amount of $2,206,216 being declared excess to the requirements of the command in addition to absorbing a decrease of approximately $1,000,000 as a result of

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33/ Hq. ConAC, Director of Budget, "Major Changes to the Mid-year Evaluation of FY 1950 Appropriated Funds." 2 March 1950.

34/ Hq. ConAC, Comptroller, Comptroller Chart No. 1, February 1950.

35/ Hq. ConAC, Director of Budget, Historical Report for March 1950.

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the adjustment over previously approved budget authorizations. In the report covering this evaluation, General Myers pointed out that the report reflected "in a tangible manner the economy consciousness of the command and its desire to cooperate in the maximum effective utilization of available resources."36/ However, stress was laid on the fact that in the fund areas where additional fund requirements were indicated, it was essential for the effective utilization of these funds that increased allocations be issued immediately lest it become too late to incur obligations against them during the balance of the year.37/

A major departure from the previous methods of managing funds was caused by USAF's removal of object class limitations on allocations to the major commands for the remainder of Fiscal Year 1950.38/ It had previously been the policy of USAF to retain control over the utilization of personnel and travel funds by means of imposed budget class limitations on the use of these funds in the allocation documents issued to major commands. In March, however, USAF considered it advisable to cancel all previous limitations and to decentralize this authority to the major commands.39/ The Command immediately fell in step with this policy and in turn decentralized the newly granted authority to the Air Forces. This was considered

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36/ Ibid.

37/ Ibid.

38/ Ibid.

39/ RESTRICTED TWX Hq. USAF to All commands and Operating Agencies for Comptroller, 18 March 1950.

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to be a large forward step toward achieving maximum effective utilization of appropriated funds.40/

Comptroller Activities 41/

"Increased activity in the Comptroller function can be expected in all phases of the Continental Air Command's operations".42/ This prognostication was more than borne out during the remainder of Fiscal Year 1950. New chores were added to the Comptroller's tasks and old one became more complex.

Travel funds were in a state of chronic shortage throughout the period under consideration. In January travel funds were apportioned on a quarterly basis instead of the previously established monthly apportionment, and in spite of rigid controls, the requirements far exceeded the funds available.43/ The amounts indicated as required for travel for the Headquarters staff alone exceeded the funds available by $5,000.44/ Another annoying item pertaining to travel was the matter of payment of per diem for crews participating in civil-sponsored air shows. As a result of a request for clarification by Continental Air Command, USAF declared the policy that

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40/ Hq. ConAC, Director of Budget Historical Report for March 1950.

41/ Of considerable historical value are the Comptroller Information bulletins issued by Hq. ConAC, office of the Comptroller. (Vid. sup. Doc. Nos. 41[2], 3, 4, 5.)

42/ Hq. ConAC Comptroller "Comptroller Activity" 8 May 1950 p. 12 (Vid. Sup. Doc. No. 14)

43/ Hq. ConAC, Director of Budget Historical Report for January 1950.

44/ Hq. ConAC, Director of Budget Historical Report for March, 1950.

participation expenses of Air Force personnel would be borne by the sponsors, except that those demonstrations which paid honor to dignitaries of national or international prominence, and those primarily held for military reasons would be supported from Air Force funds.45/ Authorization to attend meetings of scientific and technical organizations was similarly granted to Air Force personnel, but in both cases attendance was permitted only where funds were available for travel.46/

Although the problems of the Accounting Division generally remained routine during this period, March ushered in a troublesome problem revealed in a request for a report governing obligations for change of station movements.47/ This report was occasioned by the allocation of funds by USAF to the major commands to cover expenses incident to permanent change of station movements directed by the major commands within the major command areas. All permanent change of station movements previously were handled by means of open allotments. This change from open to restricted allotments brought with it a management problem which had previously not existed. It now became necessary to plan the permanent change of station movements of an individual on a priority basis from the standpoint of relative value to the command to insure against exceeding the funds allocated for this purpose. Distribution of the intitial

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45/ Hq. ConAC, Director of Budget Historical Report for March, 1950.

46/ Hq. ConAC, Director of Budget Historical Report for February 1950.

47/ Hq. ConAC, Director of Budget, Historical Report for March 1950

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allotment of $240,000 for the fourth quarter of FY 1950 was made on the basis of 60% to the Air Forces and 40% retained by Headquarters Continental Air Command. Distribution to the Air Forces was computed by the development of weight factor including the number of units, number of installations, and number of personnel assigned to each Air Force.

Generally the funds provided for the Air Force for PCS were to cover all costs incident to PCS of military personnel within the Air Force area. The funds provided for Continental Air Command Headquarters were to cover all costs incident to PCS of all military personnel assigned by Headquarters to installations within the command. An undistributed balance of some $87,000 was to cover costs of PCS of all Continental Air Command military personnel involving more than one Air Force area. As was to be expected a great number of problems arose in connection with the applicability of these funds to specific transfers. As a result of informal discussions with the Directorate of Military Personnel, it was agreed that until such time as Standard Operating Procedure could be published, all correspondence involving PCS would be coordinated with the Directorate of the Budget for proper citation of funds, and recording of committments against the availability of funds.[48] It was thus indicated all too clearly that the era of free circulation of military personnel was a thing of the past, and

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48/ Hq. ConAC, Director of Budget, Historical Report for March 1950.

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further emphasized the indispensability of Budget coordination with even such a command prerogative as the movement of individuals from post to post.

Another indication of the far reaching tentacles of the Continental Air Command fiscal function was the necessity of a well-integrated system of information on all leases of property within the command. To this effect a card index file containing all the available information on each lease was established in an effort to correlate lease data with the actual obligation of lease funds.[49/]

Although no question had risen as to the sufficiency of available funds for air combat maneuvers,[50/] the inexperience of the staff of Continental Air Command in preparing estimates resulted in some delay during the first half fiscal year.[51/] In April and May 1950, enough experience had been gained in this troublesome field to establish a modus operandi whereby the Directorate of the Budget and the Directorate of Operations and Training would coordinate their procedures very closely in this matter.[52/] The Directorate of Operations and training was to forward to Budget the outline plans of all future maneuvers along with a request

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49/ Hq. ConAC, Director of Budget, Historical Report for January 1950.

50/ CONFIDENTIAL letter, Colonel Hobart R. Yeager to Maj. Gen. F. L. Ankenbrandt, 26 May 1950.

51/ SECRET "History of the Continental Air Command, 1 December 1948 to 31 December 1949," VI, 10-16.

52/ Hq. ConAC, Director of Budget, Historical Report for April-May 1950.

for a budget estimate, information regarding the units participating, the system of deployment, duration and time required for pre-maneuver training, special equipment needed, and size of staffs, etc. Budget's function was to prepare and justify the expenditures. On coordination once more with the Directorate of Operations and Training, the estimates would be forwarded for final approval to USAF.

Continuing the policy of decentralizing the fiscal function, it was decided in June 1950 to distribute Air Combat Maneuver funds directly to the Eastern Air Defense Force, Western Air Defense Force and Tactical Air Command upon their reorganization. Each of these headquarters was to be give the total funds scheduled for each. This constituted a new policy for Air Combat Maneuver funds since previously the funds were given to each Air Force just prior to each maneuver. This innovation was hailed particularly by the Directorate of Materiel Planning. The latter was quite interested since approximately 50% of Air Combat Maneuver funds came from funds alloted to the Deputy for Materiel, and under the old system numerous last minute requests from the field for funds were received in order to cover unforeseen contingencies. Now the three headquarters were enabled to ascertain the total funds available to them and could plan their maneuvers in advance accordingly.[53/]

53/ Hq. ConAC, Director of Materiel Planning, Historical Report for June 1950.

As was mentioned previously, the reorganization of the Directorate of the Budget in January 1950 made provision for a Budget Analysis and Requirements Division concerned with developing future years' budget estimates.[54/] This Division practiclly monopolized the work of the Budget Directorate during April and May 1950 in its work in preparation of the Fiscal Year 1952 Budget Estimate. The work entailed in this estimate deserves mention in passing because the revelation of its intricate complexity. "The job could only be described as staggering and the time limit prohibitive".[55/]

From the date of reciept of the first instructions, 31 March 1950, to the required date of final submission to Headquarters, USAF 5 May 1950, in 25 copies, or in the relatively short period of 25 work days, it was necessary to: distribute the instructions to the lowest field echelons; require field submissions; review field submissions making revisions where warranted; prepare the consolidated command budget; coordinate with the staff as to adequacy of fund requests; supervise the reproduction job; and finally hand carry it to Headquarters USAF. The magnitude of the job can be better appreciated by offering a few vital statistics. In addition to almost complete preoccupation with this task to the exclusion of all else for the entire period of 35 days, it was necessary to incur 1,426 hours overtime. This time only

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54/ See above p. 7.

55/ Hq. ConAC, Director of Budget, Historical Report for April-May 1950.

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reflects that time put in by Directorate of Budget personnel and is exclusive of considerable overtime work by the staff. This in turn only reflects the overtime put in by the command headquarters which can be multiplied considerably to get a complete picture of the time involved in the preparation of the Fiscal Year budget estimate down to installation level. One copy of the command consolidated budget was composed of 911 pages. The reproduction job for the consolidated budget alone, involved more than 40,000 impressions.[56]

It may be of historical value at this point in view of the maladjustments occasioned by the Korean war which began on June 25, 1950 to recapitulate the estimates for FY 1952 for the major budget items. Total funds requested for direct obligations for Fiscal Year 1952 amounted to $74,948,698 broken down as follows:[57]

Maintenance and Operation of Regular Air Force Bases	$37,172,046 or 49.5%
Maintenance and Operation of Air Force Reserve Activities	$33,902,482 or 45.2%
Air ROTC Activities	$3,401,960 or 4.6%
Air National Guard Activities	$472,210

These figures may be compared with the Fiscal Year 1950 authorization as follows:

56/ Ibid.

57/ Ibid.

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Maintenance and Operations of Regular Air Force Bases	$35,383,577
Air Reserve Activities	$25,483,563
Air ROTC	$5,355,780
Air National Guard	$212,300
Grand Total	$68,418,912 58/

Non-appropriated Funds

The Directorate of Audits was concerned during the second half of FY 1950 with the supervision of the audits of the non-appropriated funds in the command. Although an additional mission entrusted to it was to audit the fund allotment accounting records pertaining to appropraited funds, the lack of audit personnel and the need for a manual of audit procedures for this purpose prevented the performance of such audits. 59/

In March, an extensive survey of non-appropriated funds in the command disclosed a total of 688 funds, exclusive of funds of the Air Force Reserve, Air ROTC and Air National Guard. The types of funds supervised, and the number in each were disclosed as follows: 60/

58/ Statistics compiled from Comptroller Chart, "Status of ConAC Appropriated Funds Fiscal Year 1950"; See also Hq. ConAC Dir. of Budget, Comptroller Chart 1A, "Status of ConAC Funding Program Fiscal Year 1950" (Vid. Sup. Docs. Nos. 58[2], 3, 4)

59/ Hq. ConAC, Director of Audits, Historical Report for January 1950.

60/ Hq. ConAC, Director of Audits, Historical Report for March 1950.

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No. of Funds	Type of Fund
1	Major command welfare fund
16	AF motion picture funds
21	Post trust funds
418	Military welfare funds
10	Special welfare funds
3	Civilian welfare funds
87	Officers' and NCO mess funds and similar associations
25	Religious funds
41	Misc. organization funds (Par. 4e, AFR 176-1)
34	AF Aid Society funds
10	Hospital funds
7	Patients funds
14	Prisoners' personal funds
688	

All audit reports were coordinated with the Director of Personnel Services, the Air Chaplain and the Air Surgeon in connection with their management program for these funds.

Gross income from the officers and NCO Mess funds for the second half of Fiscal Year 1950 totalled $3,358,781. A breakdown of the sources of this revenue revealed that approximately 84% of the gross income was derived from three sources, i.e., bar operations, mess operations and amusement machines. The amounts grossed from the operation of the bars attached to these messes amounted to $1,222,099 and the amusement machines alone accounted for $991,143 during the same period, both amounts overshadowing the $594,154 obtained from mess operations. It is interesting to note also that Bingo games alone accounted for a revenue of $144,486.[61/]

61/ Hq. ConAC, Director of Audits, Historical Report for June, 1950; See also Sup. Docs. Nos. 61[2, 3, 4.]

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In June, the transfer of Turner Air Force Base, Georgia, to the Strategic Air Command, reduced the number of non-appropriated funds throughout the command to approximately 660. The dissolution of funds due to inactivation of bases and units during 1950 amounted to $130,106.32. These funds were lost to the command by transfer to Air Force Successor Funds in Washington. Non-operational losses during the same period amounted to $5,099.74. 62/

On 13 June 1950 a message from USAF presaged a change in the activities of the Directorate of Audits. It was announced that AFR 20-40 would be amended to provide for the performance of all auditing in the Zone of the Interior Command by the Auditor General which would include the audit of non-appropriated funds. However, by the end of June, 1950 the transfer of funds and personnel to the Auditor General was a yet unaccomplished, so that as the Fiscal Year 1950 drew to a close, the Directorate of Audits was continuing to perform its designated functions. 63/

Financial Operations

The far-flung operations of the Directorate of Finance are best revealed in the Abstract of Reports of Finance Activities included in the appedix to this volume. 64/

62/ Ibid.

63/ Ibid.

64/ 1. Abstract of Reports of Operations of Finance Disbursing Activities Continental Air Command for period 1 Jan-31 Mar 1950
2. Abstract of Reports of Operations of Finance Disbursing Activities Continental Air Command for period 1 Apr-30 June 1950

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Gross disbursements of almost $100,000,000 by this organization suggest the status of this Directorate within the command structure.65/

Because of the complexity of its operations, the Finance Directorate was particularly plagued by the problem of shortage of trained finance airmen. The constant calls on the command to furnish trained specialists for overseas assignments and to newly organized installations, occasioned an extensive program of on-the-job training for airmen with MOS' which indicated possibilities of conversion into finance specialist even though such training would result in surpassing TO and TD authorizations.66/

An annoying problem facing the Finance Directorate during the period under consideration was the chronic complaint from Reserve, Air National Guard and Air ROTC personnel over the delay in receiving payment. To this end, a concerted effort was made by the Directorate to establish schedules for submission of payrolls within deadlines to ensure rapid processing of payment. A similar problem arose over the payment of commercial vouchers where Continental Air Command contracting officers had made commitments

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65/ Ibid.

66/ Hq. ConAC, Director of Finance, Historical Report for June 1950.

67/ Hq. ConAC, Director of Finance, Historical Report for February 1950.

68/ Hq. ConAC, Director of Finance, Historical Report for March 1950.

69/ Hq. ConAC, Director of Finance, Historical Report for January 1950.

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to non-military agencies.[70] In few instances, delay in payment had resulted in inability to take advantage of discounts offered for prompt payment. Corrective action was taken to insure that the contracting officer responsible would submit timely pertient vouchers to the finance officers for disburesment.

Programs and Costs

Although the Directorate of Programs and Costs was conventionally concerned with the supervision of the mulifarious cost accounting functions of the command, and particularly with the supervision of the system of cost accounting for the management and preservation of real estate facilities within the command, its peculiar advantages as a funnel for financial information of all kinds made it the natural instrument whereby this information could be translated into meaningful terms for the use of the command. Not only information of an economic nature was alloted to the Directorate for "translation" but, because of the specialized experience of its personnel in reducing meaningless facts into digestible form, it received the task of reducing information of many types into easily understood charts and graphs.

70/ Hq. ConAC, Director of Finance, Historical Report for April, 1950.

71/ 1. Hq. ConAC, Director Programs and Costs, Staff Study, "Air Force Commanders' Responsibility for the Cost Accounting System and for the Preservation of Real Estate Facilities," 25 April 1950.
2. Hq. ConAC, Dir. Programs and Costs, Special Study, "Analysis of the Cost of Selected Activities of the Medical function of ConAC Wing Base Hospitals," 28 April 1950.

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In March of 1950, the Directorate introduced a publication entitled the "Management Analysis Review" scheduled to appear monthly.[72] The Review was considered a prime effort towards management of resources available to commanders, since they were thus able to obtain a comparison of their efforts with their colleagues in like units as to efficiency and management translated into easily digestible bar graphs and charts. Favorable comments regarding the Review were received from several of the major commands, and there was an indication that the other major commands would begin publications of a similar nature.[73] The Comptroller Chart also issued monthly, summarized the operating costs of selected functions, and the cost of management and preservation of real estate facilities.[74] These two documents were widely used by both the Comptroller's course at Craig Air Force Base and the Management Analysis Course at Lowry Air Force Base for instructional purposes.

72/ Hq. ConAC, Dir. Programs and Cost, "Management Analysis Review".

73/ Hq. ConAC, Director of Programs and Costs, Historical Report for June 1950.

74/ Hq. ConAC, Dir. Programs and Cost, "Summary of Operating Costs". (Vid. Sup. Docs. Nos.)

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Not to be outdone by the Directorate of Programs and Costs, its colleague, the Directorate of the Budget, produced a valuable collection of charts and graphs entitled "Where the Money Went During Fiscal Year 1950".[75] Although the intrinsic value of this study was essentially historical rather than directed to planning purposes, benefit was expected to be derived for future management purposes through its review of the previous years' fiscal operations.

A significant feature of the "Management Analysis Review" was its inclusion of a number of "pay off projects" to show how management action had resulted in the achievement of economy through increased efficiency in the operation of various functions. Among these "pay off projects" were those describing substantial savings in the operation of sales commissaries in the Fourth Air Force,[76] motor pool operation in the Ninth Air Force,[77] and general Continental Air Command savings in the costs of contractual communications.[78]

75/ Hq ConAC, Dir Budget, "Where the Money Went During Fiscal Year 1950"

76/ Hq ConAC Dir Prog and Costs, "Management Analysis Review" Jan 1950, p.30

77/ Hq ConAC Dir Prog and Costs, "Management Analysis Review" Feb 1950, p.22

78/ Hq ConAC, Dir Prog and Costs, "Management Analysis Review" May 1950, p.38

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INTELLIGENCE AND INFORMATION: INTERNAL AND EXTERNAL

INTRODUCTION

"Two.....security functions of a policial nature are intelligence - - the collection of data that will accurately portray the capacity and intentions of all nations that may affect the peace; and information - - the dissemination of the facts as a basis for sound world opinion."

General Eisenhower 79/

In keeping with the above quotation from General Eisenhower, an account of the activities of the four agencies of the Continental Air Command whose main task is to deal with information has been prepared. The differences in the manner in which they treat information are significant. The Intelligence Section collates "data that will accurately portray the capacity and intentions of all nations that may affect the peace", for internal use within the Command. The Security Division prevents "unauthorized persons from obtaining information of direct or indirect military value" 80/. The Information and Education Division disseminates unclassified information on world affairs that will help educate each member of the Command for his

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79/ "Final Report of the Chief of Staff, U.S. Army to the Secretary of the Army", 7 Feb 1948

80/ Quoted from: Bulletin 125-14, Air Provost Marshal General, ConAC, Sub: Safeguarding Military Information, 1 Aug 1949, p. 1. Contained as inclosure with Historical Report of Air Provost Marshal General, for Jan 1950

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"primary mission of service to his country".[81] (The word "his" must now be understood to mean "his or her"). The Public Information Office operates for the maintenance of good relations with the outside community. The information it issues is chosen to further this objective. All four of these agencies deal only with true facts, avoiding all propaganda as such, because that is a cardinal tenet of American public policy.

INFORMATION

I

The mission of the Continental Air Command required its Public Information agencies to disseminate facts that would help citizens appreciate the opportunities of the Air Force Reserves and other Air Force civilian components for service in defense of the United States. These facts were sown in the fertile soil of the general good will that the public felt for the Air Force since its achievements in the winning of World War II. To help promote people's interest, the Public Information Office was able, in two of the six months in this period, to take advantage of opportunities offered by the production of big commercial films depicting the activities of the Air Force.[82]

81/ Armed Forces Talk 280, Office of the Secretary of Defense, p. 1.

82/ 1. Ltr, Hq USAF to Hq ConAC, (ATTN: Public Information Officer), Sub: 20th Century Fox Picture, "Twelve O'Clock High", 29 Dec 1949, Contained as inclosure to Historical Report Public Information Office for Dec 1949

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For breadth of popular appeal, the premieres of the big commercial motion pictures "glorifying" the Air Force were matched only by the impact of the first united Armed Forces Day (of the Air Force, Army, and Navy), in May.83/ For this gala public occasion,

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82/ a. TWX, Hq USAF to CG ConAC, (c. 5 Jan 1950), Contained as inclosure to Historical Report Public Information Office for Jan 1950

2. TWX, Hq USAF to CG ConAC, (c. 4 Apr 1950), Contained as inclosure to Historical Report Public Information Office for Apr 1950
   a. TWX, Hq USAF to Hq ConAC, 5 Apr 1950, Contained as inclosure to Historical Report Public Information Office for Apr 1950
   b. Ltr, Hq USAF to CG ConAC, (ATTN: Public Information Officer), Sub: Twentieth Century-Fox Picture, "The Big Lift", 14 Apr 1950, Contained as inclosure to Historical Report Public Information Office for Apr 1950
   c. TWX, Hq USAF to Hq ConAC, 14 Apr 1950, Contained as inclosure to Historical Report Public Information Office for Apr 1950
   d. Ltr, Hq USAF to Hq ConAC, Sub: Twentieth Century-Fox Picture, "The Big Lift", 24 Apr 1950, Contained as inclosure to Historical Report Public Information Office for Apr 1950
   e. Ltr, Mr. C. R. Iucci, Sec Local 802, Associated Musicians of Greater New York to Capt. J. H. Barron, 2500th ABG (c. Apr 1950), Contained as inclosure to Historical Report Public Information Office for Apr 1950
   f. Ltr, Mr. M. Salmon, Rivoli Theatre, NYC to Major M. Hampton Public Information Officer, ConAC, 1 May 1950, Contained as inclosure to Historical Report Public Information Office for May 1950

83/ 1. TWX, Hq USAF to CG ConAC, 19 Jan 1950, Contained as Inclosure to Historical Report Public Information Office for Jan 1950
   a. General Plan for Armed Forces Day 20 May 1950, Dept. of Defense, Office of Public Information, 25 Jan 1950, Contained as inclosure to Historical Report Public Information Office for Jan 1950
   b. Ltr, Hq 4th AF Major J. M. Johnston Public Information Officer to Major M. Hampton Public Information Officer USAF 28 Mar 1950, Contained as inclosure to Historical Report Public Information Office for Mar 1950

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Continental Command furnished big air demonstrations which required months of planning and the achievement of complex coordination by

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83/ c. Ltr, Col. J. R. Gunn, Jr., to Coordinator Armed Forces Office of Public Information, Sub: Request for Dive Bombing team, 6 Apr 1950, Contained as inclosure to Historical Report Public Information Office for Apr 1950

d. TWX, Hq USAF to CG ConAC, 10 Apr 1950, Contained as inclosure to Historical Report Public Information Office for Apr 1950

e. TWX, Hq ConAC to all ConAC AF's, 10 Apr 1950, Contained as Inclosure to Historical Report Public Information Office for Apr 1950

f. Ltr, Major Hampton Public Information Officer ConAC to Col. C. M. Eisenhart, Directorate of Public Relations, 11 Apr 1950, Contained as Inclosure to Historical Report Public Information Office for Apr 1950

g. Ltr, Mr. A. C. Sullivan, Chairman Boston Armed Forces Day Civilian Committee to Hq 1st Army, 14 Apr 1950, Contained as Inclosure to Historical Report Public Information Office for Apr 1950

h. Ltr, Col. J. R. Burns, Armed Forces Day Committee to CG 1st AF, Sub: Request for Air Force Display Material, 19 Apr 1950, Contained as inclosure to Historical Report Public Information Office for Apr 1950

i. Ltr, Hq USAF to CG 10th AF, Sub: Armed Forces Day Channels, 20 Apr 1950, Contained as inclosure to Historical Report Public Information Office for Apr 1950

j. Ltr, Hq USAF to Major M. Hampton, Public Information Officer to Hq ConAC 21 Apr 1950, Contained as inclosure to Historical Report Public Information Office for Apr 1950

k. Ltr, 1st Ind, Hq 10th AF to Hq ConAC, Sub: Armed Forces Day Channels, 25 Apr 1950, Contained as inclosure to Historical Report Public Information Office for Apr 1950

l. TWX, Hq USAF to all ConAC AF's, 25 Apr 1950, Contained as inclosure to Historical Report Public Information Office for Apr 1950

m. Ltr, Hq USAF to CG 1st, 9th, & 10th AF's, Sub: Armed Forces Day, 27 Apr 1950, Contained as inclosure to Historical Report Public Information Office for Apr 1950

n. TWX, Hq ConAC to all ConAC AF's, 28 Apr 1950, Contained as inclosure to Historical Report Public Information Office for Apr 1950 by personnel on every command level, in every Air Force area of the Continental United States.[84/]

In the work of the Continental Air Command Public Information Office, these widely discussed public celebrations represented merely

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83/ o. Ltr, Hq 4th AF to Major M. Hampton, Hq ConAC, Public Information Officer, 3 May 1950, Contained as inclosure to Historical Report Public Information Office for May 1950
p. Ltr, Hq USAF to Public Information Officer, Hq ConAC, Sub: Report of Staff Visit, 5 May 1950, Contained as inclosure to Historical Report Public Information Office for May 1950
q. Ltr, 2nd Ind, Hq ConAC to CG 10th AF, Sub: Armed Forces Day Channels, 9 May 1950, Contained as inclosure to Historical Report Public Information Office for May 1950
u. TWX, Hq ConAC to all ConAC AF's 24 May 1950, Contained as inclosure to Historical Report Public Information Office for May 1950

84/ 1. Ltr, with 10 Inds, Hq 84th Airborne Division to Office, Chief, Army Field Forces, Sub: Participation of Airborne Troops in Local Defense Show, 4 Apr 1950, Contained as inclosure to Historical Report Public Information Office for Apr 1950
a. Ltr, with 3 Inds, Hq 56th Fighter-Interceptor Wing to C/S USAF, Sub: Fourth International Model Airplane Meet, 25 May 1950, Contained as inclosure to Historical Report Public Information Office for May 1950
b. Ltr, with 1 Ind, Hq TAC to CG ConAC, Sub: Request for Acrobatic Team, Exercise TASIC, 31 May 1950, Contained as inclosure to Historical Report Public Information Office for May 1950
c. Ltr, 1st Ind, Hq ConAC to Commander Military Air Transport Service, Sub: Request for Information of Forces and Equipment Aval for Search and Rescue, 13 June 1950, Contained as inclosure to Historical Report Public Information Office for June 1950
d. Ltr, 1st Ind, Hq 1st AF to CG ConAC, Sub: Static Display at Quonset Point Naval Air Station, 14 June 1950, Contained as inclosure to Historical Report Public Information Office for June 1950
e. Ltr, 2d Ind, Hq ConAC to CG 14th AF (c. June 1950), Contained as inclosure to Historical Report Public Information Office for June 1950

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incidents in a ceaseless round of enterprises for promoting public relations. Basing its work solidly on the direction of its commander,[85] the Continental Air Command made effective use of every means of disseminating information: arranging public appearances

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84/ f. Ltr, Hq ConAC to CG 9th AF, Sub: Static Display at Quonset Point Naval Air Station, 15 June 1950, Contained as inclosure to Historical Report Public Information Office for June 1950

g. Ltr, Hq ConAC to CG Strategic Air Command, Offutt AFB, Sub: Static Display at Quonset Point Naval Air Station, 15 June 1950, Contained as inclosure to Historical Report Public Information Office for June 1950

h. TWX, Hq ConAC to CG 10th AF, 19 June, 1950, Contained as Inclosure to Historical Report Public Information Office for June 1950

i. TWX, Hq ConAC to CG Newfoundland Base Command Pepperrell AFB, 19 June 1950, Contained as inclosure to Historical Report Public Information Office for June 1950

j. TWX, Hq ConAC to Hq 10th AF, Sub: Aerial Demonstration, 19 June 1950, Contained as inclosure to Historical Report Public Information Office for June 1950

k. TWX, Newfoundland Base Command to C/S USAF, 19 June 1950, Contained as inclosure to Historical Report Public Information Office for June 1950

l. TWX, Hq ConAC to CG Newfoundland Base Command, Pepperrell AFB, 20 June 1950, Contained as inclosure to Historical Report Public Information Office for June 1950

m. TWX, Hq USAF to Newfoundland Base Command, 20 June 1950, Contained as inclosure to Historical Report Public Information Office for June 1950

n. TWX, Hq USAF to Newfoundland Base Command, 20 June 1950, Contained as inclosure to Historical Report Public Information Office for June 1950

o. TWX, CG 10th AF to CG ConAC, 21 June 1950, Contained as inclosure to Historical Report Public Information Office for June 1950

p. TWX, CO 56th FTR INTCP Wing to CG ConAC, 22 June 1950, Contained as inclosure to Historical Report Public Information Office for June 1950

q. TWX, Hq ConAC to CG 10th AF, 23 June 1950, Contained as inclosure to Historical Report Public Information Office for June 1950

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by Commanders, speeches to civic groups by commanders,[86] entertainment of influential visitors,[87] maintenance of occasional open house for

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84/ u. TWX, Hq ConAC to Hq 10th AF, Sub: Aerial Demonstration 28 June 1950, Contained as inclosure to Historical Report Public Information Office for June 1950

r. TWX, Hq ConAC to CG 4th AF, 29 June 1950, Contained as inclosure to Historical Report Public Information Office for June 1950

s. Ltr, Hq ConAC to CG 4th AFB, Sub: Aerial Demonstration 3 July 1950, Contained as inclosure to Historical Report Public Information Office for July 1950

t. Ltr, 6th Ind, Hq ConAC to Director of Installations, Hq USAF, Sub: 4th International Model Airplane Meet, 10 July 1950, Contained as inclosure to Historical Report Public Information Office for July 1950

v. Ltr, 7th Ind, Hq USAF to CG ConAC, Sub: 4th International Model Airplane Meet, Selfridge Air Force Base, 24 July 1950, Contained as inclosure to Historical Report Public Information Office for July 1950

w. Ltr, 8th Ind, Hq ConAC to CG 10th AF, Sub: Fourth International Model Airplane Meet, 26 July 1950, Contained as inclosure to Historical Report Public Information Office for July 1950

85/ 1. "Operational fitness is the primary objective of this command. Harmonious Community relations is an important secondary goal." Ltr, General Myers to CG's all ConAC AF's 7 Feb 1950

2. See also: Public Information Office, ConAC, Community Relations Study, 7 Feb 1950, Contained as inclosure to Historical Report Public Information Office for Feb 1950

86/ Speech by General Myers to Mount Clemens Board of Commerce, Mount Clemens, Michigan, "Professional Requirements of the Air Force Officer Today," 20 Apr 1950, Contained as inclosure to Historical Report Public Information Office for Apr 1950

87/ 1. Ltr, Hq ConAC to Director of Intelligence, Hq USAF, Sub: Visit, Foreign Nationals, 26 Apr 1950, Contained as inclosure to Historical Report Public Information Office for Apr 1950

a. Ltr, Hq 2473d AFRTC to CG ConAC, Sub: Travel of VIP's in USAF Aircraft, 1 June 1950, Contained as inclosure to Historical Report Public Information Office for June 1950

b. Ltr, 1st Ind, Hq ConAC to CG 10th AF, 6 June 1950, Contained as inclosure to Historical Report Public Information Office for June 1950

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the public at air bases, press releases to the newspapers, programs over the radio and over television, air shows and demonstrations in addition to those of United Armed Forces Day and of Memorial Day. Straight to the point of achieving its mission was the dissemination of direct information to individuals visited Regular Air Force recruiting stations, interested in volunteering for duty with either the Air Force Reserve or Civil Air Defense.

II

This basic activity of recruiting Reserves, the Command found curtailed by budget shortages. It brought the needs of local units for "literature" on the Air Force Reserves to distribute at Regular Air Force recruiting centers to the attention of Headquarters, United States Air Force. Headquarters, United States Air Force, replied that there were no funds appropriated for this purpose in the Air Force budget, and that the Department of Defense had none upon which the Air Force could hope to draw. It suggested that Continental Air Command emphasize to its commands and units that their only resource in using the facilities of local Air Force Regular recruiting offices lay in establishing close and friendly

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87/ c. Ltr, 1st Ind, Hq ConAC, CG 10th AF, 7 June 1950 Contained as inclosure to Historical Report Public Information Office for June 1950

d. Ltr, Hq ConAC to Office VC/S USAF 13 June 1950, Sub: Report of Nonreimbursable Air Travel By High Government officials, Contained as inclosure to Historical Report Public Information Office for June 1950

e. Ltr, CG 10th AF to CG ConAC, Sub: Report of movement of High Government Officials in Military Aircraft, (c. June 1950), Contained as inclosure to Historical Report Public Information Office for June 1950

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relations with their personnel.[88]

Aside from the work of making positive gains in good will, there were occasional tasks of counteracting adverse publicity. An acute local problem of public relations was precipitated by the crash in the streets of Long Beach, California, of a C-45 aircraft of the local (2347th) Air Force Reserve Training Center, in which its pilots were killed. Local newspapers thereupon demanded that the training center be moved from the Long Beach Municipal Airport to the Los Alamitos Naval Air Station, six miles away. In order to determine to what extent the newspapers actually reflected community opinion, the Continental Air Command requested the Fourth Air Force

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88/ 1. AFR No. 39-35, Sub: Civilian Components Assistance to Recruiting Programs, 9 Feb 1950, Contained as inclosure to Historical Report Public Information Office for Feb 1950

a. Ltr, Hq 442d Troop Carrier Wing (M) to Hq 10th Air Force, 19 March 1950, Contained as inclosure to Historical Report Public Information Office for March 1950

b. Ltr, Hq USAF to CG ConAC, Sub: Reserve Enlistment Publicity, 30 March 1950, Contained as inclosure to Historical Report Public Information Office for March 1950

c. Ltr, 1st Ind, Hq ConAC to Special Assistant for Reserve Forces, Hq USAF, Sub: Reserve Enlistment Publicity, 6 April 1950, Contained as inclosure to Historical Report Public Information Office for April 1950

d. Ltr, 2nd Ind, Hq USAF to CG ConAC, Sub: Reserve Enlistment Publicity, 14 April 1950, Contained as inclosure to Historical Report Public Information Office for April 1950

e. Estimate for FY 1951 & 1952, Public Information Office to Dir. Budget, ConAC, Section: Official Entertainment 20 April 1950, Contained as inclosure to Historical Report Public Information Office for April 1950

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to prepare a study of the general feeling of local people toward the Air Force Reserves.89/

The expansion of the television audience presented a new and extremely effective medium of publicity. Opportunities for its use differed widely in Continental Air Command areas. In New York, the efforts of seven stations to broadcast for enough hours to retain their Federal Communications Commission licenses made them compete for good Air Force material. At the other end of the scale, in the area of the Twelfth Air Force, no Air Force television broadcasting was accomplished and none planned.90/ Most frequently the

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89/ 1. Ltr, Hq USAF to CG ConAC, Sub: Controversies Concerning Civilian Components, 25 January 1950, Contained as inclosure to Historical Report Public Information Office for January 1950
  a. Ltr, Public Information Office, Hq USAF to Public Information Officer Hq ConAC, Sub: Report of Staff Visit, (c. January 1950), Contained as inclosure to Historical Report Public Information Office for January 1950
  b. Ltr, Hq ConAC to CG 1st AF, Sub: Controversies Concerning Civilian Components, 8 Feb 1950, Contained as inclosure to Historical Report Public Information Office for February 1950
  c. Ltr, Hq ConAC to CG 4th AF, Sub: Status of Public Opinion at Long Beach, California, 8 March 1950, Contained as inclosure to Historical Report Public Information Office for March 1950

90/ 1. Ltr, Hq Armed Forces Information School to CG 1st AF, Sub: Request for Information, 26 January 1950, Contained as inclosure to Historical Report Public Information Office for January 1950
  a. Ltr, Hq 12th AF to CG ConAC, Sub: Use of Television in Public Information Office Program, 20 Feb 1950, Contained as inclosure to Historical Report Public Information Office for Feb 1950
  b. TWX, CG 9th AF to CG ConAC, (c. Feb 1950), Contained as inclosure to Historical Report Public Information Office for Feb 1950

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Command's television shows presented documentary films of Air Force Reserve activities to a regional Television audience. Making these documentary films under the budget difficulties of Fiscal Year 1950 demanded a prodigious amount of coordination by Continental Air Command Public Information Office with units of every level and type, from other major commands to local groups, in order to produce them on the necessary "shoestring".91/ They illustrated well the

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90/ c. TWX, CO 2473d AFRTC to C/G ConAC, (ATTN: Public Information Officer), Sub: Weekend with Air Reserves, 17 May 1950, Contained as inclosure to Historical Report Public Information Office for May 1950

d. Ltr, 1st Ind, Hq ConAC to CO Armed Forces Information School, Sub: Request for Information, 3 March 1950, Contained as inclosure to Historical Report Public Information Office for March 1950

e. Ltr, Hq USAF to CG 14th AF, Sub: Conference, 13 March 1950, Contained as inclosure to Historical Report Public Information Office for March 1950

f. Ltr, Hq ConAC to Director of Historical Services, Office of the Air Adjutant Hq ConAC, Sub: Historical Report, (c. March 1950), Contained as inclosure to Historical Report Public Information Office for March 1950

91/ 1. Ltr, Hq 2473d AFRTC to CG 10th AF, Sub: Television Policies, 28 March 1950, Contained as inclosure to Historical Report Public Information Office for March 1950

a. Ltr, Hq ConAC to CG 1st AF, Sub: Policy on Clearance of Motion Pictures for Television, 26 April 1950, Contained as inclosure to Historical Report Public Information Office for April 1950

b. TWX, Hq ConAC to C/S USAF, Sub: Weekend with Air Reserves, 16 May 1950, Contained as inclosure to Historical Report Public Information Office for May 1950

c. TWX, CO 2473d AFRTC to C/G ConAC, (ATTN: Public Information Officer), Sub: Weekend with Air Reserves, 17 May 1950, Contained as inclosure to Historical Report Public Information Office for May 1950

d. TWX, Hq USAF to UECKX/2437 AFRTC, Sub: Weekend with Air Reserves, 23 May 1950, Contained as inclosure to Historical Report Public Information Office for May 1950

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constant coordination with members of other staffs and of many civilian organizations that was steadily demanded of Public Information Officers.[92/]

Such coordination was made possible through good mutual understanding of Public Information Officers who became personally

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91/ e. Report, Public Information Office 2473d AF Reserve Training Center, Sub: Television Activities, (c. May 1950), Contained as inclosure to Historical Report Public Information Office for May 1950

f. Proposed Shooting Script of Television Program, (c. May 1950), Contained as inclosure to Historical Report Public Information Office for May 1950

g. Ltr, Hq ConAC to CG EADF, Sub: Motion Picture, Plan for alert, 7 July 1950, Contained as inclosure to Historical Report Public Information Office for July 1950

92/ Ltr, Hq 4th AF to CG ConAC, Sub: Final Report on Domestic Emergency Activities, Northern Montana RCS, 21 Feb 1950, Contained as inclosure to Historical Report Public Information Office for Feb 1950

a. Ltr, Commander Naval Air Bases, 1st Naval District to C/G ADF, Sub: Request for Information of Forces and Equipment available for search and rescue, 8 June 1950, Contained as inclosure to Historical Report Public Information Office for June 1950

b. Ltr, Hq 4th AF to CG ConAC, Sub: Final Report on Domestic Activities, 13 June 1950, Contained as inclosure to Historical Report Public Information Office for June 1950

c. Ltr, Hq ConAC to Director of Plans and Operations, Hq USAF, Sub: Final Report of Domestic Situation, 19 June 1950, Contained as inclosure to Historical Report Public Information Office for June 1950

d. Ltr, 1st Ind, Hq ConAC to Director of Plans and Operations Hq USAF, Sub: Final Report on Domestic Emergency Activities, 20 June 1950, Contained as inclosure to Historical Report Public Information Office for June 1950

e. Ltr, Hq 14th AF to CG ConAC, Sub: Final report of Domestic Emergency Situation, 30 June 1950, Contained as inclosure to Historical Report Public Information Office for June 1950

f. Ltr, 1st Ind, Hq ConAC to Director of Plans and Operations Hq USAF, 6 July 1950, Contained as inclosure to Historical Report Public Information Office for July 1950

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acquainted at Continental conferences.[93] It enabled them to cooperate well even when complex arrangements had to be made at high speed, such as that required by important news releases. Services by the Continental Air Command in domestic emergencies were brought to public attention in news dispatches;[94] other activities were reported in news stories about important test flights, and visits by very important persons.

In all the above phases of work with the public, Information Officers had to be as much on the alert for updrafts and downdrafts of opinion as a pilot flying over unexplored mountains. To stay up, they must steadily disseminate the truth that appeals to the public. In this respect the Command was notably successful throughout the period.

III

For the publishing of internal news, Commanders of the Continental Air Command and the other major commands were authorized and encouraged by an Air Force Regulation to assign the maintenance of their base newspapers to Air Force Information and Education directorates. This made possible, at all levels of command,

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93/ Ltr, with 2 Incls, Hq USAF to CG ConAC, Sub: Report of Conference held 21-22 March 1950 on Public Relations Program to Assist State Civil Defense Agencies in Organization of the Ground Observer Corps, 23 March 1950, Contained as inclosure to Historical Report Public Information Office for March 1950

94/ See: Footnote 92.

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coordination of all internal information programs under Air Force Information and Education staffs and complete utilization of the Public Information Office for external information Programs, and for maintenance of relationships of the command with the public. The regulation did not require assignment of the base newspaper to Information and Education unless local conditions made such a change readily feasible. However, it placed supervision of all base newspapers under Information and Education.95/

The gradual relief from this responsibility for disseminating internal information may slightly alleviate the Public Information Office personnel shortage of which Headquarters, Continental Air Command and its Air Forces were acutely conscious throughout this period. The shortages were aggravated by the fact that Public Information Officers and captains of personnel procurement teams were classified under the same MOS number.96/

Staffing of offices in four large cities also increased the Command's need for Public Information Officers. Apart from offices located with its commands and units at Air Force Bases, the Continental

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95/ Ltr, Department of Air Force, Directorate of Public Relations, to Commanders and Public Information Officers, 23 June 1950, Contained as inclosure to Historical Report Public Information Office for June 1950

96/ 1. Ltr, Assistant Public Information Officer to Public Information Officer, Hq ConAC, Sub: Report of Staff Visit, 25 January 1950, Contained as inclosure to Historical Report Public Information Office for January 1950
2. Ltr, Public Information Officer ConAC to AVC, Sub: Unclassified Public Information Office Personnel, 27 April 1950, Contained as inclosure to Historical Report Public Information Office for April 1950

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Air Command maintained four Public Information Offices at New York, San Francisco, Los Angeles, and Seattle. The New York office was assigned directly to the First Air Force; the three West Coast offices were assigned to the Fourth Air Force. As the period ended, the Continental Air Command requested the assignment of one additional Officer and one more Airman to the First Air Force and three more Officers and three additional Airmen to the Fourth Air Force, to help man the city offices. The request ran into objections on the score of economy under the budget of Fiscal Year 1950. However, the beginning of the Korean War reemphasized the need for additional service this personnel would render newspapers and radio news bureaus.[97/]

IV

After seventeen months of widespread inquiry and gradual clarification, coordinated by the Continental Air Command, Headquarters United States Air Force had not yet definitively fixed the Public Information policy on publicizing the installations of the important radar Defense System, and the civilian Ground Observer Corps, which is to man it. An important phase of this

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97/ Ibid.

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policy was coordinated by Public Information Officers with local newspaper and radio stations.[98] A strong impulse for the setting of the policy was given by the publication of some excellent pictures of radar and aircraft warning installations (along with photographs of some jet airplanes) for world-wide distribution in the magazine

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98/ 1. Historical Report of the Public Information Office for June 1950, and the following documents attached thereto:

a. Ltr, Hq 503d AC&W Gp. to CG, 1st AF, Sub: Classification of Information Concerning Location of Radar Installations 14 January 1950
b. Clipping from Burlington, Vt., Free Press, 8 Nov 1949
c. Ltr, Mr. D. W. Howe, Business Manager Burlington, Vt., Free Press, to Dir. of Communications, Hq USAF, 12 Nov 1949
d. Ltr, Dir. Communications, Hq USAF to Mr. D. W. Howe, 21 November 1949
e. Ltr, Hq USAF to CG ConAC, Sub: Release of Radar Information to the Press, 23 November 1949
f. Ltr, Hq WADF to Hq ConAC, Sub: Public Information Policy 30 January 1950
g. Ltr, Hq ConAC to ConAC AF's 6 February 1950
h. TWX, OIC Det 1 655 AC&W Sq to 655 AC&W Sq (c. 15 Feb 1950)
i. Ltr, Hq 32 ADiv (Def), 540 AC&W Gp to CO, 655th AC&W SQ, Sub: Public Relations Policy, 16 February 1950
j. Ltr, Hq ConAC to Hq 1st AF, Sub: Publicity on AC&W Installations, (c. February 1950)
k. Ltr, Hq ConAC to ConAC AFs, Sub: Public Information Policy for the Air Defense Program, 17 February 1950
l. Ltr, Dir. of Civil Air Defense, Hq USAF to Hq WADF, 21 February 1950
m. Ltr, Hq 1st AF to Hq ConAC, Sub: policy on Aircraft Control and Warning Installations, 24 February 1950
n. Ltr, Hq ConAC to Hq 1st AF, Sub: Policy on Air Intelligence Matters, 2 March 1950
o. IRS, Asst Public Information Officer USAF to Public Information Officer ConAC, Sub: Public Information Aspects of Ground Observer Corps, 3 April 1950
p. IRS, Public Information Officer ConAC to VC ConAC, Sub: ConAC Policy regarding public relations procedures for AC&W Units, 3 April 1950
q. IRS, Public Information Office ConAC to VC ConAC, Sub: Public Information Aspects of the Ground Observer Corps, 5 April 1950
r. Ltr, Hq ConAC to C/S Hq USAF, Sub: Public Relations Aspects of the Ground Observer Program, 17 April 1950
s. Ltr, Hq ConAC to Hq 1st AF, Sub: Public Information Policy on the Ground Observer Corps, 14 June 1950

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Life. These pictures were authorized by Headquarters United States Air Force, which directed the Continental Air Command to render every assistance; Life's photographers were in fact piloted by the Assistant Public Information Officer of the Continental Air Command. 99/

In March, Continental Air Command transmitted to all its commands a message from Headquarters United States Air Force directing that no information whatever was to be released, on any level, concerning materials shipped nor any other matters dealt with under the Mutual Defense Assistance Pact nor the North Atlantic Pact, except by the Secretary of Defense, after full coordination with the State Department. 100/

Minor limitations on Public Information activities that were set by Headquarters, United States Air Force, as the result of queries by the Continental Air Command shortly before Armed Forces Day and Memorial Day, fixed the conditions for the dropping of flowers and handbills from planes. For reasons of safety, Headquarters United States Air Force decided to forbid flower drops

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99/ TWX, Hq USAF to CG ConAC, 10 February 1950

100/ 1. TWX, Hq USAF to all Major Commands, 2 March 1950, Inclosure with Historical Report Public Information Office for March 1950
2. Ltr, Hq ConAC to all ConAC Commands, 31 March 1950, Inclosure with Historical Report Public Information Office for March 1950

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from planes,[101] although for a short time it permitted them from Liaison planes not flying in formation and without any other mission than the dropping of flowers.[102] The dropping of handbills from military planes was forbidden from the first as undignified. Nevertheless, Headquarters United States Air Force permitted the drop of Air Force handbills from civilian planes.[103] No question was raised, whether the public at an air demonstration would be as discerning as Air Force personnel in observing if handbills were dropped by military or civilian planes.

101/ 1. TWX, Hq USAF to CG ConAC, (C. 24 May 1950) Contained as inclosure to Historical Report of the Public Information Office for May 1950
   a. TWX, Hq ConAC to C/S USAF, 15 May 1950, Contained as inclosure to Historical Report of the Public Information Office for May 1950
   b. TWX, CG 10 AF to CG ConAC, 15 May 1950, Inclosure with Historical Report Public Information Office for May 1950
   c. Ltr, Hq ConAC to C/S USAF, Sub: Policy on Dropping Wreaths or Flowers from USAF Aircraft, 14 June 1950, Contained as inclosure to the Historical Report Public Information Office for June 1950
   d. TWX, Hq ConAC to all Major Commands 23 June 1950, Contained as inclosure with Historical Report of the Public Information Office for June 1950
   e. TWX, Hq USAF to CG ConAC, 23 June 1950, Inclosure with Historical Report of the Public Information Office for June 1950

102/ 1. TWX, Hq USAF to Hq ConAC, 24 May 1950, Inclosure with Historical Report of the Public Information Office for May 1950
   2. TWX, Hq USAF to Hq ConAC, 24 May 1950, Inclosure with Historical Report Public Information Office for May 1950

103/ 1. 1st Indoresement, Hq USAF to Hq ConAC, 8 May 1950, to ltr, Hq ConAC to C/S USAF, Sub: Policy on Dropping Leaflets from USAF Aircraft, 28 April 1950, Inclosure with Historical Report Public Information Office for April 1950
   2. Ltr, Hq ConAC to Hq 1st AF, Sub: policy on Dropping Leaflets from USAF Aircraft, 12 May 1950, Inclosure with Historical Report Public Information Office for May 1950

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INTERNAL INFORMATION

I

The internal Information Program has been operated for the advantage of each member of the Air Force as an individual. According to American public tradition, whatever works for the welfare of the individual functions through the individual for the good of the team. The basic Air Force Regulation calls for:

> "A well integrated program consisting of the information hour, information center, and leisure time discussion periods which will enable the individual officer and airman to keep his mind alert, tolerant, and judicious towards matters of significance to him in connection with his military duties, and to afford a source of general information in order that he may better understand and evaluate his responsibilities as an officer or airman and a citizen". 104/

For the Commander who sees a not inconsiderable number of man-hours of his Airmen's duty time given over to Information hours, or for the Airmen who see the leisure time of their off-duty hours cut by a weekly Information period, the practical utility has to be demonstrated. This is difficult except in line with the highest ideals of morale and of American patriotism; the only "tangible results" of the Information Program are contained in

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104/ Air Force Regulation No. 34-3, the basic regulation of the "Air Force Information and Education Program," 15 July 1949, paragraph 3. a.

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the monthly information reports, of the Air Force units, of subjects treated in their information hours and the percentage of their personnel in attendance.

II

The major problems of the Information program were the obtaining of able instructors and the proper scheduling of the weekly information hour. Able, interested instructors are hard to obtain in any case; and enough group-leaders to conduct small discussion groups within large bodies of personnel are still more difficult to procure. When to schedule the hour is a continuing problem; the time for it has to be arranged to suit the wish of the commander -- who wants the hour in off-duty time -- and to avoid reluctance on the part of the Airmen to attend it then. Headquarters, Continental Air Command itself employed a Saturday morning hour, when the staff worked a five-day week, and 5:30 PM Tuesday, when it worked a six-day week. Various bases met the problem in different ways, with most of them favoring the early evening, just before or just after supper. Some bases tended to shorten the information period in order to mollify restiveness of Airmen who were without much appreciation for the values of the program.[105/]

105/ Information conveyed orally by Mr. T. S. McCeney, Directorate of Personnel Services, October 1950, with facts checked with manuscript materials in his office.

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Another compromise has been to conduct many information hours as lectures followed by question-and-answer periods, instead of discussion groups. Since a staff section that was requested to send a specialist for a lecture might oblige with its least experienced Officer, because he was junior in rank, some speakers were poorly briefed. Information and Education Officers at many installations obtained excellent results through appealing to the speakers' bureaus of Chambers of Commerce and other civic bodies for civilian specialists. Such speakers usually proved both enthusiastic and thoroughly briefed.

The Armed Forces Talks sent out by the Office of the Secretary of Defense for use in the Information Hour were as skillfully compiled as ever, with detailed hints and reading references for group leaders and participants in discussion. Their subjects were chosen and described in a manner that would not raise controversy among Americans.[106/] However, at bases where specialists were readily available many Information Officers preferred to offer programs of their own choice.

Some bases leaned heavily on the showing of films at their information hours. Informational films were obtained at irregular intervals from the Army-Air Force Motion Picture Service, Office

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106/ A "spot check" of about one year's Armed Forces Talks (47 talks between Nos. 251-300) included 3/8 (18) Talks on general problems; 1/3 (15) on the United States and its dependencies; 1/12 (4) on International Affairs; 1/15 (3) on Communism and Soviet Russia; and one paper each on: Britain; France; Italy; Scandinavia; the near East; and Africa (noting their assets as potential allies).

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of Secretary of Defense. The Air Force film manual, by June 1950, contained forty pages of film titles which included general information films, travelogue films, feature type shorts, information films, motion-pictures of "Information, Please" broadcasts, and films of the "why-we-fight" type. The reception of broadcasts of the Armed Forces Radio in the United States was confined to hospitals, within the Continental Air Command and its "brother" Major Commands.

Some bases incorporated information hours with on-duty training; this adjustment dismayed Information and Education personnel, who were reluctant to have the two missions confused by Airmen. Information and Education Officers feared that Airmen would consider such an information period, although it was conducted for their individual good as citizens, as just an added duty. In general, it could be reported that Airmen who lived on a base were at least not averse to or even liked an early evening information hour, between the day's duty and supper. However, Airmen who lived off-base with their families tended to begrudge the time.

A beginning was made in transferring base newspapers from the Public Information Office and assigning them to the Information and Education division for direction, under an Air Force Regulation of 31 March 1950.[107/]

107/ Air Force Regulation 34-4.
A very generous estimate of the number of base newspapers which had been transferred to the Information and Education Division by the Fall of 1950 is one third; far fewer were transferred before 30 June 1950

News maps of the week were posted at all installations where the base could afford them. Under the curtailed budget of Fiscal Year 1950, a number of bases had to subscribe for them either out of central post or unit funds.

Information centers were maintained at all Continental Air Command installations except those where certain Aircraft Control and Warning units were located. On the other hand some other Aircraft Control and Warning units, such as that at Silver Lake, Washington (505th AC&W unit) maintained information services of distinguished merit. (Silver Lake had a news service wire hookup which flashed its news ahead of radio announcements, with news picture service. Globes, visual aids and sections of the information Center were distributed throughout the installation). The use of the Centers was reported to be "surprisingly good".[108]

III

Where weekly briefing of discussion-group instructors occurred, it differed greatly at various bases in both enthusiasm and effectiveness.

Notably good briefing sessions, for instance, were conducted by the Information and Education Officer of the 2500th Air Base Group, at Mitchel Air Force Base, who briefed 20-22 instructors,

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108/ Much of the material of this section of the history was furnished orally by Mr. McConey, Civilian Information and Education Officer, of the Continental Air Command.

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each week. They conducted discussion groups on two evenings a week, with a different half of the unit participating in each of the two periods. This procedure resulted in smaller groups than a single evening would have made possible. In some instances in the WAF component at Mitchel Field Air Force Base, discussion groups were composed of the four or five "Airmen" of a WAF orderly room. Other discussion groups ranged up to 100 or 150. The "ideal number" which Information and Education leaders would prefer in a discussion group ranged between two and three dozen. A number within that range, they held, produced enough difference of opinion for a profitable discussion, without involving too many persons for orderly exchange of thought.

IV

The Armed Forces Information School for instructors, at Carlisle Barracks, Pa. was more successful in having commanders assign Airmen to it than Officers. This difference was due to the variation in the length of the courses. Whereas the Airmen's course at Carlisle Barracks was six weeks long, that for Officers lasted fourteen weeks. There was no disposition to shorten the Officers' course, as the Office of the Secretary of Defense maintained that it would like to see the course still longer. As a result of this, commanders, who wished to use the services of their Officers at their "home" bases, severely restricted the number of Officers who received training as Information instructors.

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Information and Education duty was in fact most frequently carried as an additional duty by an Officer whose other work was his principal function. Five Continental Air Command bases each had a full-time Information and Education Officer; at the other thirty-eight of its forty-three installations, it had only part-time Information and Education Officers.[109/]

The Command is extraordinary in both the number and variety of its installations, which aggregate two and half times as many as those of any other Air Command.[110/] A corollary of this fact was the Command's large number of part-time Information and Education Officers. However, although the Continental Air Command had 43 Officers assigned to Information and Education duty on 30 June 1950, 38 of them were part-time. Together the 43 thus accomplished only the full time work of 24 Officers, even if the generous and optimistic estimate was made that each part-time Officer was in a

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109/ The full-time Information & Education Officers are stationed with the base groups at the Mitchel, Langley, Otis, Hamilton, and Larson Air Force Bases

110/ Strategic Air Command-17; Air Training Command-17; Military Air Transport Service-16; Air Materiel Command-15. These numbers and others in these pages have been taken from the Information and Education Consolidation Report, Headquarters United States Air Force for April-June 1950

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position to devote half his time and attention to Information and Education.[111]

When the nine Major Commands in the Zone of the Interior were arranged according to the number of their personnel to whom they assigned the equivalent of the full-time services of one Information and Education Officer, the Continental Air Command stood fifth, with the equivalent of one Information and Education Officer's full time assigned for each 2221½ of its personnel, on 30 June 1950.[112]

111/ The assignment of a part-time Officer to each installation was planned for most bases of the Major Air Commands. Exceptions are: the Strategic Air Command, which planned 21 full-time and 8 part-time I & E Officers on its 17 installations. However, it only had 11 full-time and 6 part-time, on 30 June 1950; and the Air Proving Ground, which not only planned but also had on 30 June 1950, on its single installation: 2 full-time and 36 part-time Information and Education Officers.

112/ Figures for units of officer-time planned, and actually assigned, to Information and Education duty have been compiled from Section VI ("Miscellaneous"), Items 32-35, of "Consolidation of Air Force Education Center Report" for the April-June Quarter 1950. The above-mentioned items report numbers for the following:

Item 32: Full-time AI & E Officers
" 33: Full-time AI & E Officers Vacancies
" 34: Part-time AI & E Officers
" 35: Part-time AI & E Officers Vacancies

The report on these four items for the Major Air Force Commands in the United States follows:

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Item	USAF	ConAC	AMC	APG	ATrC	MATS	AU	SAC	SWC
32	3	5	4	2	16	5	3	11	1
33	-	6	1	-	6	1	2	10	-
34	-	38	12	36	12	14	2	6	-
35	-	6	3	-	-	4	-	2	-

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An accompanying table, in four of its columns, shows the strength of each of the Major Air Commands in the Continental United States, on 30 June 1950, the amount of full-time Information and Education Officer duty planned for each, and the amount of Officer time actually so assigned. The other two columns of the table show, for each Major Air Command: (1) the number of personnel for whom it was planned to assign services equal to those of a full-time Information and Education Officer; and (2) the number of personnel for whom the equivalent of the entire time of an Information and Education Officer actually was assigned.

Although the Command occupied approximately the median position on the whole scale of the nine Major Air Commands, judged by the criterion of Information and Education Officer assignment, it must be noted that the Continental Air Command led all Major Air Commands in the United States, in the proportion of personnel studying in off-duty time through the period under consideration, with 33.9%. Thus, although the Officers of the Continental Air Command assigned for Information duty were in median proportion, the Educational counselling they gave to personnel showed the most greatest results.

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Ratio of Personnel to each Information & Education Officer, in Major Commands of the continental United States on 30 June 1950, (N.B. Part-time services of an I. & E. Officer are counted as half-time, an admittedly high estimate).*

		INTENDED		ACTUALLY ASSIGNED	
Major Command	Strength	Units of Officer time	Personnel per I. & E. O	Units of Officer time	Personnel per I. & E. O
Hq Comd USAF	10100	3	3366 2/3	3	3366 2/3
ConAC	53315	33	1615½	24	2221½
AMC	15382	12½	1230½	10	1538
APG	6733	20	336½	20	336½
ATrC	112980	28	4035	22	5135½
MATS	20825	15	1388	12	1735
A.Univ.	10363	6	1727	4	2591
SAC	58638	25	2345½	14	4188
SWC	1633	1	1633	1	1633

* Adapted from items 32-35 of: consolidation of Air Force Education Center Report for April-June Quarter 1950

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COUNTER-INTELLIGENCE

Counter-Intelligence activities in the Continental Air Command were the primary concern of the Security Division of the Air Provost Marshal's Office. In general, they dealt with the following:

(1) security of installations;
(2) loyalty and character of personnel;
(3) special measures for the security of atomic energy information;
(4) the safeguarding of military information. 113/

To a greater extent than in the duties of some other divisions of the Command, the Security Division's major problems coincided with its regular routine duties, because they were continuous by nature--by human nature. No matter how many individuals were laboriously "cleared", there were always more to clear; and the educational campaign of the Security Division had to be as unceasing as human fallibility and forgetfulness. (Violations of the safeguarding of military information reported at the 43 installations of the Continental Air Command during the period aggregated:

January.............16
February...........47
March..............63
April...............40
May.................27
June................28 114/

113/ Continental Air Command Regulation 21-1, 16 Nov. 1949, as amended, par. 5-C •

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Since the operational readiness tests conducted during the field training period 1 June-30 September 1949 by the Air National Guard disclosed that many National Guard personnel participating in the field training were not cleared for access to classified information, the Continental Air Command requested Headquarters, United States Air Force to formulate a policy regarding investigation of Air National Guard personnel. The setting up of a method of clearance required four months of vigorous work, as the original requirement directed clearance through the Air Force Commander, who--having no jurisdiction over National Guard units--could only recommend clearance or its denial. The Continental Air Command was therefore not in a position to assure Headquarters, United States Air Force of complete compliance with the provisions of the latter's instructions.

The problem was cleared up after a conference of Senior National Guard Instructors; representatives of the Security Division of Headquarters, United States Air Force; the Air Provost Marshal, Continental Air Force; and members of the National Guard Bureau. The solution directed was the granting to the National Guard Commander of the power to give temporary clearances, under a liberal interpretation of the paragraph of the regulation on personnel security investigations, basic throughout the period, which read:

114/ Whether violations actually increased in the late winter and early Spring of 1950 or whether security spot-checks increased at that time, does not appear in the reports. See: Information Bulletin Air Provost Marshal, 21 August 1950, p. 8

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"Existing clearances may be continued in effect provided they meet the investigative requirements of this Regulation. In the event they do not meet the investigative requirements, the clearances may be continued in effect pending results of reprocessing. In the event there is no evidence of a previous investigation, personnel may be continued in their assignment pending completion of the required investigation".115/

A survey was begun, both at Headquarters and throughout the Air Forces of the Continental Air Command, of the records of 200 Reserve Officers throughout the Command whose loyalty was in question, to determine which of them should be cleared of suspicion and which should be removed from the service. The Command participated in a conference at Headquarters, United States Air Force to consider removal procedures against seventeen Reserve Officers, whose cases were the first in the Air Force. At this time, the United States Air Force directed that prior to recall of a Reserve Officer to active duty for any purpose, or to his promotion, or to renewal of an Officer's commission, the files of the Intelligence Division Department of the Army, and of the Office of Special Investigations,

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115/ Historical Report, Air Provost Marshal, for April 1950, p. 4
- a. Ltr, Headquarters, Continental Air Command to Commanding Generals, Continental Air Command Air Forces, APM 333.5, Sub: Air National Guard Clearance Investigations, 14 March 1950, Inclosed with Air Provost Marshal, Historical Report for March 1950
- b. Ltr, Headquarters, Continental Air Command to Commanding Generals, Continental Air Command Air Forces, APM 333.5, Sub: Air National Guard Clearance Investigations, (c. April 1950). Inclosed with Air Provost Marshal Historical Report for April 1950
- c. Air Force Regulation 205-6, 18 May 1949, par 4d

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Department of the Air Forces should be consulted.[116]

A long-term worry which was faced during this period was the reported susceptibility of certain Air Force Reserve Officers' Training Corps students to Communist propaganda. The importance of this matter lay in the fact that the Reserve Officers' Training Corps, in recent years, produced about one half of all newly recruited Regular Air Force Officers and about nine tenths of all new Reserve Officers.[117] If Communist propaganda were to vitiate the thinking of these young men, it would debase a considerable supply of Air Force Officer material at its source. As a Continental Air Command lecturer who reported on an observation of his at New York University summarized the situation: "The reliability (in case of war emergency) of some of the AFROTC students who may become Reserve Officers, may be problematical".[118] "Dropping" institutions for the purpose of eliminating a possible Communist element in the Air Force Reserve Officers' Training Corps program did not appear to the Continental Air Command to furnish a solution to the problem. The Command therefore recommended to the Second District Office of Special Investigations, that an investigation be initiated to determine the extent of infiltration of Communism within the advanced Air Force Reserve Officers'

116/ Under AFR 35-62, Sub: Disloyal or Subversive Military Personnel, 2 May, 1949. See: Historical Report, Air Provost Marshal, for June 1950, p. 10

117/ Press Release, Public Information Office, Continental Air Command Sub: United States Air Force Officer Careers Open to AFROTC Grads, 26 April 1950, p. 5

118/ Lt. Colonel D. N. Cameron. See: Footnote 119

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Training Corps program, "the purpose being to determine whether or not infiltration within such groups of advanced Air Force Reserve Officers' Training Corps students is more or less than what it is known to be in other agencies of the Government".[119/]

After an extensive inspection trip of the Air Provost Marshal through the Air Forces assigned to the Continental Air Command revealed that every commander and air provost marshal of every base visited considered it insecure against sabotage "from within and without", and that the means to defend it in an emergency were not available, the Commanding General requested that all bases and all vital installations, including Aircraft Control and Warning units and all installations where fighter and troop carrier units were stationed, should be surveyed, with the assistance of the Office of Special Investigations, to lessen vulnerability to sabotage. Headquarters, United States Air Force reinforced this request with a grant of authority through Headquarters, Continental Air Command to all the Commanding Generals of its Air Forces to close or to restrict to the public any bases and other installations under their command, and to institute any necessary security measures against

119/ See: CONFIDENTIAL-Ltr, Headquarters, Continental Air Command to District Commander, Second District Office of Special Investigations, Inspector General, United States Air Force, 67 Broad Street, New York 4, N. Y., Sub: Reaction of Certain AFROTC Students to Psychological Warfare Lecture on 24 March 1950. Inclosed with Historical Report Air Provost Marshal for April 1950

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sabotage. Headquarters, United States Air Force indicated at the same time, that it had no evidence of any large-scale or organized efforts to sabotage military installations.[120]

120/ IRS, Inspector General to Vice Commander, Continental Air Command 6 June 1950, Inclosure to Historical Report for June 1950
a. Ltr, Commanding General Continental Air Command to Commanding Generals Continental Air Command Air Forces, 6 June 1950, Inclosure with Historical Report for June 1950
b. CONFIDENTIAL-TWX, Headquarters, Continental Air Command to Commanding Generals All Continental Air Forces, transmitting message of Headquarters United States Air Force, 28 June 1950, Inclosed with Historical Report, Air Provost Marshal for June 1950

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INTELLIGENCE

During the period under consideration in this study the Directorate of Intelligence undertook to heighten the appreciation of personnel for the nature and significance of intelligence functions, by means of an educational program that dramatized its information. Against the background of the simulated interior of an Intelligence office, it demonstrated its functions in a carefully staged explanation of its activities and their utility to the understanding of both Airmen and Officers for the purposes of the Air Force in the light of the "capacity and intentions of all nations that may affect the peace." A point most strongly emphasized in this project was that intelligence was not confined to "highly classified facts for the use of the Commanding General and his staff only," but included all information that could make both Airmen and Officers "vividly aware of..international developments which threaten the American way of life".[121/] An exposition of the problems involved in the selection of materials for dissemination in the intelligence organ of the Continental Air Command, the Air Intelligence Review, had the purpose of bringing the contents of this fortnightly magazine to the attention of the personnel of the Command in order to furnish a stimulus for

121/ Historical Report, Director of Intelligence, for Feb. 1950, pp. 1-2

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for the study of its material. The Directorate also established a war room.[122/]

Intelligence completed studies of strategic and critical materials, and of the Balkan countries,[123/] maintained an order of battle of the nation's allies and potential enemies, and a continuous estimate of the enemy's production of special weapons, and began an exhaustive study of the vulnerability of metropolitan and industrial centers and key installations of the United States.[124/] A decision was made to commission an interrogation team of linguists with facility in Slavic and satellite languages, who were to be attached to the Continental Air Command for training.[125/]

Mobilization assignees at Headquarters engaged in the problem of preparing a theoretical attack on the USSR, selecting targets and routes, estimating personnel and logistical requirements, and studying techniques of escape and evasion.[126/] Certain select mobilization assignees of the Command were called to Headquarters, United States Air Force to a conference which had as its purpose

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122/ Historical Report, Director of Intelligence, for April & May 1950, p. 1

123/ Historical Report, Director of Intelligence, for Feb 1950, pp. 3-4

124/ Historical Report, Director of Intelligence, for April & May 1950, p. 1

125/ *Ibid.*, p. 2

126/ Historical Report, Director of Intelligence, for Feb 1950, p. 3

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the maintenance of interest in Air Force Intelligence work of key Reserve Intelligence Officers who had gained experience in active service with various echelons during World War II.[127]

127/ Historical Report, Director of Intelligence, for April & May 1950, p. 1

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SECTION THREE: ADMINISTRATIVE ASPECTS OF COMMAND OPERATIONS

Preoccupied almost exclusively with their endeavors to present an accurate and comprehensive portrayal of operational activities, military historians have, like other members of the military craft, tended to slight the important role played by good administration in facilitating the effective conduct of operational programs and activities. In this chapter a partial attempt will be made to remedy that oversight; our sole concern herein will be with some of the administrative aspects of Continental Air Command operations during the first six months of 1950, with special emphasis being laid upon the scope and variety of the Command's administrative activities, the administrative problems encountered, and the administrative procedures employed.

In Headquarters, Continental Air Command, as in the headquarters of its major subordinate commands, "Administration" enjoyed an eminent position from an organizational standpoint, being on a directorate level under the Air Adjutant General. Thus, organizationally, "Administration" was on a par with Operations and Training, Military Personnel, and other staff agencies of primary importance. In Headquarters, Continental Air Command, the Directorate of Administration employed some seventy persons in the various administrative activities conducted under its jurisdiction.[128] Of this number a not inconsiderable number was employed in the processing of incoming and outgoing correspondence which in the month of March alone totalled approximately 36,000 pieces of correspondence (unclassified and classified).[129]

In a headquarters of the size of the Continental Air Command and in a headquarters in which -- like any military organization -- there was a constant turnover of skilled administrative personnel, the proper preparation of correspondence could, and did, pose problems of no little difficulty. The problem was "attacked" from several different "angles"; all outgoing correspondence was "reviewed" in the Correspondence Division by a staff of reviewers, schooled in the intricacies of military correspondence, and returned to the originating staff agency for correction in the event that it was improperly prepared; (2) lectures were given by personnel of the Air Adjutant General's Section on the proper preparation of military correspondence, and attendance thereat was prescribed for clerical and administrative personnel;[130] (3) monthly conferences of administrative

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128/ Historical Reports of the Directorate of Administration for January-June 1950, inclusive

129/ 1. Historical Report of the Directorate of Administration for March 1950
2. The month of March represented a "peak" load for correspondence in Headquarters, Continental Air Command. In June 1950, the volume of incoming and outgoing communications had "dropped" to 27,906 pieces of correspondence (unclassified and classified). In addition, approximately nine thousand telegraphic messages were processed in that month. See Historical Report of the Directorate of Administration for June 1950.

130/ Memorandum to All Deputies, Hq ConAC, 19 January 1950

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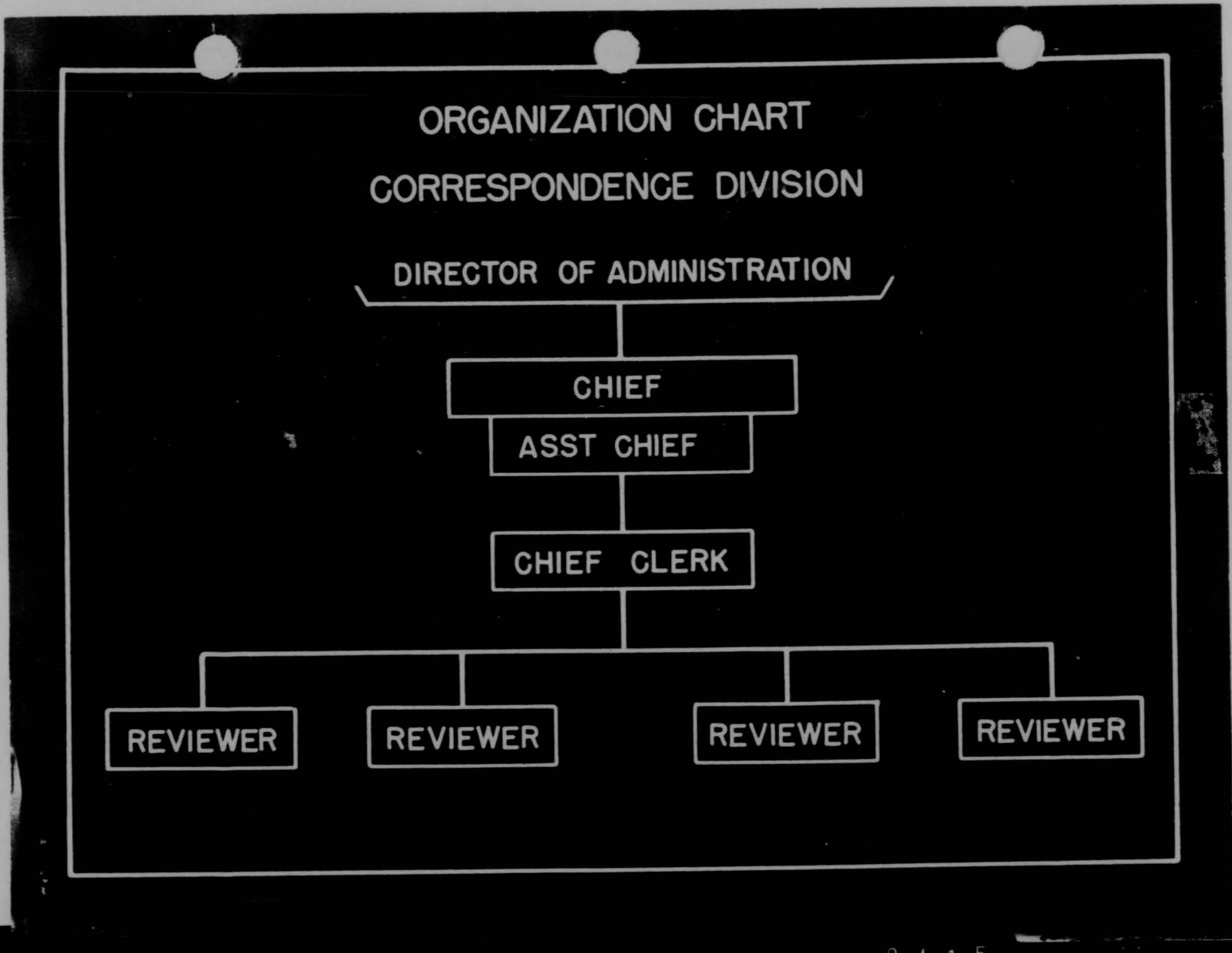

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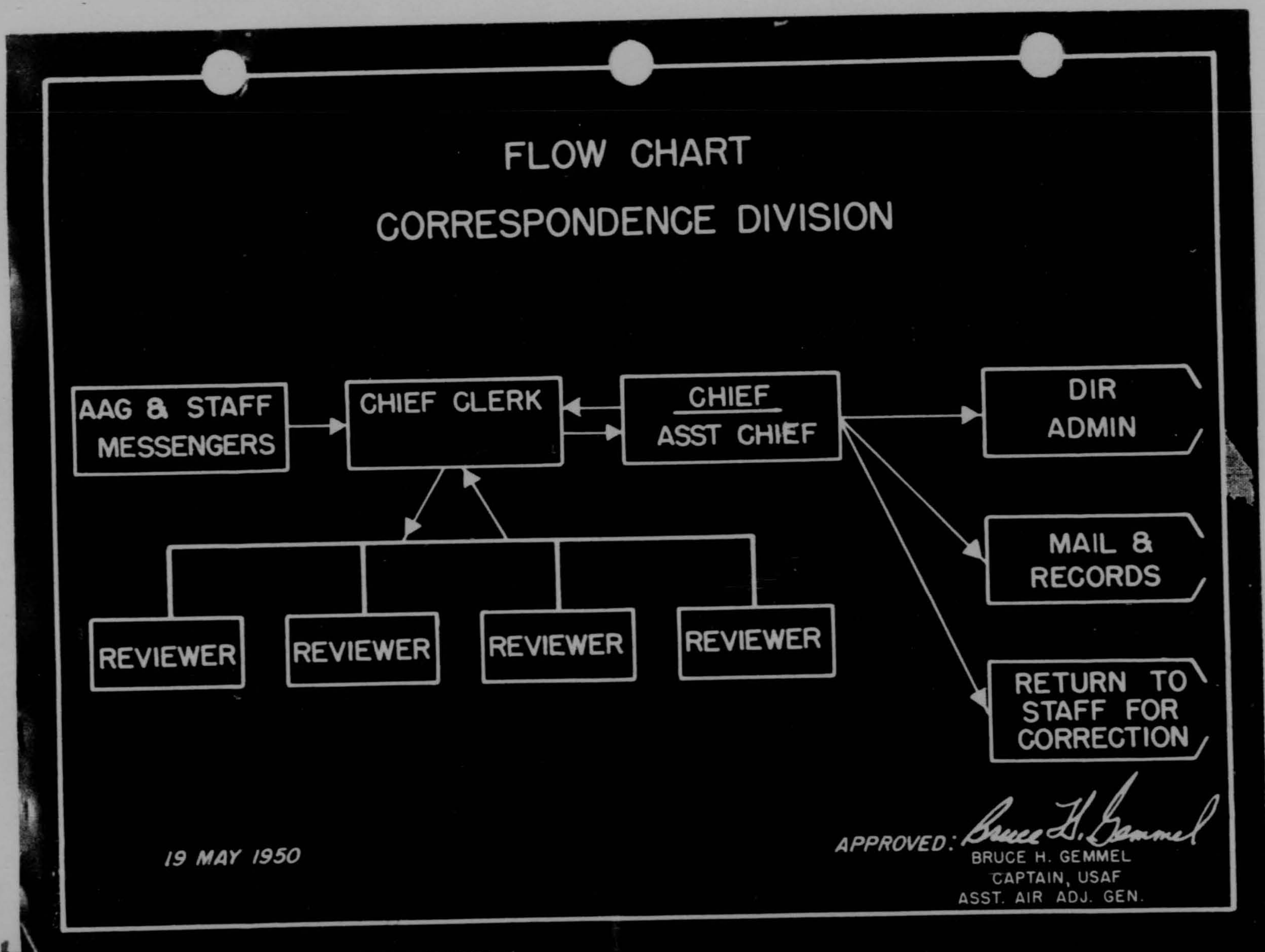

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officers were instituted, and (4) a careful tabulation was maintained of the number of incorrectly prepared communications, by originating Section,[131/] with resultant representations being made to the individual Deputies to reduce the number of sub-standard communications originating in their respective Sections. By April 1950, only 1.2 per cent of the entire correspondence prepared in Headquarters, Continental Air Command, fell into the category of "improperly prepared" correspondence,[132/] an eloquent tribute to the effectiveness of the corrective measures instituted to reduce the amount of improperly prepared correspondence.

Delay and/or procrastination in taking "action" upon correspondence received by all echelons throughout the Command were distinctly not sanctioned; rather, there were stringent requirements imposed for assuring expeditious "treatment" of all official correspondence. Suspense dates for replies to communications sent to lower echelons were formalized in a Command Letter.[133/] For certain types of communications -- those received from Reservist or those containing inquiries from Congressmen -- replies were directed to be made within forty eight hours. In Headquarters, Continental Air Command, a headquarters

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131/ Table, "Recapitulation of Incorrectly Prepared Communications", prepared by the Directorate of Administration, Hq ConAC for the period 19 Oct 49 to 31 May 50

132/ Ibid.

133/ ConAC Letter 10-1, 14 March 1950

134/ 1. ConAC Reg 39-4, 20 February 1950
2. Late in April suspense dates on communications pertaining to the USAF Reserve were relaxed to permit replies to be made within five days following receipt of the correspondence. See ConAC Letter 10-1, 28 April 1950

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in which fifteen to twenty thousand pieces of incoming correspondence were processed each month, strict controls over each piece of correspondence were assured through the use of a mail control coupon system, introduced into the Command by Colonel Neal J. O'Brien, Air Adjutant General. 135/

In another sphere of "paper work", the Directorate of Publications was responsible, among other things, for the printing, reproduction, and dissemination of the extensive number of Regulations, Letters, Bulletins, Memoranda, etc., required to enable Command operating agencies and activities to function with maximum effectiveness. 136/ To give the reader a notion of the contributions made by this particular staff agency to Command operations, it may be more than revealing to note that in the initial three months of 1950 alone, the Directorate of Publications was responsible for the preparation of four and one half million impressions (offset and memeograph), (as contrasted with slightly over three million impressions during the corresponding quarter in 1949). 137/ The magnitude of this effort may

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135/ For a description of the workings of the fanfold system, see the following:
- a. ConAC Staff Memorandum 10-1, 5 October 1949
- b. Historical Report of the Directorate of Administration for March 1950

136/ Historical Report of the Directorate of Publications for January-March 1950

137/ 1. See "Printing Production Charts", contained as inclosure to Historical Report of the Directorate of Administration for January-March 1950.
2. See also Reproduction Reports of the Director of Publications for January-March 1950 inclusive

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all the more be appreciated when one takes into consideration the defective equipment on hand in the printing "shop" at that time.138/ Receipt of new printing and reproduction equipment in the spring of 1950 augured well for the future of printing and reproduction activities in the Command.

"Conversion" of ADC directives and publications which were still on the "books" of the Command into appropriate Continental Air Command directives and publications was completed during the period under consideration in this history. The processes of "conversion" entailed the rewriting and/or rescission of 220 Air Defense Command Letters and approximately 150 Regulations.139/

The administration of the Air Force Reserve continued during this period, as during 1949, to be accorded prime emphasis throughout the Command. Special administrative instructions were issued to govern the discharge of commissioned personnel from the United States Air Force Reserve,140/ the tender of appointments to Air ROTC graduates,141/ and the establishment and/or perfection of United States

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138/ 1. IRS, Pub to Hist, 16 February 1950
2. IRS, Pub to Hist, 17 March 1950
3. Historical Report of the Directorate of Publications for January-March 1950

139/ Historical Report of the Directorate of Publications for January-March 1950

140/ Ltr, Hq ConAC to CGs, ConAC Air Forces, Sub: USAFR Administration Instructions No. 15 (Discharge of Commissioned Personnel from USAFR), 9 January 1950

141/ Ltr, Hq ConAC to CGs, ConAC Air Forces, Sub: USAFR Administration Instructions No. 17 (Appointment in the USAFR from Senior Division, AFROTC), 18 April 1950

Air Force Reserve and airmen's master and field 201 - files.142/

In an effort to facilitate good administration in the headquarters of Reserve Wings, tactical Groups, and tactical Squadrons located at Air Force Reserve Training Centers, and to provide, at the same time, a nucleous of trained administrative personnel, the Continental Air command sought -- and obtained -- permission to order administrative assistants to short tours of active duty as indicated below:143/

T/O&E Wings - 1 Officer, 1 Master Sergeant
Tactical Groups - 1 Officer, 1 Master Sergeant
Tactical Squadrons - 1 Master Sergeant

Activity in this program failed to measure up to expectations. In February only four requests for duty as administrative assistants were received. In part this could be attributed to the fact that Reservists were unable to leave their civilian positions for short tours of active duty. In greater measure it could probably be attributed to the fact that some of the Reserve Commanders displayed

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142/ 1. Ltr, Hq ConAC to CGs, ConAC Air Forces, Sub: USAF Reserve Administration Instructions No. 18, 9 May 1950
2. Ltr, Hq ConAC to CGs, ConAC Air Forces, Sub: USAF Reserve Administration Instructions No. 19 (Maintenance of USAF Reserve Airmen's Records), 12 June 1950
3. Ltr, Hq ConAC to CGs, ConAC Air Forces, Sub: USAF Reserve Administration Instructions No. 18, 15 July 1950

143/ Historical Reports of the Active Duty-Reserve Section, Directorate of Military Personnel for January, February and April 1950

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scant enthusiasm for the project.[144/] One Commander who had taken the trouble to ascertain the views of his staff on the matter wrote thus:[145/]

> "Our reason for this [pessimistic] conclusion is that it would be impracticable to expect that Reservists of the type required to provide competent assistance are available for ninety day assignments. If they were, we would still think that the frequent replacements would deduct rather than increase efficiency."

At the request of the Vice Chief of Staff, United States Air Force, the Continental Air Command reviewed all existing USAF and Continental Air Command directives with a view towards rescinding those which were considered to be "unduly restrictive or uneconomical".[146/] In all, the Continental Air Command reported a total of -- USAF directives as being potential "candidates" for rescission, advising at the same time that thirty of its own Continental Air Command directives had been selected for review and rescission. It was the recommendation of General Whitehead that the practice of reviewing existing directives be made a semi-annual requirement.[147/]

144/ Ltr, Hq Twelfth AF to CG, ConAC, Sub: Administrative Assistants for Reserve Wing Units, 24 January 1950, with two inclosures thereto, contained as inclosures to Historical Report of the Active Duty-Reserve Section, Directorate of Military Personnel, for February 1950

145/ Ltr, General Smith, USAFR to General Crawford, 17 January 1950 contained as inclosure to Historical Report of the Active Duty-Reserve Section, Directorate of Military Personnel for February 1950

146/ Ltr, General Whitehead to General McKee [undated] contained as inclosure to the Historical Report of the Air Inspector's Office for March 1950

147/ Ibid.

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In line with a desire to reduce the administrative burden resting upon lower echelons in the Command was the "move" emanating from the Department of Defense to reduce the number of recurring reports required by higher headquarters.148/ The Continental Air Command reported that during the survey period it had eliminated fifty reports, and instituted thirty new reports, resulting in a net decrease of twenty reports. Ten reports were reduced in content and unfrequency.149/

An administrative innovation in this period was the establishment of a USAF Reserve Strength Report in March 1950.150/ Prior to 25 March 1950, no official strength accounting document (such as the Morning Report for the Regular "establishment") existed for the United States Air Force Reserve. Strength records were maintained by the unit of assignment for assigned Reservists, and by the Continental Air Command Air Forces for unassigned Reservists. Gains and losses to Reserve strength were recorded through the combined use of Classification and Audit lists and the Letter Orders published by the Cintinental Air Command Air Forces. No uniform,

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148/ Ltr, Hq ConAC to CG, First AF et al, Sub: Effecting Economics in Reporting, 11 April 1950

149/ Ltr, Hq ConAC to Dir of Stat Services, Hq USAF, Sub: Effecting Economies in Reporting, RCS DD-SD-23(OT)/undated/, contained as inclosure to Historical Report of the Directorate of Statistical Services for June 1950

150/ Historical Report of the Directorate of Statistical Services for March 1950

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positive system of controls was possible under these circumstances. With the institution of the Reserve Strength Report and the transference of the data contained thereon to a card system maintained by the Directorate of Statistical Services, Continental Air Command, a positive control down to the lowest echelons was made possible.151/

During the period under consideration, emphasis continued to be placed upon reducing the number of late reports received from the field. Graphically the decrease for the first quarter of 1950 could be presented thus:152/

	Total Reports Late	Total Work Days Late
January	26	155
February	16	96
March	8	19

In March 1950, and also in June 1950, communications were sent to all major subordinate commands inviting the attention of all Air Force commanders to the necessity for more careful work on the part of boards of officers established throughout the Command to serve in various administrative and advisory capacities.153/ Full use of such boards by commanders was enjoined. At the same time the need for speedy and effective action on the part of boards on matters under their consideration was underscored.

151/ 1. Ibid.
2. Paper, "Functions of the Directorate of Statistical Services", contained as inclosure to the Historical Report of the Directorate of Statistical Services for June 1950

152/ Resume of Reporting Delinquencies for January-March 1951, contained as inclosure to Historical Report of Directorate of Statistical Services for January-March 1950

153/ Ltr, Hq ConAC to CGs, ConAC Air Forces, Sub: Boards of Officers, 13 June 1950, contained as inclosure to Historical Report of the Air Judge Advocate for June 1950

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TO

SUPPORTING DOCUMENTS

Footnote No.	Type	Subject	Date	Classification
14	Study	"Comptroller Activity" prprd by Ofce of Comptroller, Hq ConAC	8 May 50	
34[1]	Chart	Comp Chart 1, "Status of ConAC, Appropriated Funds, F/Y 50," as of 31 Jan 50, prprd by Dir of Budg	13 Feb 50	
34[2]	Chart	Comp Chart 1, "Status of ConAC, Appropriated Funds, F/Y 50," as of 28 Feb 50, prprd by Dir of Budg	10 Mar 50	
34[3]	Chart	Comp Chart 1, "Status of ConAC, Appropriated Funds," F/Y 50, as of 31 Mar 50, prprd by Dir of Budg	13 Apr 50	
34[4]	Chart	Comp Chart 1, "Status of ConAC, Apprpriated Funds, F/Y 50," as of 30 Apr 50, prprd by Dir of Budg	15 May 50	
34[5]	Chart	Comp Chart 1, "Status of ConAC, Appropriated Funds, F/Y 50," as of May 50, prprd by Dir of Budg	13 Jun 50	
41[3]	Bul	Comptroller Info Bul, 170-5	31 May 50	
41[4]	Bul	Comptroller Info Bul, 170-6	30 Jun 50	
58[1]	Chart	Comptroller Chart 1A, "Status of ConAC Funding Prog F/Y 50," as of 31 Jan 50, prprd by Dir of Budg	10 Feb 50	
58[2]	Chart	Comptroller Chart 1A, "Status of ConAC Funding Prog F/Y 50," as of 31 Mar 50, prprd by Dir of Budg	11 Apr 50	
58[3]	Chart	Comptroller Chart 1A, "Status of ConAC Funding Prog F/Y 50," as of 30 Apr 50, prprd by Dir of Budg	22 May 50	
58[4]	Chart	Comptroller Chart 1A, "Status of ConAC Funding Prog F/Y 50," as of 31 May 50, prprd by Dir of Budg	12 Jun 50	

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71[1]	Study	Staff Study, AF Comdrs' Responsibility for Cost Acctg System - Mngmnt & Prsvtn R/E Fac, prprd by Dir of Prog & Costs Hq ConAC,	25 Apr 50	
71[2]	Study	Special Study, Analysis of Cost of Sel. Acts of Med. functions of ConAC Wg Base Hospitals, period 1 Jul-30 Sep 49, prprd by Dir of Prog & Costs, Ofce of Contr, Hq ConAC,	28 Apr 50	
72[1]	Review	Mngmnt Analysis Review, Feb 50, prprd by Dir of Prog & Costs, Ofce of Contr, Hq ConAC	Mar 50	
72[2]	Review	Mngmnt Analysis Review, Mar 50, prprd by Dir of Prog & Costs, Ofce of Contr, Hq ConAC	Apr 50	
72[3]	Review	Mgmnt Analysis Review for Apr 50, prprd by Dir of Prog & Costs, Ofce of Contr,	May 50	
72[4]	Review	Mgmnt Analysis Review, May 50, prprd by Dir of Prog & Costs, Ofce of Contr	Jun 50	
74[1]	Chart	Comptroller Chart 6, "Summary of Oprtg Costs-Jan 50," prprd by Dir of Prog & Costs, Hq ConAC	3 Mar 50	
74[2]	Chart	Comptroller Chart 6, "Summary of Ortg Costs-Feb 50," prprd by Dir of Prog & Costs, Hq ConAC	7 Apr 50	
74[3]	Chart	Comptroller Chart 6, "Summary of Oprtg Costs-Mar 50," prprd by Dir of Prog & Costs, Hq ConAC	5 May 50	
74[4]	Chart	Comptroller Chart 6, "Summary of Oprtg Costs-Apr 50," prprd by Dir of Prog & Costs, Hq ConAC	7 Jun 50	
74[5]	Chart	Comptroller Chart 6, "Summary of Oprtg Costs-May 50," prprd by Dir of Prog & Costs, Hq ConAC	7 Jul 50	
75	Study	Budget Directorate, "Where the Money Went During F/Y 50."		

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Footnote No.	Type	Subject	Date	Classification
130	Memo	Memorandum to All Deputies, Hq ConAC	19 Jan 50	
131	Table	Recapitulation of Incorrectly Prepared Communications - Part I Hq ConAC -- Part II Deputies	19 Oct 49 to 31 May 50	
133	Ltr	ConAC Letter 10-1	14 Mar 50	
134[1]	Reg	ConAC Regulation 39-4	20 Feb 50	
135[a]	SM	ConAC Staff Memorandum 10-1	5 Oct 49	
137[2]	Rpt	Director of Publications Reproduction Report for Jan-May 50	Jan-May 50	
142[1]	Ltr	Ltr, Hq ConAC to CGs, ConAC AFs, Sub: USAF Reserve Administration Instructions No. 18	9 May 50	
143	Rpt	Historical Reports of the Active Duty - Reserve Section, Deputy for Personnel for Jan, Feb and Apr 50	Jan, Feb, Apr 50	

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SUPPORTING DOCUMENTS TO SECTION I

Fiscal Aspects of Command Operations

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I. COMPTROLLER FUNCTION AND ORGANIZATION

1. The Comptroller staff is established and operated in units of Continental Air Command under provisions of USAF directives. In the case of command headquarters, AF Regulation 20-34 governs and in the remainder of the units, AF Regulation 170-10 governs.

2. Forty-eight units have a complete or partial Comptroller staff. This activity is assigned 228 officers, 1,019 airmen, 519 civilians and costs approximately $408,000 each month. Considering the total Continental Air Command strength and payroll cost, the above figures represent 2.4% of assigned personnel and 2.5% of the cost.

II. COMPTROLLER RELATIONSHIPS

1. The participation of the Comptroller on any staff in any organization of Continental Air Command is primarily influenced by three conditions:

a. The acceptance of the Comptroller function by the Commanding Officer and staff.

b. The personality, initiative, ingenuity, and ability of the Comptroller.

c. The ability and number of the staff which work for the Comptroller.

2. With reference to Item 1, the functions of budgeting, reporting, finance and auditing are universally accepted by practically everyone as appropriate responsibilities of the Comptroller. The other functions however do not enjoy such a universal acceptance. One can easily visualize the handicap of the Comptroller if the door is locked on that score. The problem is not insurmountable however, and progress is being made.

3. Item 2 is self-explanatory. Generally speaking, the personnel as a whole who occupy the Comptroller top positions do not measure up to the average of the rest of the staff in regard to maturity, rank, staff experience and formal education. There has been some improvement on this score during the last year.

4. As for Item 3, the same comment about maturity, rank, staff experience and formal education applies. In addition, we are beset with the problem of non-stability. During 1949, we lost 15 officers who were Comptroller school graduates. This figure represents 34% of our graduates. The inflow from outside sources as replacements was negligible. In all activities of the Comptroller we lost 140 officers. Our normal complement was approximately 230.

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5. With due regard to these handicaps however, Comptrollers have accomplished some tasks in line with the assigned functions. The following examples of work performed at Headquarters Continental Air Command is considered appropriate for this discussion:

a. In an analysis of the operating costs of the Overseas Replacement Depots in February 1949, it was determined that the ORD at Camp Leroy Johnson, Louisiana, was costing $112.00 per person processed as compared to $14.00 and $28.00 for Camp Kilmer, New Jersey and Hamilton Air Force Base, California, respectively. It was costing $30,000 each month to operate and maintain Camp Leroy Johnson. Based on this analysis it was recommended on 13 April 1949 that this ORD be closed.

b. An analysis entitled "Utilization of ConAC Airmen by MOS and Family Group" was completed on 29 July 1949. This analysis directed command and staff attention to the fact that:

(1) A relatively high number of airmen were training in SSNs which were either not critical or already over strength.

(2) A relatively high number of airmen were training out of SSNs which were either critical or under strength.

(3) A more effective on-the-job training control was necessary.

This analysis received command attention by a letter from the Deputy for Personnel to subordinate commands.

c. At O'Hare International Airport, Chicago, the airmen of the 2471st AFRTC were receiving commutation for rations at an average cost of $19,843 a month. In January 1949, an analysis was made of this situation considering the possibility of opening a government mess. In this analysis it was estimated that the USAF would save over $100,000 during the first 12 months if a mess were opened, including the establishment and maintenance of the messing facilities. A mess was opened in April 1949, and based on actual installation and operating costs our original analysis has paid off to the extent of the initial estimate.

d. In December 1948 an analysis of the salvage activities was made to show the bases in the command where the costs of the salvage activity far exceeded the income from sales. The idea being to make the activity pay its way if possible. It did not seem reasonable, for example, to incur a payroll cost of $2,500 for a four month period at a base where the income from sales was only $84.00. This analysis was directed to the Deputy for Materiel. The Deputy for Materiel wasted no

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time in getting his economy program started on this function in January 1949. His action consisted of reducing personnel and consolidating the salvage activity with another base wherever possible. The Deputy for Materiel's action was appraised after the first six months his program had been in effect and favorable results were found. The Net Gain from Salvage Activities during the first half of Fiscal Year 49, the period before the Deputy for Materiel's action, was $29,119, the Net Gain for the last half of that Fiscal Year was $76,238.00 or an increase in Net Gain of $47,000.

c. In August 1949 the Commanding General became interested in the costs of the supply function at the bases, particularly in payroll costs. The following is quoted from his personal letter to each Air Force Commander on this subject on 25 August:

> "During the month of May 1949, almost 65% of the total costs of ConAC was payroll of officers, airmen and civilians. Since this item is almost two-thirds of our operating costs, no capital costs are of course included, it follows then that the utilization of the personnel who are almost two-thirds of our costs are something which you, your commanders and senior staff officers must be able to check easily. In informal checks, which I have personally made, I have found the costs of base supply functions in the six bases analyzed varied from $175,000 a year for a payroll, to almost $600,000 a year for a payroll. None of these bases had more than one combat wing. It is true that some bases analyzed supported more tenant units than others. The difference, however, was not great.****I know that the United States Air Force cannot, for instance, afford a base commander if it costs him a couple of hundred thousand dollars a year or more to run a base supply than it costs some other base commander who is running a comparable installation."

On the basis of this letter and informal memoes from the Commanding General, the staff went to work. Personnel authorizations were analyzed on the basis of the number of active and inactive items handled and against total supply floor space. Annual cost per item handled at each base was examined. Average payroll cost per individual was considered. This was handled as an immediate action project all the way to base level. By 7 September everyone was working to effect more economy in the supply function. The results of this program were examined in the Fourteenth Air Force since it had the largest number of bases. For the period 1 May to 30 September 1949, the supply function

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at the Fourteenth Air Force bases averaged 1,292 persons per month, with an average monthly cost for the function of $222,702. In October this had been reduced to 1,184 people and a cost of $215,142. An estimated annual savings to the United States Air Force of $90,000.

f. Similar action took place in the Commissary Sales function. The Commanding General compared the costs of this function between bases and could not understand why the costs varied so much. The approach in this program was to reduce payroll costs by reducing the number of personnel in function. Also at some bases which had low sales volume and high operating costs the Air Force was directed to consider closing the commissary entirely. In general for all commissaries it was desired that a minimum of $2,000 sales per employee be acquired and maintained. Staff and command action on this program took place in October and November 1949. The results of this action was tested at three bases in the Fourth Air Force. During the four months, July through October 1949, these three bases had a total sales of $75,587, payroll costs of $9,134 and sales per employee of $1,400. During the three months following the corrective action, November through January 1950, these same bases accomplished a total sales of $88,188, payroll costs were $5,923 and sales per employee was increased to $2,756. It is estimated that this program at these three bases resulted in an efficiency savings of $13,700, and a payroll savings of $38,500 for a twelve (12) month period, or an estimated annual savings to the United States Air Force of over $50,000.

g. Another example of the Comptroller's activity in this field is in connection with the commands fuel conservation program during the past winter. This program was initiated in Headquarters USAF and directed by letter DC/S Materiel, Headquarters USAF, 20 September 1949, subject: Fuel Conservation. Cost accounts of the Real Estate Facilities Cost Accounting System were in constant use by the Deputy for Materiel in controlling and appraising this program. In view of the emphasis placed on this program, Headquarters ConAC auditors for this cost accounting system were directed to give particular attention to the accounts for heating costs.

6. The functions of budgeting, finance, reporting and auditing are carried out in a satisfactory manner. The audit function has not been given as much attention as is desirable because of a lack of qualified personnel to perform this function.

III. ACTIONS INITIATED TO DETERMINE IF COMMAND IS CARRYING OUT ITS PROGRAM

1. Progress in this field has been affected by two difficulties. First, the usual personnel problems, the selection and training of personnel in the fundamentals involved. Second, the determination of

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trial and error of the best methods to be used in presenting the results of these appraisals of the program. These "trial and error" methods have gone through the following sequences. In May 1948, the Monthly Mission Progress Statement was initiated. This was a compilation of facts and figures indicating the progress being made toward predetermined objectives for over thirty missions assigned ConAC at that time. There were no graphic presentations used, merely a brief statement of the monthly activity in the particular mission and the progressive trend. This method of presenting mission progress was replaced by a Mission Progress Book in February 1949. The Progress Book was similar in format to the USAF Command Control Book. The Mission Progress Book was discontinued in November 1949. Neither of these presentations generated enough interest to justify the work involved in their preparation. At present, major effort is directed toward the establishment and maintenance of a Control Room for the Commanding General and the Vice Commander.

2. This Control Room is located close to the Commanding General's office. Program and Progress Analysis on the following subjects are presented:

a. Combat Readiness of ConAC Combat Groups and Separate Squadrons (By Unit, Aircraft and Crews, 6 months trends)

b. Tactical Flying Hour Program (Program vs Actual)

c. Reserve Flying Hour Program (Program vs Actual)

d. MIT and Administrative Flying Hour Program (Program vs Actual)

e. Aircraft Maintenance Status by Type Aircraft (Program vs Actual)

f. Status of Construction Aircraft Control and Warning Sites (Program vs Actual)

g. Personnel Programs (Program vs Actual)

(1) Regular USAF by functional grouping, i.e., command units, operational units, and service units.

(2) Reserve by type program, i.e., AFRTC, Corollary, Mobilization Assignee and Designee.

(3) Air National Guard, Officer and Airmen, Authorized vs Assigned.

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(4) Status of Air Force ROTC, Air National Guard and Air Force Reserve summer camp programs.

3. a. One of the most important accomplishments in ConAC during the past year has been the initiation and development of the Continental Air Command Management Analysis Review. A copy of the March issue of this publication is attached (Tab I). This copy contains current examples of the progress and management analysis activities of the command. Attention is invited to the second and third paragraphs of the Introduction on Page 3:

> "It is intended that this review present facts in such a manner that commanders and their staffs can evaluate the consistency of their operating actions, the efficient and economical use of resources and the progress of their various activities toward authorized objectives. The contents of this review will vary from month to month. This will permit greater coverage of command activities and concentration on current items of command interest."

b. Each presentation of this Review has three general parts. The graphic presentation of the subject covered is on the right page, a detailed explanation of the contents of the graphic presentation is at the top of the left page facing the presentation and at the bottom of this page is a brief comment on the subject. This Review serves two important functions, it is a self-contained "information and educational" program. It provides commanders and staffs with selected information and serves as an educational medium for cost analysts in the field. By presenting our analysis in a publication of this type we are not only able to direct the attention of the operating staffs to questionable areas in Headquarters ConAC but we get the attention of commanders and staffs at all echelons, right down to the actual base where the questionable condition exists. We are convinced that this publication is worthwhile.

c. On Page 47 of the Review is an example of program measurement. This presentation shows the standing of each ConAC Air Force in relation to the total flying hour program for the Air Force Reserve. The comment on Page 46 re-emphasizes the lag in the program and highlights the difficulty which can be expected in the most critical Air Force program. In developing the "Program" for flying hours full use was made of the weather factor published in AF Letter 150-10. It can be seen that the program lag is over 30,000 hours, and that the Tenth Air Force has the greatest lag. The comment points out the difficulty the Tenth Air Force can expect in accomplishing their program this Fiscal Year. This is also a sample of the type of presentations which are maintained in the Commanding General's Control Room.

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IV. ACTIONS INITIATED TO PROVIDE PROGRESS REPORTING AND ANALYSIS

1. The major action in this field has been accomplished by the Management Analysis Review and the Commanding General's Control Room. Secondary action has been to "needle" the staff on matters by a series of questions. If the matter was important and the answer was not available, procedures were placed into effect to get the information. The following are some of the questions which were asked and which ultimately resulted in reports being requested by the staff agency concerned.

a. This question was directed to the Director of Air Installations. "The number of Off-Base Facilities (Air Force Reserve) acquired and in the process of acquisition, as of February 1948."

b. This question was directed to the Deputy for Operations in regard to the domestic emergency responsibility for which no clearly defined report was in existence. "Did the command participate in any domestic emergencies and to what extent during the past month?"

c. A query was directed to the Director of Materiel on the status of all real estate leases of the command. This information was not available in 1948 but it is now. Upon the request of Continental Air Command, Headquarters United States Air Force recently approved an account code in the cost control system to cover the reporting of the costs of leased facilities. This example illustrates. The District Engineers at Chattanooga, Tennessee, obtained space there in 1948 for a Class "C" Reserve Unit, which at that time was a low priority unit and was to be filled by 134 officers. This unit was not programmed for expansion to a larger unit, yet it was costing $5,700 a year to rent a "club" room. The situation received staff attention and at present there is a Volunteer Reserve Unit at Chattanooga, which is authorized to train many more personnel than the original 134 officer ceiling, and the lease cost has been reduced to $2,000 a year.

2. Early in 1948 the Director of Programs and Costs examined the link between the Air ROTC, the Air Force Reserve, and Air National Guard programs. The objective being to determine if there were actually any controls over Second Lieutenants, commissioned upon graduation, that would guide them into some inactive duty training program. In brief, it was discovered there were no controls and no report which would show the exact number of Air ROTC graduates which had accepted Air Force Reserve commissions. This was brought to the attention of the staff and action was taken not only to get a complete report of the graduates but to give attention to the problems of guiding the new Second Lieutenants into the Air Reserve and Air National Guard programs.

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3. As mentioned previously, the first progress type report designed by the Comptroller was the Mission Progress Statement prepared each month by the Director of Programs and Costs. A sample of the form used in the Statement is shown in Tab II of the presentation. This statement followed the assigned mission of the command and as briefly as possible reported the command activity in each during each month. It is still considered good, but due to workloads, personnel and other difficulties, we have not been able to start it again. It is hoped that we will be able to start it again before the end of the year. Since it is a classified document, it cannot receive the wide distribution and attention accorded the Management Analysis Review.

4. Two examples of progress reporting and analysis are included in the Management Analysis Review.

a. Page 15. This trend - bar chart shows the progress in a Continental Air Command program to reduce the cost of communication services. The program became active in September 1949 and over the last seven months it is indicated that definite progress has been made in cost reduction. A decrease from $6,200 in September to $4,100 in March can be noted.

b. Page 47. The progress which has been made in the accomplishment of the flying hour program of the Air Force Reserve is portrayed.

V. ACTIONS IN BUDGET OPERATION TO PROVIDE BETTER ADMINISTRATION OF FUNDS

1. We regard the indoctrination of the staff on the importance of budget control as a contribution to better administration and utilization of funds. Considerable progress has been made in overcoming the previous concept of spending money until it ran out and then asking for more. The previous concept was not unusual, viewed against the military operations over the war years when there were no apparent budgetary controls. It is now almost uniformly recognized that any change in plan, no matter how slight, must be analyzed prior to its adoption from the standpoint of its effect on the fiscal resources available to the command. In this matter we have progressed from hit-and-miss spending to a planned maximum effective utilization of funds. One of the simple devices which has been used to good effect in developing this awareness of funds, is the establishment of an adjective fund evaluation category rating for each project, i.e., each project at the beginning of each fiscal year is given an adjective rating of either surplus, adequate or critical, based upon the relationship of the budget authorization received to

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the then existing program to be accomplished with the funds available. These adjective category ratings are reevaluated when changes are made in allocations or programs by Headquarters USAF. The staff is thereby quickly and easily kept advised of the areas where expansion is possible or where retrenchment is necessary. In addition to this means the staff is kept informed on a more detailed basis by means of a quarterly funds evaluation.

VI. ACTIONS TO IMPROVE BUDGET ESTIMATING THROUGH THE DEVELOPMENT OF PROGRAM PRICING FACTORS TO BE USED UNDER THE PRESENT BUDGET STRUCTURE

1. The question regarding pricing factors to improve budget estimating is not thoroughly understood. Approximately 70% of the budget estimate submitted by the Continental Air Command provides for pay of civilian personnel. At each base the budget officer has available to him data from which he can arrive at the average salary and even more specifically, the exact salary of every person employed on that base. In this case, it is presumed the average salary is termed a pricing factor. Once the figure for employment is established, the final budget estimate is practically a mathematical computation. Estimates of project accounts that are not subject to a mathematical extension from a programmed figure are based pretty much on experience.

2. It is thought that this question might have been promulgated with some thought in mind about its relation to the present USAF Cost Reporting System. This Cost Reporting System, as now established and recorded, does not assist in the preparation of budget estimates. The cost system reports costs of many items that are not in any way a part of the budget estimates which are compiled under the present budget system. Even on those costs that can be considered similar, there is such a wide internal breakdown on the costing that it is difficult to reconcile their relationship to a budget figure.

VII. ACTIONS IN IMPROVEMENT OF COMPTROLLER OPERATIONS

1. Actions to improve the Comptroller operations in Continental Air Command have been accomplished by the following methods:

a. Staff Visits

b. Field Audits and Examinations

c. Conferences

d. Staff Studies

e. Publications

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f. Field Tests

g. Training

2. Staff Visits are accomplished to the extent that travel funds permit. Short visits of one day duration are encouraged by all personnel. Field audits and examinations required by USAF regulations consume one-half the travel money authorized the Comptroller. For 3rd Quarter FY 50 the Comptroller was authorized $4,000 for travel and of this amount $2,060 was used to accomplish field audits and examinations. Due to the complexity of the cost reporting and cost accounting systems, the lack of trained personnel in the field and the difficulty of fitting the procedures to a variety of organizations, it is essential in Continental Air Command that the field procedure type of examination be maintained and the program be active. A test of a prepared form for the auditors and examiners is underway, and it is hoped that this form will reduce some of the time now required for the field examination of the cost reporting procedures on the large installations. It is believed that Continental Air Command pioneered the field of cost reporting field procedure examinations. It was an essential element in our cost control system and our program was initiated in November 1948. After considerable effort in the indoctrination and training of new personnel in this work we were finally able to publish a Continental Air Command manual on the procedures in April 1949. This was some five months previous to the distribution of an overall USAF manual on the subject.

3. Our conferences at Headquarters Continental Air Command have been about two a year. The Air Force Comptrollers and one or two of their directors attend.

4. A staff study concerning a Comptroller activity is now underway. Briefly it is a study to determine the practicability and the operating plan for decentralizing the responsibilities of the cost accounting system for the Management and Preservation of Real Estate Facilities to each intermediate command headquarters. When the Comptroller assumed the responsibility for this system, the supervisory responsibility was centralized in Headquarters Continental Air Command and direct supervision and reporting was accomplished between the Director of Air Installations and the reporting units. The Air Force headquarters were bypassed entirely, in fact they did not even receive information copies of the report. All correspondence in regard to the system is now directed through the individual air force headquarters and information copies of the reports are sent to the respective air force by the reporting unit. The Director of Programs and Costs, Headquarters Continental Air Command, still has the entire technical responsibility including the cost accounting audit functions for the system.

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5. The use of publications is the most extensive action of the Comptroller in improvement of Comptroller operations. Each Director is responsible for the initiation and publishing of directives pertaining to his functions. The Comptroller prepares each month an "Information Bulletin" which is distributed throughout the command and contains items of interest to field Comptroller activities. This bulletin is non-directive in nature and is somewhat similar to the "Comptroller News" published by USAF.

6. Field tests are used to develop procedures particularly as they concern the cost reporting system. At present both Headquarters Ninth Air Force and Headquarters Fourth Air Force are field testing two proposals for the use of I.B.M. equipment in preparing the Cost Control Report-Payroll. It is hoped that some procedure of this type can be developed which will allow cost analysts in the field to spend more time on analyses. At present, the majority of their time is spent manually computing the figures for the Cost Control Report-Payroll. The results of these tests cannot be estimated at this time.

7. The training of Comptroller type personnel is considered very important. We fill our normal quotas for the Comptroller type schools but do not depend on this alone for training.

a. From time to time recommended reading lists are published in the monthly "Information Bulletin."

b. Key civilian personnel are encouraged to enroll in the USAF Extension Course program. The extension courses offer a good training series in air force organization and staff procedure. This is an outstanding weakness among most civilian personnel who are employed in accounting, auditing or management activities.

c. Officer and Airmen personnel are encouraged to use their G.I. Educational Benefits to enroll in correspondence courses. We've found that the International Accountants Society offers an excellent correspondence course fitted to the needs for more technical education of some of our key officers. Due to the regular status of some of these officers, they are not eligible for the G.I. educational benefits. Several attempts have been made to obtain appropriated funds for this course. It is suggested that this course and an air force program for its use be explored.

d. Local I&E programs are being used extensively. At Mitchel Air Force Base and some of our larger bases we are especially fortunate in enrolling our key personnel into special courses being conducted at night.

e. An extensive program is conducted for the mobilization assignees. This program affords valuable cross training for the regular staff of the Comptroller and at the same time fulfills our responsibility to the USAF for creating a reserve complement of personnel trained in the Comptroller activity.

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SUMMARY

An appropriate subject to mention at this time is "what is the future outlook for the Comptroller activity in Continental Air Command." At the present time the Continental Air Command is undergoing a major internal reorganization. This reorganization grew out of the Commanding General's desire to perform his responsibilities in a more efficient manner. Briefly, the reorganization will separate the air defense function from the Reserve function and other minor tasks. Some of our command headquarters are being increased in size and responsibility. There will be a Comptroller staff in those organizations. Increased activity in the Comptroller function can be expected in all phases of the Continental Air Command's operations. The Commanding General, Continental Air Command, stands firmly behind the concept of increased efficiency and better utilization of all the resources available to him.

2 Incls
1. Tab I-ConAC Mgmt Anal Rev, March 1950
2. Tab II-Mission Progress Statement, March 1949

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Number (1)	Title (2)	Fund Evaluation Category (3)	(4)	ComAC Total (5)	Hq ComAC (6)	1st AF (7)	4th AF (8)	9th AF (9)	10th AF (10)	12th AF (11)	14th AF (12)	BALANCE (13)	(14)
5704910	AIR FORCE RESERVE												
411-99	Aircraft Supplies and Equipment	Adequate	BA	4,899	0	620	1,010	375	1,954	540	400	BA Unissued	0
			AR	3,949	0	355	865	213	1,803	386	327	AR Unissued	0
			OI	3,134	0	187	558	54	1,889	311	135	AR Unobligated	815
412-99	Fuel and Oil, Aircraft	Adequate	BA	7,866	0	800	1,766	1,200	2,200	700	1,200	BA Unissued	0
			AR	5,933	0	562	859	767	1,687	342	803	AR Unissued	913
			OI	4,837	0	465	861	470	1,800	337	904	AR Unobligated	1,096
421-02	Ferrying of Aircraft	Surplus	BA	60,000	200	6,100	8,400	6,500	11,000	1,100	6,800	BA Unissued	19,900
			AR	30,000	176	3,920	4,370	4,530	5,969	600	3,785	AR Unissued	6,650
			OI	17,288	42	3,458	4,418	1,840	4,733	379	2,418	AR Unobligated	12,712
441	Maintenance of Installations Object Class 01	Surplus	BA	1,712,880	0	253,000	192,000	273,800	444,100	82,500	302,700	BA Unissued	164,780
			AR	1,041,676	0	184,800	131,948	203,600	334,034	59,669	242,967	AR Unissued	-(115,342)
			OI	849,127	0	134,078	90,809	146,049	262,325	39,120	176,746	AR Unobligated	192,549
	Object Class 99	Surplus	BA	2,620,282	0	151,627	193,001	200,000	302,000	27,000	234,400	BA Unissued	1,512,254
			AR	1,593,477	0	119,927	160,301	162,500	231,838	27,000	174,450	AR Unissued	717,461
			OI	690,218	0	116,980	156,609	99,220	173,069	15,829	128,511	AR Unobligated	903,259
	Of the above, obligations were incurred for Special R&U Work Projects as follows: Object Class 01		AR		0	0	0	5,800	3,100	1,401	6,200		
			OI		0	0	0	2,054	0	1,401	0		
	Object Class 99		AR		0	25,627	68,501	54,500	21,500	0	21,400		
			OI		0	~~95,629~~ [illegible]	61,587	~~3,410~~ [illegible]	0	0	0		
442	Operation of Installations Object Class 01	Adequate	BA	6,176,250(E)	0	800,000	843,000	773,000	2,170,000	452,000	1,096,000	BA Unissued	27,250
			AR	4,723,819(E)	0	602,619	612,154	573,541	1,647,800	327,226	819,351	AR Unissued	129,878
			OI	3,470,953(E)	0	495,833	435,325	430,285	1,245,799	240,790	614,168	AR Unobligated	1,252,866
	Object Class 02	Adequate	BA	64,400	0	2,500	7,300	14,500	23,500	2,200	12,800	BA Unissued	1,600
			AR	49,459	0	1,595	5,438	10,845	17,500	2,000	9,545	AR Unissued	2,536
			OI	29,178	0	1,012	4,300	6,782	11,204	589	5,291	AR Unobligated	20,281
	Object Class 99	Critical	BA	225,600	0	28,600	33,973	41,731	57,144	10,920	53,232	BA Unissued	0
			AR	172,611	0	28,600	33,973	41,731	57,144	10,920	53,232	AR Unissued	-(52,989)
			OI	215,359	0	25,327	33,119	36,746	63,585	9,363	47,219	AR Unobligated	-(42,748)
443-99	Leased Real Property Rentals	Undetermined	BA	403,000	0	49,000	63,500	14,500	12,000	864	71,000	BA Unissued	192,136
			AR	201,500	0	31,841	25,558	14,249	9,435	863	51,151	AR Unissued	68,403
			OI	105,362	0	19,481	26,462	10,326	5,966	863	42,264	AR Unobligated	96,138
451-99	Air Force Commercial Transportation within ZI	Surplus	BA	139,311	0	13,000	17,500	16,000	44,500	2,500	31,000	BA Unissued	14,811
			AR	99,655	0	8,000	14,770	9,860	27,028	1,500	18,797	AR Unissued	19,700
			OI	62,619	200	3,225	7,423	7,602	29,587	992	13,590	AR Unobligated	37,036
484-99	Training Aids, Publications and Extension Courses for Air Force Reserve	Surplus	BA	17,500	0	2,200	2,200	3,925	4,100	1,450	2,900	BA Unissued	725
			AR	8,750	0	700	1,400	1,400	2,800	700	1,050	AR Unissued	700
			OI	1,475	0	145	35	749	277	43	226	AR Unobligated	7,275
521-01	Pay of Air Force Reserve on Active Duty for Training Purposes	Undetermined	BA	5,133,231	48,925	313,200	577,025	330,950	857,325	243,000	226,200	BA Unissued	2,536,606
			AR	3,300,000	48,903	313,180	577,013	330,946	857,316	243,000	226,200	AR Unissued	703,442
			OI	2,022,458	34,686	225,513	465,669	167,101	743,593	205,590	180,306	AR Unobligated	1,277,542
522-01	Pay of Air Force Reserve on Inactive Duty	Surplus	BA	6,854,271	101,000	1,070,000	674,000	1,012,000	1,682,000	678,000	729,000	BA Unissued	908,271
			AR	4,317,135	71,199	626,056	537,954	670,030	1,122,904	487,250	525,602	AR Unissued	336,140
			OI	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
523-02	Other Expenses of Air Force Reserve on Inactive Duty	Undetermined	BA	9,750	0	0	0	0	0	0	0	BA Unissued	9,750
			AR	6,500	0	400	400	400	850	2,525	425	AR Unissued	1,500
			OI	5,172	0	8	25	0	724	4,406	9	AR Unobligated	1,328
561-02	Travel of Air Force Reserve Personnel	Undetermined	BA	1,722,089	3,500	41,300	30,400	52,050	63,900	22,900	16,100	BA Unissued	1,491,939
			AR	500,000	3,460	41,290	30,399	52,048	63,900	22,896	16,094	AR Unissued	269,913
			OI	139,055	856	25,637	16,016	14,464	47,284	19,713	15,085	AR Unobligated	360,945
562-02	Travel and Other Expenses of Personnel, Reference Air Force Reserve Activities	Adequate	BA	216,000	33,000	12,000	29,000	22,000	71,000	12,500	28,000	BA Unissued	8,500
			AR	141,500	24,080	7,176	18,548	14,590	45,936	8,220	18,100	AR Unissued	4,850
			OI	95,900	15,307	5,928	12,590	11,930	30,621	7,120	12,404	AR Unobligated	45,600
5704940	AIR RESERVE OFFICERS' TRAINING CORPS												
447	Operating Expenses at AROTC Institutions - Travel Object Class 02	Surplus	BA	66,463	3,000	3,900	4,600	4,900	[illegible]900	3,600	5,700	BA Unissued	33,863
			AR	29,830	2,902	3,900	3,362	4,772	6,64[illegible]	3,564	4,547	AR Unissued	138
			OI	16,072	1,195	1,349	2,527	2,423	3,021	1,671	3,886	AR Unobligated	13,758
	Object Class 99	Surplus	BA	301,196	46,000	65,100	18,600	14,300	22,500	12,200	12,400	BA Unissued	110,096
			AR	135,160	19,368	42,594	12,854	14,300	21,454	11,508	10,812	AR Unissued	2,270
			OI	25,065	0	7,136	7,589	1,293	4,100	3,390	1,557	AR Unobligated	110,095
448	Operating Expenses at AROTC Summer Camps Object Class 01	Undetermined	BA	91,850	0	450	2,725	10,980	14,400	14,500	2,600	BA Unissued	46,195
			AR	41,360	0	426	2,717	10,977	38,531	14,485	2,556	AR Unissued	-(28,332)
			OI	66,303	0	485	2,713	10,968	35,124	14,457	2,556	AR Unobligated	-(24,943)
	Object Class 02	Undetermined	BA	413,202	1,150	28,450	55,660	43,300	64,000	31,100	30,610	BA Unissued	158,932
			AR	185,960	1,133	28,422	55,658	43,300	63,999	31,088	30,602	AR Unissued	-(68,242)
			OI	237,876	557	20,085	54,469	41,245	62,738	29,217	29,565	AR Unobligated	-(51,916)
	Object Class 99	Undetermined	BA	383,720	0	1,500	750	1,700	49,300	500	1,650	BA Unissued	328,320
			AR	172,680	0	1,445	620	1,700	6,195	449	1,632	AR Unissued	160,639
			OI	25,901	0	1,074	613	1,861	20,306	415	1,632	AR Unobligated	146,779
451-99	Commercial Transportation within ZI	Adequate	BA	15,000	250	2,420	2,120	2,360	3,850	1,890	2,110	BA Unissued	0
			AR	7,500	250	500	1,200	2,000	500	300	200	AR Unissued	2,550
			OI	2,090	206	66	670	620	291	76	161	AR Unobligated	5,410
524	Pay and Allowances of AROTC Students Object Class 01	Adequate	BA	3,725,394	0	388,900	545,000	649,900	880,800	632,400	544,800	BA Unissued	83,594
			AR	2,588,758	0	329,975(F)	424,894(F)	491,794(F)	757,102(F)	445,207(F)	425,829(F)	AR Unissued	0
			OI	1,857,163	0	248,092	291,426	289,129	475,859	340,235	211,822	AR Unobligated	731,595
	Object Class 99	Adequate	BA	411,585	0	60,840	8,280	87,485	134,140	36,810	69,495	BA Unissued	14,535
			AR	286,043	0							AR Unissued	
			OI	373,325	0	60,840	0	82,297	172,793	39,202	18,193	AR Unobligated	-(87,282)
5704970	AIR NATIONAL GUARD												
421-02	Ferrying of Aircraft	Adequate	BA	50,000	0	0	0	0	0	0	0	BA Unissued	50,000
			AR	30,000	0	0	0	0	0	0	0	AR Unissued	30,000
			OI	16,008	0	6,004	7,643	1,980	280	101	0	AR Unobligated	13,992
563-02	Travel - Air National Guard	Adequate	BA	162,300	0	0	0	0	0	0	0	BA Unissued	162,300
			AR	125,000	5,640	25,461	27,350	35,516	26,984	16,840	19,957	AR Unissued	-(32,748)
			OI	93,611	2,210	14,280	13,720	17,788	20,486	12,463	12,664	AR Unobligated	31,389
	GRAND TOTALS		BA	69,417,301(G)	1,654,750	12,864,943	9,352,657	7,816,396	11,021,766	3,659,777	9,787,784	BA Unissued	13,242,528
			AR	50,337,353(G)	1,261,080	9,870,914	7,309,481	5,978,701	8,451,042	2,712,115	8,015,650	AR Unissued	6,726,270
			OI	32,934,015(G)	939,680	7,705,131	5,465,216	4,393,516	6,186,920	2,018,126	6,216,498	AR Unobligated	17,403,328

FOOTNOTES:
(A) A5704400 P442-01 - Includes Bolling AFB - BA $1,700; AR $850; OI $175.
(B) A5704400 P442-99 - Does not include withdrawal (decrease) of $300,000 reissued to M&O P451 in January.
(C) A5704400 P451-99 - Includes Issue (Increase) of $300,000, to be withdrawn from M&O P442-99 in February.
(D) A5704400 P488 - BA and AR from Hq USAF do not include Object Class breakdown.
(E) A5704910 P442-01 - Includes Bolling AFB - BA $15,000; AR $11,250; OI $8,753.
(F) A5704940 P524 - Includes suballocations under Object Class 99.
(G) Includes Bolling AFB Totals - BA $16,700; AR $12,100; OI $8,928.

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Legend:

01 - Personal Services
02 - Travel
99 - All other operating expenses
BA - Budget Authorization
AR - Allocation Received
OI - Obligations Incurred

CONTINENTAL AIR COMMAND

Status of ConAC Appropriated Funds Fiscal Year 1950

As of 31 January 1950

Comptroller Chart I
Prepared by:
Budget Directorate
Office of Comptroller
Hq Continental Air Command
13 February 1950

Number (1)	Title (2)	Fund Evaluation Category (3)	(4)	ConAC Total (5)	Hq ConAC (6)	1st AF (7)	4th AF (8)	9th AF (9)	10th AF (10)	12th AF (11)	14th AF (12)	BALANCE (13)	(14)
5704400	MAINTENANCE AND OPERATIONS												
411-99	Aircraft Supplies and Equipment	Surplus	BA	81,400	0	7,000	24,000	13,000	6,000	5,000	22,000	BA Unissued	4,400
			AR	61,050	0	5,570	18,022	9,570	4,418	4,000	17,422	AR Unissued	2,048
			OI	13,262	0	1,304	5,311	2,212	868	0	3,567	AR Unobligated	47,788
412-99	Fuel and Oil, Aircraft	Adequate	BA	35,000	0	5,000	6,000	11,000	5,000	3,000	3,500	BA Unissued	1,500
			AR	26,250	0	3,592	4,110	7,902	3,729	2,364	2,712	AR Unissued	1,841
			OI	17,951	0	1,653	3,541	7,640	1,532	866	2,719	AR Unobligated	8,299
421-02	Ferrying of Aircraft	Adequate	BA	91,000	0	6,800	26,000	10,100	5,200	8,800	30,000	BA Unissued	4,100
			AR	68,250	0	5,426	21,434	9,081	4,460	6,230	19,669	AR Unissued	1,950
			OI	57,076	0	3,276	18,460	7,681	3,267	5,489	18,903	AR Unobligated	11,174
441	Maintenance of Installations Object Class 01	Adequate	BA	7,703,829	0	2,280,090	1,347,000	1,200,000	1,196,100	287,000	1,333,000	BA Unissued	60,639
			AR	6,211,364	0	1,737,018	983,548	916,972	893,270	208,140	1,076,889	AR Unissued	395,527
			OI	4,510,205	0	1,350,030	708,170	704,052	695,920	150,567	901,466	AR Unobligated	1,701,159
	Object Class 99	Adequate	BA	8,151,069	0	1,493,525	1,063,685	460,000	755,567	152,212	937,800	BA Unissued	3,288,280
			AR	6,571,851	0	1,146,500	795,685	343,675	580,567	116,712	706,300	AR Unissued	2,882,412
			OI	3,240,018	0	962,809	757,254	272,402	488,763	84,325	674,465	AR Unobligated	3,331,833
	Of the above, obligations were incurred for Spc R&U Work Projects as follows: Object Class 01		AR		0	5,090	0	0	17,100	0	0		
			OI		0	4,847	0	0	17,100	0	0		
	Object Class 99		AR		0	91,525	27,685	3,500	86,567	16,212	18,800		
			OI		0	39,880	15,971	0	16,956	0	9,964		
442	Operation of Installations Object Class 01	Adequate	BA	13,981,326(A)	28,000	4,305,000	2,423,000	1,750,000	1,541,000	661,000	2,778,000	BA Unissued	493,626
			AR	10,889,308(A)	20,200	3,410,[illegible]	1,816,700	1,375,300	1,166,300	496,000	2,282,900	AR Unissued	320,858
			OI	8,599,327(A)	14,146	2,761,038	1,422,283	1,150,710	940,417	374,605	1,935,953	AR Unobligated	2,289,981
	Object Class 02	Critical	BA	677,552	19,109	104,164	132,388	92,455	91,350	59,497	178,589	BA Unissued	0
			AR	526,766	13,174	81,630	94,033	67,172	62,315	52,211	142,468	AR Unissued	13,763
			OI	396,726	9,338	63,485	75,724	46,875	46,201	41,835	113,268	AR Unobligated	130,040
	Object Class 99	Undetermined	BA	3,377,755(B)	25,000	799,000	665,000	420,000	267,000	108,000	561,000	BA Unissued	532,755
			AR	2,631,021	19,000	578,590	513,915	303,215	199,850	84,875	395,990	AR Unissued	535,586
			OI	1,235,177	10,683	379,094	290,550	162,495	107,450	44,541	240,364	AR Unobligated	1,395,844
443-99	Leased Real Property Rentals	Adequate	BA	78,694	0	45,324	9,000	1,500	7,000	100	13,000	BA Unissued	2,770
			AR	63,194	0	37,124	3,000	1,475	7,000	0	10,175	AR Unissued	4,420
			OI	41,060	0	32,492	1,754	475	5,149	0	1,190	AR Unobligated	22,134
445	Master Planning	Undetermined	BA	36,400	0	0	0	0	0	0	0	BA Unissued	36,400
			AR	34,400	0	0	0	0	0	0	0	AR Unissued	34,400
			OI	0	0	0	0	0	0	0	0	AR Unobligated	34,400
446	Field Printing Plant Object Class 01	Surplus	BA	116,296	4,200	0	4,200	32,500	64,000	0	0	BA Unissued	11,396
			AR	84,034	3,150	0	3,200	24,300	47,300	0	0	AR Unissued	6,084
			OI	53,331	2,429	0	2,440	17,029	30,833	0	0	AR Unobligated	30,763
	Object Class 99	Surplus	BA	6,000	200	0	400	4,300	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

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			BA	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	0	0	BA Unissued	-(4,600)
			AR	4,339	100	0	300	3,300	4,200	0	0	AR Unissued	-(3,561)
			OI	5,265	0	0	0	1,846	3,419	0	0	AR Unobligated	-(926)
451-99	Air Force Commercial Transportation within ZI	Critical	BA	1,000,000(C)	2,500	385,000	137,000	140,000	53,000	11,000	260,000	BA Unissued	11,500
			AR	875,000	2,025	344,750	111,723	126,000	46,468	8,940	226,880	AR Unissued	8,114
			OI	773,446	1,380	338,419	78,519	98,457	48,165	4,465	204,041	AR Unobligated	101,554
488	Air Combat Maneuvers	Adequate	BA	716,315(D)								BA Unissued	716,315(D)
			AR	676,615(D)								AR Unissued	177,455(D)
												AR Unobligated	386,914
	Object Class 02		Suballocation		6,250	13,776	25,283	12,490	6,008	4,448	129,616		
			OI	167,816	6,237	13,910	8,818	5,653	7,635	3,288	122,275		
	Object Class 99		Suballocation		15,430	0	77,367	5,540	0	0	202,952		
			OI	121,885	15,008	0	3,988	3,817	7	10	99,065		
496	Aviation Cadet Recruitment Object Class 02	Adequate	BA	122,370	0	20,818	17,289	18,140	29,326	11,449	25,548	BA Unissued	0
			AR	86,579	0	14,618	12,099	12,640	21,230	7,300	17,848	AR Unissued	745
			OI	60,017	0	8,976	6,480	9,479	15,183	5,449	14,430	AR Unobligated	26,562
	Object Class 99	Undetermined	BA	83,255	0	13,250	14,750	12,610	15,590	13,950	13,105	BA Unissued	0
			AR	58,810	0	7,798	9,300	7,161	10,140	8,500	7,656	AR Unissued	8,255
			OI	7,807	0	5,150	1,051	125	200	737	544	AR Unobligated	51,003
5704500 551-02	MILITARY PERSONNEL REQUIREMENTS Organizational Movement Training - TDY	Surplus	BA	137,000	0	7,300	25,000	3,110	2,000	1,000	5,000	BA Unissued	93,590
			AR	109,600	0	3,650	20,000	2,000	1,000	1,000	3,000	AR Unissued	78,950
			OI	16,692	0	408	15,683	0	0	0	601	AR Unobligated	92,908
552-02	Individual or Group Movements for Attendance at Schools	Adequate	BA	720,000	34,000	97,000	146,000	70,000	55,000	61,000	146,000	BA Unissued	111,000
			AR	576,000	26,368	76,711	115,062	55,134	43,149	47,948	115,063	AR Unissued	96,565
			OI	388,613	15,460	70,279	90,601	43,613	40,657	37,607	90,396	AR Unobligated	187,387
572-99	Individual Clothing, Uniforms and Allowances	Adequate	BA	5,460	0	0	0	0	0	5,460	0	BA Unissued	0
			AR	4,710	0	0	0	0	0	4,710	0	AR Unissued	0
			OI	1,560	0	0	0	0	0	1,560	0	AR Unobligated	3,150
5704800 421-02	SALARIES AND EXPENSES, ADMINISTRATION Ferrying of Aircraft	Adequate	BA	1,580	1,580	0	0	0	0	0	0	BA Unissued	0
			AR	1,185	1,185	0	0	0	0	0	0	AR Unissued	0
			OI	371	371	0	0	0	0	0	0	AR Unobligated	814
811-01	Personal Services	Critical	BA	1,206,686	1,206,686	0	0	0	0	0	0	BA Unissued	0
			AR	905,272	905,272	0	0	0	0	0	0	AR Unissued	0
			OI	717,926	717,926	0	0	0	0	0	0	AR Unobligated	187,346
821-02	Temporary Duty Travel	Adequate	BA	77,000	77,000	0	0	0	0	0	0	BA Unissued	0
			AR	57,000	57,000	0	0	0	0	0	0	AR Unissued	0
			OI	43,647	43,647	0	0	0	0	0	0	AR Unobligated	13,353
841-99	Other Administrative Expenses (Communication Services)	Adequate	BA	18,000	18,000	0	0	0	0	0	0	BA Unissued	0
			AR	13,500	13,500	-0	0	0	0	0	0	AR Unissued	0
			OI	9,042	9,042	0	0	0	0	0	0	AR Unobligated	4,458
5704850 861-99	CONTINGENCIES Public Relation Activities	Adequate	BA	1,375	450	165	135	225	120	135	145	BA Unissued	0
			AR	1,000	315	117	95	155	85	100	95	AR Unissued	28
			OI	553	188	107	57	83	21	.52	45	AR Unobligated	447
881-99	Official Entertainment	Undetermined	BA	3,700	1,000	0	0	0	200	0	0	BA Unissued	2,500
			AR	2,000	1,000	0	0	0	200	0	0	AR Unissued	800
			OI	0	0	0	0	0	0	0	0	AR Unobligated	2,000

FOOTNOTES:
(A) A5704400 P442-01 - Includes Bolling AFB - BA $1,700; AR $850; OI $195.
(B) A5704400 P442-99 - Does not include withdrawal (decrease) of $300,000 reissued to M&O P451 in January.
(C) A5704400 P451-99 - Includes Issue (Increase) of $300,000, to be withdrawn from M&O P442-99 in February.
(D) A5704400 P488 - BA and AR from Hq USAF do not include Object Class breakdown.
(E) A5704910 P442-01 - Includes Bolling AFB - BA $15,000; AR $11,250; OI $8,753.
(F) A5704940 P524 - Includes suballocations under Object Class 99.
(G) Includes Bolling AFB Totals - BA $16,700; AR $12,100; OI $8,928.

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Legend:

01 - Personal Services
02 - Travel
99 - All other operating expenses
BA - Budget Authorization
AR - Allocation Received
OI - Obligations Incurred

CONTINENTAL AIR COMMAND

Status of ConAC Appropriated Funds Fiscal Year 1950

As of 28 February 1950

Comptroller Chart I
Prepared by:
Budget Directorate
Office of Comptroller
Hq Continental Air Command
10 March 1950

Number (1)	Title (2)	Fund Evaluation Category (3)	(4)	ConAC Total (5)	Hq ConAC (6)	1st AF (7)	4th AF (8)	9th AF (9)	10th AF (10)	12th AF (11)	14th AF (12)	BALANCE (13)	(14)
5704400	MAINTENANCE AND OPERATIONS	Surplus	BA	81,400	0	7,000	24,000	13,000	6,000	5,000	22,000	BA Unissued	4,400
411-99	Aircraft Supplies and Equipment		AR	61,050	0	5,570	18,022	9,570	4,418	4,000	17,422	AR Unissued	2,048
			OI	12,747	0	1,430	3,625	2,763	1,077	0	3,852	AR Unobligated	48,303
412-99	Fuel and Oil, Aircraft	Adequate	BA	35,000		4,500	6,000	12,000	4,500	3,000	4,500	BA Unissued	500
			AR	26,250		3,092	4,110	8,902	3,229	2,364	3,712	AR Unissued	841
			OI	18,221		2,089	3,679	7,213	1,579	893	2,768	AR Unobligated	8,029
413-99	Contracts for Specialized Services and Salvage of Aircraft	Adequate	BA	650		0	0	0	650	0	0	BA Unissued	0
			AR	650		0	0	0	650	0	0	AR Unissued	0
			OI	0		0	0	0	0	0	0	AR Unobligated	650
421-02	Ferrying of Aircraft	Adequate	BA	91,000		11,800	25,000	10,100	5,200	8,800	30,000	BA Unissued	100
			AR	68,250		7,626	20,434	9,081	4,460	6,230	19,669	AR Unissued	790
			OI	67,799		5,672	19,756	8,971	3,514	5,834	24,052	AR Unobligated	451
441	Maintenance of Installations Object Class 01	Adequate	BA	7,703,829		2,280,090	1,347,000	1,200,000	1,196,100	287,000	1,333,000	BA Unissued	60,639
			AR	6,211,364		1,757,018	983,548	916,972	893,270	708,140	1,076,889	AR Unissued	395,527
			OI	5,009,151		1,490,542	811,894	778,455	789,971	170,435	967,854	AR Unobligated	1,202,213
	Object Class 99	Adequate	BA	8,155,669(A)		1,851,840	1,234,659	477,300	763,167	165,512	952,300	BA Unissued	2,710,891
			AR	6,576,451		1,504,815	966,659	360,975	588,167	130,012	735,800	AR Unissued	2,290,073
			OI	3,659,862		1,085,338	889,230	321,491	534,743	108,773	720,287	AR Unobligated	2,916,589
	Of the above, obligations were incurred for Spc R&D Work Projects as follows: Object Class 01		AR			5,090	0	0	17,100	0	0		
			OI			4,847	0	0	17,100	0	0		
	Object Class 99		AR			449,840	175,169	20,900	94,167	21,512	33,300		
			OI			71,162	18,227	0	18,433	16,212	10,132		
442	Operation of Installations Object Class 01	Adequate	BA	13,981,326(B)	28,000	4,305,000	2,423,000	1,799,000	1,541,000	668,500	2,778,000	BA Unissued	437,126
			AR	10,889,308(B)	20,200	3,410,200	1,816,700	1,424,300	1,166,300	499,750	2,282,900	AR Unissued	268,108
			OI	9,502,038(B)	15,967	3,050,050	1,591,834	1,277,796	1,059,497	429,250	2,074,309	AR Unobligated	1,388,120
	Object Class 02	Critical	BA	677,552	19,109	104,164	133,998	92,455	81,350	63,497	178,589	BA Unissued	4,400
			AR	526,766	13,174	81,630	94,833	67,172	57,315	54,211	142,468	AR Unissued	15,963
			OI	444,543	10,267	71,670	86,245	55,762	50,683	44,337	125,579	AR Unobligated	82,223
	Object Class 99	Surplus	BA	3,010,255(C)	25,000	799,000	665,000	420,000	267,000	108,000	561,000	BA Unissued	165,255
			AR	2,356,021	19,000	578,590	513,915	303,215	199,850	84,875	395,990	AR Unissued	260,586
			OI	1,388,248	11,105	407,935	336,098	174,485	124,380	53,539	280,306	AR Unobligated	967,773
443	Leased Real Property Rentals	Adequate	BA	78,694		47,244	9,000	1,500	7,000	100	13,000	BA Unissued	850
			AR	63,194		39,044	3,000	1,475	7,000	0	10,175	AR Unissued	2,500
			OI	48,302		36,569	3,853	678	6,012	0	1,190	AR Unobligated	14,892
445	Master Planning	Adequate	BA	36,400		800	4,400	400	400	400	1,200	BA Unissued	28,800
			AR	34,400		400	3,800	400	200	200	600	AR Unissued	28,800
			OI	0		0	0	0	0	0	0	AR Unobligated	34,400
446	Field Printing Plant Object Class 01	Surplus	BA	116,296	4,200		4,200	32,500	64,000			BA Unissued	11,396
			AR	84,034	3,150		3,200	24,300	47,300			AR Unissued	6,084
			OI	61,153	2,733		2,763	19,150	36,907			AR Unobligated	22,881
	Object Class 99	Surplus	BA	6,000	200		400	4,300	5,700			BA Unissued	(4,600)
			AR	4,339	100		300	3,300	4,200			AR Unissued	(3,561)
			OI	5,590	0		0	1,846	7,744			AR Unobligated	(1,251)
451	Air Force Commercial Transportation within ZI	Adequate	BA	1,235,000(D)	2,500	385,000	137,000	146,000	53,000	11,000	260,000	BA Unissued	240,500
			AR	1,110,000	2,025	344,850	111,723	132,000	46,468	8,940	226,880	AR Unissued	237,114
			OI	891,084	1,380	384,558	94,494	107,519	51,578	4,655	246,900	AR Unobligated	218,916
488	Air Combat Maneuvers	Adequate	BA	756,315(E)(F)								BA Unissued	756,315
			AR	716,615(F)								AR Unissued	154,234
												AR Unobligated	360,990
	Object Class 01		Suballocation								2,500		
			OI	1,311							1,311		
	Object Class 02		Suballocation		9,192	18,596	28,133	15,390	8,383	7,093	170,091		
			OI	215,664	7,123	14,686	27,435	8,899	8,098	6,207	143,216		
	Object Class 99		Suballocation		15,444	0	77,367	5,540	0	0	204,652		
			OI	138,750	15,014	0	4,284	2,810	10	10	116,622		
496	Aviation Cadet Recruitment Object Class 02	Adequate	BA	122,570		20,818	17,289	18,140	29,326	11,449	25,548	BA Unissued	0
			AR	86,579		14,618	12,099	12,640	21,230	7,399	17,848	AR Unissued	745
			OI	71,102		9,777	8,261	12,138	20,658	6,806	13,462	AR Unobligated	15,477
	Object Class 99	Undetermined	BA	83,255		13,250	4,750	12,610	15,590	13,950	13,105	BA Unissued	10,000
			AR	58,810		7,798	4,750	7,161	10,140	8,500	7,656	AR Unissued	12,805
			OI	9,513		5,150	1,402	661	362	1,086	852	AR Unobligated	49,297
5704500	MILITARY PERSONNEL REQUIREMENTS	Surplus	BA	137,000		7,300	25,000	3,110	2,555	1,000	9,800	BA Unissued	88,235
551-02	Organizational Movement Training - TDY		AR	109,600		3,650	20,000	2,000	1,555	1,000	7,800	AR Unissued	73,595
			OI	15,519		408	11,771	26	1,555	0	1,759	AR Unobligated	94,081
552-02	Individual or Group Movements for	Adequate	BA	720,000	34,000	112,000	156,000	90,000	75,000	61,000	146,000	BA Unissued	46,000
			AR	576,000	26,368	91,711	116,622	75,134	53,149	47,948	115,063	AR Unissued	50,005
			OI	427,308	17,437	77,502	101,113	47,337	44,262	42,715	96,942	AR Unobligated	148,692
572-99	Individual Clothing, Uniforms and	Adequate	BA	5,460						5,460		BA Unissued	0
			AR	4,710						4,710		AR Unissued	0
			OI	1,560						1,560		AR Unobligated	3,150
5704800	SALARIES AND EXPENSES, ADMINISTRATION	Adequate	BA	1,580	1,580							BA Unissued	0
421-02	Ferrying of Aircraft		AR	1,185	1,185							AR Unissued	0
			OI	472	472							AR Unobligated	713
811-01	Personal Services	Critical	BA	1,206,686	1,206,686							BA Unissued	0
			AR	905,272	905,272							AR Unissued	0
			OI	808,625	808,625							AR Unobligated	96,647
821-02	Temporary Duty Travel	Adequate	BA	77,000	77,000							BA Unissued	0
			AR	57,000	57,000							AR Unissued	0
			OI	48,419	48,419							AR Unobligated	8,581
841-99	Other Administrative Expenses (Communication Services)	Adequate	BA	18,000	18,000							BA Unissued	0
			AR	13,500	13,500							AR Unissued	0
			OI	10,503	10,503							AR Unobligated	2,997
5704850	CONTINGENCIES	Adequate	BA	1,375	450	165	135	225	120	135	145	BA Unissued	0
861-99	Public Relation Activities		AR	1,000	315	117	95	165	85	100	95	AR Unissued	28
			OI	667	282	110	57	83	21	69	45	AR Unobligated	333
881-99	Official Entertainment	Undetermined	BA	3, 00	1,000			50	200			BA Unissued	2,450
			AR	2,000	1,000			50	200			AR Unissued	750
			OI	209	9			0	200			AR Unobligated	1,791

FOOTNOTES:
(A) A5704400 P441-99 - BA increased by $4,600, representing funds approved by USAF for P.R. NW-36-1950(ED26) under Major Repair Program.
(B) A5704400 P442-01 - Includes Bolling AFB (Hq Comd) - BA $1,700; AR $850; OI $335; not shown on this chart.
(C) A5704400 P442-99 - BA decreased by $367,500, represented by transfer of $300,000 to MAO P451, and $67,500 to AMC for support of Hq 14th AF for remainder of FY 1950.
(D) A5704400 P451-99 - BA increased by $235,000 as a result of additional funds approved by Hq USAF.
(E) A5704400 P488 - BA increased by $40,000 - for funds approved by Hq USAF for Field Test of Wing Base of Tactical Air Force.
(F) " P488 - BA and AR from Hq USAF do not include Object Class breakdown.
(G) A5704910 P442-01 - Includes Bolling AFB (Hq Comd) - BA $15,000; AR $11,250; OI $9,883; not shown on this chart.
(H) Grand Totals - Includes Bolling AFB (Hq Comd) - BA $16,700; AR $12,100; OI $10,218; not shown on this chart.

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Number (1)	Title (2)	Fund Evaluation Category (3)	(4)	ConAC Total (5)	Hq ConAC (6)	1st AF (7)	4th AF (8)	9th AF (9)	10th AF (10)	12th AF (11)	14th AF (12)	BALANCE (13)	(14)
5704910	AIR FORCE RESERVE												
411-99	Aircraft Supplies and Equipment	Adequate	BA	4,899		620	1,010	375	1,954	540	400	BA Unissued	0
			AR	3,949		355	865	213	1,803	386	327	AR Unissued	0
			O1	3,702		187	425	370	2,007	577	136	AR Unobligated	247
412-99	Fuel and Oil, Aircraft	Adequate	BA	7,866		800	1,766	1,200	2,200	900	1,200	BA Unissued	-(200)
			AR	5,933		562	1,159	767	1,687	542	803	AR Unissued	413
			O1	5,434		482	1,208	504	1,973	337	930	AR Unobligated	499
421-02	Ferrying of Aircraft	Surplus	BA	60,000	200	6,100	9,400	6,500	11,000	1,100	6,800	BA Unissued	18,900
			AR	30,000	176	3,920	5,370	4,530	5,969	600	3,785	AR Unissued	5,650
			O1	21,587	42	3,761	5,115	3,019	6,218	555	2,977	AR Unobligated	8,413
441	Maintenance of Installations Object Class 01	Surplus	BA	1,712,880		253,000	192,000	273,800	444,100	86,700	302,700	BA Unissued	160,580
			AR	1,041,676		184,800	131,948	203,600	334,034	63,869	242,967	AR Unissued	-(119,542)
			O1	961,270		155,010	112,310	164,604	289,771	45,437	194,138	AR Unobligated	80,406
	Object Class 99	Surplus	BA	2,620,282		173,740	207,296	254,000	302,000	27,000	234,400	BA Unissued	1,421,846
			AR	1,593,477		142,040	174,596	164,900	231,838	27,000	174,450	AR Unissued	678,653
			O1	818,931		137,018	172,885	111,164	209,382	24,921	163,561	AR Unobligated	774,546
	Of the above, obligations were incurred for Special R&U Work Projects as follows: Object Class 01		AR			0	0	5,800	3,100	1,938	6,200		
			O1			0	0	2,054	811	1,401	1,942		
	Object Class 99		AR			31,325	82,796	56,900	21,500	0	21,400		
			O1			29,740	72,456	4,707	6,390	0	15,100		
442	Operation of Installations Object Class 01	Adequate	BA	6,176,250(G)		827,000	843,000	773,000	2,170,000	452,000	1,096,000	BA Unissued	250
			AR	4,723,819(G)		629,619	612,154	573,541	1,647,800	327,226	819,351	AR Unissued	102,878
			O1	3,886,236(G)		556,127	499,706	483,457	1,373,467	269,312	694,284	AR Unobligated	848,833
	Object Class 02	Adequate	BA	64,400		2,500	7,300	14,500	23,500	2,200	12,800	BA Unissued	1,600
			AR	49,459		1,595	5,438	10,845	17,500	2,000	9,545	AR Unissued	2,536
			O1	33,194		1,367	5,346	7,378	11,587	811	6,705	AR Unobligated	16,265
	Object Class 99	Critical	BA	225,600		28,600	33,973	41,731	57,144	10,920	53,232	BA Unissued	0
			AR	172,611		28,600	33,973	41,731	57,144	10,920	53,232	AR Unissued	-(52,989)
			O1	244,891		28,267	36,233	40,500	72,924	12,235	54,732	AR Unobligated	-(72,280)
443-99	Leased Real Property Rentals	Undetermined	BA	403,000		49,000	63,500	14,500	12,000	864	71,000	BA Unissued	192,136
			AR	201,500		37,841	25,558	14,249	9,435	863	51,151	AR Unissued	62,403
			O1	126,350		28,653	30,594	10,180	8,423	863	47,637	AR Unobligated	75,150
451-99	Air Force Commercial Transportation within ZI	Surplus	BA	139,311	0	13,000	17,500	16,000	44,500	2,500	31,000	BA Unissued	14,811
			AR	99,655	0	8,000	14,770	11,060	33,028	1,500	18,797	AR Unissued	12,500
			O1	66,728	200	3,157	7,954	8,273	31,885	1,216	14,043	AR Unobligated	32,927
484-99	Training Aids, Publications and Extension Courses for Air Force Reserve	Surplus	BA	17,500		2,200	2,200	3,925	4,100	1,450	2,900	BA Unissued	725
			AR	8,750		700	1,400	1,400	2,800	700	1,050	AR Unissued	700
			O1	1,755		166	143	749	277	43	377	AR Unobligated	6,995
521-01	Pay of Air Force Reserve on Active Duty for Training Purposes	Determined	BA	5,133,231	48,925	313,200	577,025	330,950	857,325	243,000	226,200	BA Unissued	2,536,606
			AR	3,300,000	48,903	313,180	577,013	330,946	857,316	243,000	226,200	AR Unissued	703,442
			O1	2,139,205	34,641	237,339	471,387	205,019	761,989	210,461	208,369	AR Unobligated	1,160,795
522-01	Pay of Air Force Reserve on Inactive Duty	Adequate	BA	6,854,271	101,000	1,070,000	674,000	1,012,000	1,682,000	678,000	729,000	BA Unissued	908,271
			AR	4,317,135	71,199	626,056	537,954	670,030	1,122,904	427,250	525,602	AR Unissued	336,140
			O1	2,486,479	38,836	407,892	374,428	600,030	454,286	272,482	338,525	AR Unobligated	1,830,656
523-02	Other Expenses of Air Force Reserve on Inactive Duty	Undetermined	BA	9,750								BA Unissued	9,750
			AR	6,500		400	400	400	850	2,525	425	AR Unissued	1,500
			O1	4,537		8	32	0	732	3,756	9	AR Unobligated	1,963
561-02	Travel of Air Force Reserve Personnel	Surplus	BA	1,722,089	3,500	41,300	30,400	52,050	63,900	22,900	16,100	BA Unissued	1,491,939
			AR	500,000	3,460	41,290	30,399	52,048	63,900	22,896	16,094	AR Unissued	269,913
			O1	157,662	1,200	29,147	16,718	17,876	50,214	21,100	21,407	AR Unobligated	342,338
562-02	Travel and Other Expenses of Personnel, Reference Air Force Reserve Activities	Adequate	BA	216,000	33,000	12,000	29,000	22,000	71,000	12,500	28,000	BA Unissued	8,500
			AR	141,500	24,080	7,176	18,548	14,590	45,936	10,220	18,100	AR Unissued	2,850
			O1	109,447	17,125	6,835	14,606	14,632	33,828	8,162	14,259	AR Unobligated	32,053
5704940	AIR RESERVE OFFICERS' TRAINING CORPS												
447	Operating Expenses at AROTC Institutions - Travel Object Class 02	Surplus	BA	66,463	3,000	3,900	4,600	4,900	6,900	3,600	5,700	BA Unissued	33,863
			AR	33,231	2,902	3,900	3,362	4,772	6,644	3,564	4,548	AR Unissued	3,539
			O1	18,505	1,688	1,934	2,957	2,638	3,221	2,156	3,911	AR Unobligated	14,726
	Object Class 99	Surplus	BA	301,196	46,000	65,100	18,600	14,300	32,500	12,200	12,400	BA Unissued	130,096
			AR	131,759	19,368	42,594	12,854	14,300	21,454	11,508	12,812	AR Unissued	-(3,131)
			O1	29,677	0	9,340	9,278	1,696	4,285	3,473	1,604	AR Unobligated	102,082
448	Operating Expenses at AROTC Summer Camps Object Class 01		BA	91,850		450	2,725	10,980	8,400	14,500	2,600	BA Unissued	52,195
			AR	41,360		426	2,717	10,977	35,123	14,485	2,556	AR Unissued	-(24,924)
			O1	56,164		422	2,713	10,968	25,048	14,457	2,556	AR Unobligated	-(14,804)
	Object Class 02	Undetermined	BA	413,202	1,150	28,450	55,660	43,300	64,000	31,100	30,610	BA Unissued	158,932
			AR	185,960	1,133	28,422	55,658	43,300	63,999	31,088	30,602	AR Unissued	-(68,242)
			O1	239,740	558	20,307	54,498	41,842	63,452	29,542	29,541	AR Unobligated	-(53,780)
	Object Class 99	Undetermined	BA	383,720	91,564	1,500	2,250	3,200	50,800	2,000	3,150	BA Unissued	229,256
			AR	172,680	20,000	2,945	2,120	3,200	21,820	1,949	3,132	AR Unissued	117,514
			O1	441,185	7,671	1,137	613	2,336	30,381	415	1,632	AR Unobligated	128,495
451-99	Commercial Transportation within ZI	Adequate	BA	15,000	250	3,000	2,120	2,360	3,850	1,890	2,110	BA Unissued	-(-580)
			AR	7,500	250	2,945	1,200	2,000	2,500	300	200	AR Unissued	(-1,895)
			O1	2,518	217	79	1,032	629	296	104	161	AR Unobligated	4,982
524	Pay and Allowances of AROTC Students Object Class 01	Adequate	BA	3,725,394		388,900	545,000	649,900	880,800	632,400	544,800	BA Unissued	83,594
			AR	2,588,758		329,975	424,894	491,794	757,102	445,207	425,829	AR Unissued	
			O1	2,154,679		265,182	339,698	353,925	561,582	386,929	247,363	AR Unobligated	434,079
	Object Class 99	Adequate	BA	411,585		60,840	8,280	87,485	134,140	36,810	69,495	BA Unissued	14,535
			AR	286,043									
			O1	308,488		60,840	0	89,904	97,897	39,202	20,645	AR Unobligated	-(22,445)
5704970	AIR NATIONAL GUARD												
421-02	Ferrying of Aircraft	Adequate	BA	30,000		6,125	9,060	2,150	2,600	54	975	BA Unissued	29,036
			AR	30,000		6,125	9,060	2,150	2,600	54	975	AR Unissued	9,036
			O1	19,761		6,289	9,043	2,105	2,211	113	0	AR Unobligated	10,239
563-02	Travel - Air National Guard	Adequate	BA	162,300	9,600	25,125	20,900	37,150	28,900	19,800	19,000	BA Unissued	1,825
			AR	125,000	5,640	19,000	16,000	28,750	23,600	16,500	15,100	AR Unissued	410
			O1	98,691	1,913	15,007	13,276	19,859	19,981	14,058	14,597	AR Unobligated	26,309
	GRAND TOTALS		BA	69,330,051(H)	1,755,914	13,326,421	9,575,386	8,004,946	11,077,471	3,710,731	9,830,759	BA Unissued	12,031,723
			AR	50,342,603(H)	1,284,036	10,311,791	7,498,720	6,075,835	8,486,355	2,741,624	8,095,843	AR Unissued	5,836,299
			O1	36,898,176(H)	1,053,427	8,619,439	6,149,392	5,021,740	6,855,769	2,238,886	6,905,305	AR Unobligated	13,456,527

FOOTNOTES:
(A) A5704400 P441-99 - BA increased by $4,600, representing funds approved by USAF for P.R. NW-36-1950(ED26) under Major Repair Program.
(B) A5704400 P442-01 - Includes Bolling AFB (Hq Comd) - BA $1,700; AR $850; OI $335; not shown on this chart.
(C) A5704400 P442-99 - BA decreased by $367,500, represented by transfer of $300,000 to MAO P451, and $67,500 to AMC for support of Hq 14th AF for remainder of FY 1950.
(D) A5704400 P451-99 - BA increased by $235,000 as a result of additional funds approved by Hq USAF.
(E) A5704400 P488 - BA increased by $40,000 - for funds approved by Hq USAF for Field Test of Wing Base of Tactical Air Force.
(F) " P488 - BA and AR from Hq USAF do not include Object Class breakdown.
(G) A5704910 P442-01 - Includes Bolling AFB (Hq Comd) - BA $15,000; AR $11,250; OI $9,883; not shown on this chart.
(H) Grand Totals - Includes Bolling AFB (Hq Comd) - BA $16,700; AR $12,100; OI $10,218; not shown on this chart.

0445

Legend:
01 - Personal Services
02 - Travel
99 - All other operating expenses
BA - Budget Authorization
AR - Allocation Received
OI - Obligations Incurred

CONTINENTAL AIR COMMAND

Status of ConAC Appropriated Funds Fiscal Year 1950

As of 31 March 1950

Comptroller Chart 1
Prepared by:
Budget Directorate
Office of Comptroller
Hq Continental Air Command
13 April 1950

Number (1)	Title (2)	Fund Evaluation Category* (3)	(4)	ConAC Total (5)	Hq ConAC (6)	1st AF (7)	4th AF (8)	9th AF (9)	10th AF (10)	12th AF (11)	14th AF (12)	BALANCE (13)	(14)
5704400	MAINTENANCE AND OPERATIONS												
411-99	Aircraft Supplies and Equipment	Surplus	BA	81,400	0	7,000	24,000	13,000	6,000	5,000	22,000	BA Unissued	4,400
			AR	81,400	0	5,570	18,022	9,570	4,418	4,000	17,422	AR Unissued	22,398
			OI	13,283	0	1,593	4,568	1,193	913	0	5,016	AR Unobligated	68,117
412-99	Fuel and Oil, Aircraft	Surplus	BA	35,000	0	4,500	6,000	12,000	4,500	3,000	4,000	BA Unissued	1,000
			AR	35,000	0	3,092	4,110	8,902	3,229	2,364	3,212	AR Unissued	10,091
			OI	19,874	0	2,336	4,556	7,448	1,633	948	2,953	AR Unobligated	15,126
413-99	Contracts for Specialized Services and Salvage of Aircraft	Adequate	BA	650	0	0	0	0	650	0	0	BA Unissued	0
			AR	650	0	0	0	0	650	0	0	AR Unissued	0
			OI	650	0	0	0	0	650	0	0	AR Unobligated	0
421-02	Ferrying of Aircraft	Critical	BA	91,000	0	11,800	25,000	10,100	5,200	8,800	30,000	BA Unissued	100
			AR	91,000	0	7,626	20,674	9,081	4,460	6,230	19,969	AR Unissued	22,960
			OI	76,443	0	8,824	20,076	9,918	4,464	6,502	26,659	AR Unobligated	14,557
441	Maintenance of Installations	Critical	(A) BA	15,976,588	0	4,347,948	3,290,612	1,948,700	2,572,167	452,512	2,928,970	BA Unissued	435,679
			AR	15,976,588	0	3,457,851	2,659,160	1,534,347	2,094,337	338,152	2,456,359	AR Unissued	3,436,382
			OI	9,833,086	0	2,945,630	1,995,236	1,245,268	1,441,940	319,368	1,885,644	AR Unobligated	6,143,502
	Object Class 01		OI	5,608,891	0	1,668,315	932,457	863,193	893,245	195,498	1,056,183		
	Object Class 99		OI	4,224,195	0	1,277,315	1,062,779	382,075	548,695	123,870	829,461		
	Of the above, obligations were incurred for Special R&U Work Projects as follows:												
	Object Class 01		OI		0	4,847	0	0	17,100	0	0		
	Object Class 99		OI		0	117,794	67,521	15,600	24,286	16,212	41,850		
442	Operation of Installations	Critical	(B) BA	(C) 16,169,144	72,109	5,208,364	3,221,088	2,330,955	1,891,350	839,997	3,517,589	BA Unissued	-(914,008)
			AR	(C) 16,169,144	52,374	4,070,620	2,425,448	1,814,187	1,425,465	638,836	3,821,358	AR Unissued	1,920,006
			OI	(C) 12,598,543	42,934	3,900,472	2,278,543	1,685,472	1,413,565	596,165	2,680,772	AR Unobligated	3,571,221
	Object Class 01		OI	10,513,136	18,395	3,353,636	1,785,208	1,428,125	1,204,753	483,483	2,238,916		
	Object Class 02		OI	491,929	11,288	80,779	96,832	62,476	59,190	49,446	131,918		
	Object Class 99		OI	1,593,478	13,251	466,057	396,503	194,871	149,622	63,236	309,938		
443-99	Leased Real Property Rentals	Critical	BA	78,694	0	47,244	9,000	1,500	7,000	100	13,000	BA Unissued	850
			AR	78,694	0	39,044	3,000	1,475	7,000	100	10,175	AR Unissued	17,900
			OI	56,211	0	40,299	5,479	203	6,487	0	3,743	AR Unobligated	22,483
445	Master Planning	Adequate	BA	36,400	0	5,000	4,400	400	400	400	1,200	BA Unissued	24,600
			AR	36,400	0	4,600	3,800	400	400	200	600	AR Unissued	26,400
			OI	9	0	0	9	0	0	0	0	AR Unobligated	36,391
446	Field Printing Plant	Critical	(D) BA	102,056	4,400	0	4,600	36,800	69,700	0	0	BA Unissued	-(13,444)
			AR	102,056	3,250	0	3,500	27,600	51,500	0	0	AR Unissued	16,206
			OI	74,788	3,123	0	3,134	23,775	44,756	0	0	AR Unobligated	27,268
	Object Class 01		OI	68,620	3,123	0	3,134	21,929	40,434	0	0		
	Object Class 99		OI	6,168	0	0	0	1,846	4,322	0	0		
451-99	Air Force Commercial Transportation within ZI	Adequate	BA	1,235,000	2,500	472,500	148,700	161,000	81,200	9,000	360,000	BA Unissued	100
			AR	1,235,000	2,025	434,850	120,423	147,000	66,668	8,940	326,880	AR Unissued	125,214
			OI	1,002,974	1,380	401,611	114,358	141,971	61,417	4,945	277,292	AR Unobligated	232,026
488	Air Combat Maneuvers	Adequate	(E) BA	840,000								BA Unissued	840,000
			AR	840,000	27,923	30,234	108,509	27,715	15,884	12,101	408,473	AR Unissued	209,161
			OI	472,392	38,530	21,192	33,165	13,209	9,880	7,006	349,410	AR Unobligated	367,968
	Object Class 01		OI	3,024	0	0	0	0	0	0	3,024		
	Object Class 02		OI	289,910	21,516	19,775	23,282	10,839	9,870	6,996	197,632		
	Object Class 99		OI	179,458	17,014	1,417	9,883	2,370	10	10	148,754		
496	Aviation Cadet Recruitment	Surplus	BA	205,825	0	32,068	19,539	27,289	37,386	15,699	32,548	BA Unissued	41,296
			AR	205,825	0	20,416	16,849	21,301	29,290	12,149	25,504	AR Unissued	80,316
			OI	90,294	0	17,637	11,360	12,908	22,038	9,619	16,732	AR Unobligated	115,531
	Object Class 02		OI	78,870	0	11,855	9,581	12,138	21,483	8,455	15,358		
	Object Class 99		OI	11,424	0	5,782	1,779	770	555	1,164	1,374		
[illegible]	MILITARY PERSONNEL REQUIREMENTS												
551-02	Organizational Movement Training - TDY	Surplus	BA	137,000	0	7,300	25,000	3,110	2,805	1,000	24,250	BA Unissued	73,535
			AR	109,600	0	3,650	20,000	2,000	1,805	1,000	22,250	AR Unissued	58,895
			OI	37,683	0	4,263	12,025	26	1,560	4,206	15,603	AR Unobligated	71,917
552-02	Individual or Group Movements for Attendance at Schools	Critical	BA	720,000	34,000	112,000	156,000	90,000	75,000	65,000	155,000	BA Unissued	33,000
			AR	576,000	26,368	91,711	116,662	75,134	53,149	48,448	116,563	AR Unissued	47,965
			OI	475,445	19,413	87,142	112,999	54,211	51,267	45,402	105,011	AR Unobligated	100,555
572-99	Individual Clothing, Uniforms and Allowances	Adequate	BA	5,460	0	0	0	0	0	1,560	390	BA Unissued	3,510
			AR	4,710	0	0	0	0	0	1,560	390	AR Unissued	2,760
			OI	1,950	0	0	0	0	0	1,560	390	AR Unobligated	2,760
5704800	SALARIES AND EXPENSES, ADMINISTRATION												
421-02	Ferrying of Aircraft	Adequate	BA	1,580	1,580	0	0	0	0	0	0	BA Unissued	0
			AR	1,185	1,185	0	0	0	0	0	0	AR Unissued	0
			OI	567	567	0	0	0	0	0	0	AR Unobligated	618
811-01	Personal Services	Adequate	BA	1,206,686	1,206,686	0	0	0	0	0	0	BA Unissued	0
			AR	905,272	905,272	0	0	0	0	0	0	AR Unissued	0
			OI	916,641	916,641	0	0	0	0	0	0	AR Unobligated	-(11,369)
821-02	Temporary Duty Travel	Critical	BA	77,000	77,000	0	0	0	0	0	0	BA Unissued	0
			AR	57,000	57,000	0	0	0	0	0	0	AR Unissued	0
			OI	54,127	54,127	0	0	0	0	0	0	AR Unobligated	2,873
841-99	Other Administrative Expenses (Communication Services)	Adequate	BA	18,000	18,000	0	0	0	0	0	0	BA Unissued	0
			AR	13,500	13,500	0	0	0	0	0	0	AR Unissued	0
			OI	15,380	15,380	0	0	0	0	0	0	AR Unobligated	-(1,880)
5704850	CONTINGENCIES												
861-99	Public Relations Activities	Adequate	BA	1,375	405	210	135	225	120	135	145	BA Unissued	0
			AR	1,000	343	117	95	165	85	100	95	AR Unissued	0
			OI	831	295	110	57	147	77	100	45	AR Unobligated	169
881-99	Official Entertainment	Surplus	BA	3,700	1,000	0	0	50	200	0	400	BA Unissued	2,050
			AR	2,000	1,000	0	0	50	200	0	400	AR Unissued	350
			OI	275	9	0	0	37	200	0	29	AR Unobligated	1,725

FOOTNOTES: * Action has been initiated to adjust Critical Funds, & Surplus Funds.
(A) P441 - Budget Authorization increased by $117,090 representing a net difference between a $233,328 withdrawal by USAF and $350,418 increase for special construction projects including Major Repair Program.
(B) P442 - Budget Authorization decreased by $1,499,989 by USAF.
(C) P442-01 - Includes Bolling AFB: BA - $1,700; AR - $850; OI - $620, not shown on chart.
(D) P446 - Budget Authorization decreased by $20,240 by USAF.
(E) P488 - Budget Authorization increased by $83,685 representing supplemental funds for ACW (Swarmer).
(F) P442 - Budget Authorization increased by $100,000 for Medical and Dental Services for Reserve Training.
(G) P442 - Includes Bolling AFB: BA - $15,000; AR - $11,250; OI - $10,620, not shown on chart.
(H) P447 - Budget Authorization decreased by $4,300 in order to provide urgently needed funds for implementation of the program in other areas.
(I) P448 - Budget Authorization decreased by $27 in rounding off of funds by USAF.
(J) P524 - Budget Authorization increased by $56 in rounding off of funds by USAF.
(K) GRAND TOTALS - Includes Bolling AFB: BA - $16,700; AR - $12,100; OI - $ 1,248, not shown on chart.

0446

Number (1)	Title (2)	Fund Evaluation Category (3)	(4)	ConAC Total (5)	No ConAC (6)	1st AF (7)	4th AF (8)	9th AF (9)	10th AF (10)	12th AF (11)	14th AF (12)	BALANCE (13)	(14)
5704910 411-99	AIR FORCE RESERVE Aircraft Supplies and Equipment	Adequate	BA AR OI	4,899 3,949 2,412	0 0 0	620 355 211	1,010 865 534	375 213 180	1,954 1,803 716	540 386 577	400 327 194	BA Unissued AR Unissued AR Unobligated	0 0 1,537
412-99	Fuel and Oil, Aircraft	Critical	BA AR OI	7,866 5,933 6,185	0 0 0	800 562 482	1,766 1,159 1,398	1,200 767 534	2,200 1,687 2,366	700 542 466	1,200 1,183 939	BA Unissued AR Unissued AR Unobligated	0 33 -(252)
421-02	Ferrying of Aircraft	Critical	BA AR OI	60,000 30,000 31,829	200 176 42	6,100 3,920 5,803	9,400 5,370 5,951	6,500 4,530 4,205	11,000 6,469 9,991	1,500 1,000 617	6,800 4,485 5,220	BA Unissued AR Unissued AR Unobligated	18,500 4,050 -(1,829)
441	Maintenance of Installations	Adequate	BA AR OI	4,333,162 2,635,153 2,184,802	0 0 0	436,710 336,810 316,390	513,596 420,844 308,900	584,800 440,100 342,081	998,474 818,246 732,188	132,100 109,269 78,726	629,567 509,884 406,517	BA Unissued AR Unissued AR Unobligated	1,037,915 0 450,351
	Object Class 01		OI	1,095,583	0	176,839	131,875	188,256	330,832	52,222	215,559		
	Object Class 99		OI	1,089,219	0	139,551	177,025	153,825	401,356	26,504	190,958		
	Of the above, obligations were incurred for Special R&U Work Projects as follows:												
	Object Class 01		OI		0	0	0	2,054	836	1,401	4,643		
	Object Class 99		OI		0	31,010	71,994	4,707	11,486	0	15,300		
442	Operation of Installations	Adequate	(F) BA AR OI	(G) 6,566,250 (G) 5,020,889 (G) 4,727,042	100,000 75,000 1,410	858,100 660,114 660,921	885,273 652,565 619,605	829,981 626,867 606,307	2,250,644 1,722,444 1,655,256	465,120 340,146 310,446	1,162,032 882,128 862,409	BA Unissued AR Unissued AR Unobligated	100 50,375 293,847
	Object Class 01		OI	4,402,390	0	623,721	570,951	553,248	1,556,394	296,387	791,061		
	Object Class 02		OI	36,329	0	1,620	5,992	7,788	12,548	1,154	7,227		
	Object Class 99		OI	288,323	1,410	35,580	42,662	45,331	86,314	12,905	64,121		
443-99	Leased Real Property Rentals	Undetermined ~~Adequate~~	BA AR OI	403,000 201,500 142,376	0 0 0	55,000 37,841 33,750	63,500 25,558 34,355	14,500 14,249 10,914	12,000 9,435 9,484	864 863 863	73,200 53,351 53,010	BA Unissued AR Unissued AR Unobligated	183,936 60,203 59,124
451-99	Air Force Commercial Transportation within ZI	Surplus	BA AR OI	139,311 99,655 68,202	400 200 200	13,000 8,000 4,299	17,500 14,770 4,300	17,200 11,060 9,959	50,500 33,028 32,587	2,500 1,500 1,365	31,000 18,797 15,492	BA Unissued AR Unissued AR Unobligated	7,211 12,300 31,453
484-99	Training Aids, Publications and Extension Courses for Air Force Reserve	Surplus	BA AR OI	17,500 8,750 2,097	0 0 0	2,200 700 352	2,200 1,400 195	3,925 1,400 771	4,100 2,800 316	1,450 700 81	2,900 1,050 382	BA Unissued AR Unissued AR Unobligated	725 700 6,653
521-01	Pay of Air Force Reserve on Active Duty for Training Purposes	Adequate	BA AR OI	5,133,231 3,300,000 2,234,991	48,925 48,903 38,306	313,200 313,180 257,132	577,025 577,013 499,156	330,950 330,946 223,935	857,325 857,316 779,470	243,000 243,000 220,480	233,700 233,700 216,512	BA Unissued AR Unissued AR Unobligated	2,529,106 695,942 1,065,009
522-01	Pay of Air Force Reserve on Inactive Duty	Surplus	BA AR OI	6,854,271 4,317,135 3,263,091	141,000 71,199 38,836	1,155,000 626,056 485,384	739,000 537,954 532,542	1,085,000 670,030 600,030	1,892,000 1,122,904 916,936	763,000 427,250 313,649	899,000 525,602 375,714	BA Unissued AR Unissued AR Unobligated	180,271 336,140 1,054,044
523-02	Other Expenses of Air Force Reserve on Inactive Duty	Surplus	BA AR OI	9,750 6,500 4,635	 0 0	 400 8	 400 32	 400 0	 850 765	 2,525 3,821	 425 9	BA Unissued AR Unissued AR Unobligated	9,750 1,500 1,865
561-02	Travel of Air Force Reserve Personnel	Surplus	BA AR OI	1,722,089 500,000 170,913	3,500 3,460 1,613	41,300 41,290 31,185	30,400 30,395 17,398	52,050 52,048 18,970	63,900 63,900 54,833	29,900 29,896 23,245	22,100 22,094 23,669	BA Unissued AR Unissued AR Unobligated	1,478,939 256,913 329,087
562-02	Travel and Other Expenses of Personnel, Reference Air Force Reserve Activities	Adequate	BA AR OI	216,000 141,500 125,512	33,000 24,080 19,320	12,000 8,176 6,251	29,000 18,548 18,384	26,000 16,090 16,111	71,000 45,936 39,355	14,500 10,220 9,021	28,000 18,100 17,070	BA Unissued AR Unissued AR Unobligated	2,500 350 15,988
5704940 447	AIR RESERVE OFFICERS' TRAINING CORPS Operating Expenses at AROTC Institutions - Travel	Surplus	(H) BA AR OI	363,359 300,000 98,152	49,000 22,270 1,710	69,000 46,494 40,159	23,200 16,216 14,860	19,200 19,072 5,291	45,400 28,098 23,722	15,800 15,072 6,396	33,800 17,360 6,014	BA Unissued AR Unissued AR Unobligated	107,559 135,418 201,848
	Object Class 02		OI	20,606	1,710	2,435	3,482	2,696	3,619	2,655	4,009		
	Object Class 99		OI	77,546	0	37,724	11,378	2,595	20,103	3,741	2,005		
448	Operating Expenses at AROTC Summer Camps	Critical	(I) BA AR OI	888,745 888,745 339,329	92,714 21,133 8,603	31,900 31,793 23,431	60,635 60,495 57,816	57,480 57,477 52,114	123,200 119,942 118,978	47,600 47,522 44,414	36,360 36,290 33,973	BA Unissued AR Unissued AR Unobligated	438,856 514,093 549,416
	Object Class 01		OI	43,070	0	422	2,713	10,967	11,955	14,457	2,556		
	Object Class 02		OI	238,656	558	21,872	54,490	38,586	63,823	29,542	29,785		
	Object Class 99		OI	57,603	8,045	1,137	613	2,561	43,200	415	1,632		
451-99	Commercial Transportation within ZI	Adequate	BA AR OI	15,000 15,000 3,753	250 250 217	2,420 500 154	2,120 1,200 1,461	2,360 2,000 629	3,850 2,500 703	1,800 300 428	2,110 700 161	BA Unissued AR Unissued AR Unobligated	0 7,550 11,247
524	Pay and Allowances of AROTC Students	Surplus	(J) BA AR OI	4,137,035 4,137,035 2,848,527	0 0 0	449,740 329,975 352,698	553,280 424,894 393,777	737,385 491,794 516,387	1,014,940 757,102 768,006	669,210 445,207 484,700	614,295 425,829 332,959	BA Unissued AR Unissued AR Unobligated	98,185 1,262,234 1,288,508
	Object Class 01		OI	2,534,970	0	291,858	393,777	443,394	652,179	445,498	308,264		
	Object Class 99		OI	313,557	0	60,840	0	72,993	115,827	39,202	24,695		
5704970 421-02	AIR NATIONAL GUARD Ferrying of Aircraft	Adequate	BA AR OI	30,000 30,000 21,101	0 0 0	6,125 6,125 6,242	9,060 9,060 9,229	2,150 2,150 2,203	2,600 2,600 2,354	54 54 146	975 975 927	BA Unissued AR Unissued AR Unobligated	29,036 9,036 8,899
563-02	Travel - Air National Guard	Adequate	BA AR OI	162,300 125,000 106,886	9,600 5,640 2,022	25,125 19,000 17,804	20,900 16,000 13,800	37,150 28,750 21,096	28,900 23,600 22,490	19,800 16,500 13,550	19,000 15,100 16,124	BA Unissued AR Unissued AR Unobligated	1,825 410 18,114
	GRAND TOTALS		BA (K) AR (K) OI (K)	68,106,326 58,288,768 42,123,281	1,890,269 1,362,351 1,204,678	13,734,274 10,640,672 9,073,765	10,472,939 8,337,962 7,121,258	8,443,335 6,448,870 5,627,563	18,187,665 9,370,200 8,231,363	3,811,731 2,766,132 2,508,812	10,885,931 9,997,030 7,730,394	BA Unissued AR Unissued AR Unobligated	6,657,482 9,344,251 16,165,847

FOOTNOTES: * Action has been initiated to adjust Critical Funds. & Surplus Funds.
(A) P441 - Budget Authorization increased by $117,090 representing a net difference between a $233,328 withdrawal by USAF and $350,418 increase for special construction projects including Major Repair Program.
(B) P442 - Budget Authorization decreased by $1,495,989 by USAF.
(C) P442-01 - Includes Bolling AFB: BA - $1,700; AR - $850; OI - $620, not shown on chart.
(D) P446 - Budget Authorization decreased by $20,840 by USAF.
(E) P446 - Budget Authorization increased by $23,685 representing supplemental funds for ACW (Warner).
(F) P442 - Budget Authorization increased by $100,000 for Medical and Dental Services for Reserve Training.
(G) P442 - Includes Bolling AFB: BA - $15,000; AR - $11,950; OI - $10,680, not shown on chart.
(H) P447 - Budget Authorization decreased by $4,300 in order to provide urgently needed funds for implementation of the program in other areas.
(I) P448 - Budget Authorization decreased by $27 in rounding off of funds by USAF.
(J) P524 - Budget Authorization increased by $56 in rounding off of funds by USAF.
(K) GRAND TOTALS - Includes Bolling AFB: BA - $16,700; AR - $12,800; OI - $11,248, not shown on chart.

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Number (1)	Title (2)	Fund Evaluation Category * (3)	(4)	ConAC Total (5)	Hq ConAC (6)	1st AF (7)	4th AF (8)	9th AF (9)	10th AF (10)	12th AF (11)	14th AF (12)	BALANCE (13)	(14)
5704910	AIR FORCE RESERVE												
411-99	Aircraft Supplies and Equipment	Surplus	BA	6,395	0	360	710	605	3,400	920	400	BA Unissued	0
			AR	6,395	0	360	710	605	3,400	920	400	AR Unissued	0
			OI	2,736	0	211	580	180	887	577	301	AR Unobligated	3,659
412-99	Fuel and Oil, Aircraft	Adequate	BA	7,865	0	720	1,800	755	2,925	505	1,160	BA Unissued	0
			AR	7,865	0	720	1,800	755	2,925	505	1,160	AR Unissued	0
			OI	6,282	0	563	1,226	534	2,554	466	939	AR Unobligated	1,583
421-02	Ferrying of Aircraft	Adequate	BA	60,000	176	10,049	9,456	10,318	17,365	3,043	9,593	BA Unissued	0
			AR	60,000	176	10,049	9,456	10,318	17,365	3,043	9,593	AR Unissued	0
			OI	35,256	42	5,996	6,196	4,382	12,026	671	5,943	AR Unobligated	24,744
441	Maintenance of Installations	Adequate	BA	4,333,200	0	450,210	594,956	609,750	1,415,449	220,342	633,417	BA Unissued	409,076
			AR	4,333,200	0	450,210	594,956	609,750	1,415,449	220,342	633,417	AR Unissued	409,076
			OI	2,502,124	0	350,338	400,315	383,285	790,854	86,405	490,927	AR Unobliga	1,831,076
	Object Class -01		OI	1,219,574	0	197,479	152,909	210,156	367,006	58,115	233,909		
	Object Class -99		OI	1,282,550	0	152,859	247,406	173,129	423,848	28,290	257,018		
	Of the above, obligations were incurred for Special R&U Work Projects as follows:												
	Object Class -01		OI		0	0	0	2,054	898	1,401	4,722		
	Object Class -99		OI		0	31,010	115,547	6,761	12,106	0	48,458		
442	Operation of Installations	Adequate	(B) BA	6,580,933	100,000	863,789	884,609	918,847	2,194,793	423,510	1,162,046	BA Unissued	18,606
			(B) AR	6,580,933	100,000	863,789	884,609	918,847	2,194,793	423,510	1,162,046	AR Unissued	48,072
			(B) OI	5,339,893	49,347	725,322	700,479	696,474	1,853,491	345,339	958,383	AR Unobliga	1,241,040
	Object Class -01		(B) OI	4,939,701	19,977	682,716	644,389	634,715	1,738,337	328,968	879,541		
	Object Class -02		OI	53,254	12,377	2,159	7,034	9,084	14,195	1,243	7,162		
	Object Class -99		OI	346,938	16,993	40,447	49,056	52,675	100,959	15,128	71,680		
443-99	Leased Real Property Rentals	Undetermined	BA	403,000	0	76,500	77,500	35,500	54,500	19,000	86,500	BA Unissued	53,500
			AR	403,000	0	76,500	77,500	35,500	54,500	19,000	86,500	AR Unissued	53,500
			OI	156,545	0	36,679	38,118	12,137	10,365	863	58,383	AR Unobliga	246,455
451-99	Air Force Commercial Transportation within ZI	Adequate	BA	139,300	400	10,300	7,325	20,325	39,550	2,050	22,550	BA Unissued	36,800
			AR	102,500	400	10,300	7,325	20,325	39,550	2,050	22,550	AR Unissued	0
			OI	76,287	200	4,687	4,435	12,526	36,401	1,377	16,661	AR Unobliga	26,213
484-99	Training Aids, Publications and Extension Courses for Air Force Reserve	Surplus	BA	17,500	0	700	350	1,000	550	200	1,200	BA Unissued	13,500
			AR	8,750	0	700	350	1,000	550	200	1,200	AR Unissued	4,750
			OI	2,517	0	373	200	778	398	81	687	AR Unoblig	6,233
521-01	Pay of Air Force Reserve on Active Duty for Training Purposes	Adequate	BA	5,133,230	78,900	796,000	1,238,100	937,900	898,150	513,200	618,300	BA Unissued	52,680
			AR	5,133,230	78,900	796,000	1,238,100	937,900	898,150	513,200	618,300	AR Unissued	52,680
			OI	2,380,665	43,026	281,380	549,647	261,154	795,183	223,111	227,164	AR Unobliga	2,752,565
522-01	Pay of Air Force Reserve on Inactive Duty	Surplus	BA	6,854,295	113,800	947,000	835,700	1,067,400	1,190,600	465,400	641,900	BA Unissued	1,592,495
			AR	4,335,800	92,178	767,070	676,917	864,594	964,386	376,974	519,939	AR Unissued	73,742
			OI	4,166,897	66,015	686,459	766,585	600,030	1,203,074	354,213	490,521	AR Unoblig	168,903
523-02	Other Expenses of Air Force Reserve on Inactive Duty	Surplus	BA	9,750	0	75	75	75	1,000	7,500	75	BA Unissued	950
			AR	8,800	0	75	75	75	1,000	5,200	75	AR Unissued	2,300
			OI	4,637	0	8	32	0	767	3,821	9	AR Unoblig	4,163
561-02	Travel of Air Force Reserve Personnel	Surplus	BA	1,722,095	4,500	131,500	130,400	153,900	74,300	152,600	117,000	BA Unissued	957,895
			AR	784,897	4,500	131,500	130,400	153,900	74,300	152,600	117,000	AR Unissued	20,697
			OI	187,342	1,824	35,577	19,569	23,196	57,203	24,091	25,882	AR Unoblig	597,555
562-02	Travel and Other Expenses of Personnel, Reference Air Force Reserve Activities	Adequate	BA	216,000	33,000	13,000	26,000	36,000	59,000	23,000	26,000	BA Unissued	0
			AR	216,000	33,000	13,000	26,000	36,000	59,000	23,000	26,000	AR Unissued	0
			OI	142,025	21,051	6,751	20,120	20,893	42,892	10,250	20,068	AR Unoblig	73,975
5704940	AIR RESERVE OFFICERS' TRAINING CORPS												
447	Operating Expenses at AROTC Institutions - Travel	Adequate	BA	227,700	23,000	76,600	23,700	38,000	36,400	10,300	19,700	BA Unissued	0
			AR	227,700	23,000	76,600	23,700	38,000	36,400	10,300	19,700	AR Unissued	0
			OI	119,471	2,576	41,789	16,727	9,444	30,287	10,034	8,614	AR Unobliga	108,229
	Object Class -02		OI	33,329	1,848	3,350	5,344	5,018	6,876	4,298	6,595		
	Object Class -99		OI	86,142	728	38,439	11,383	4,426	23,411	5,736	2,019		
448	Operating Expenses at AROTC Summer Camps	Adequate	BA	963,745	93,622	62,841	102,541	154,266	240,904	105,044	128,182	BA Unissued	76,345
			AR	963,745	93,622	62,841	102,541	154,266	240,904	105,044	128,182	AR Unissued	76,345
			OI	386,474	8,672	27,146	64,639	65,177	131,288	55,188	34,364	AR Unobliga	577,271
	Object Class -01		OI	49,892	0	422	2,713	10,967	15,083	18,151	2,556		
	Object Class -02		OI	268,970	627	25,451	61,338	44,976	73,088	33,314	30,176		
	Object Class -99		OI	67,612	8,045	1,273	588	9,234	43,117	3,723	1,632		
451-99	Commercial Transportation within ZI	Adequate	BA	15,000	250	900	1,700	4,100	5,100	1,100	1,600	BA Unissued	250
			AR	15,000	250	900	1,700	4,100	5,100	1,100	1,600	AR Unissued	250
			OI	4,752	247	528	1,856	629	903	428	161	AR Unobliga	10,248
524	Pay and Allowances of AROTC Students	Adequate	BA	3,937,035	0	466,660	505,700	717,985	936,715	645,600	605,885	BA Unissued	58,490
			AR	3,937,035	0	466,660	505,700	717,985	936,715	645,600	605,885	AR Unissued	58,490
			OI	3,161,764	0	391,355	437,118	588,826	799,075	546,886	398,504	AR Unobliga	775,271
	Object Class -01		OI	2,823,604	0	331,541	437,118	507,217	680,216	507,515	359,997		
	Object Class -99		OI	338,160	0	59,814	0	81,609	118,859	39,371	38,507		
5704970	AIR NATIONAL GUARD												
421-02	Ferrying of Aircraft	Adequate	BA	50,000	0	7,000	9,060	2,150	2,600	120	975	BA Unissued	28,095
			AR	50,000	0	7,000	9,060	2,150	2,600	120	975	AR Unissued	28,095
			OI	22,651	0	7,375	9,638	2,201	2,354	156	927	AR Unobliga	27,349
563-02	Travel - Air National Guard	Adequate	BA	162,300	9,600	25,125	20,900	37,150	28,900	19,800	19,000	BA Unissued	1,825
			AR	162,300	9,600	25,125	20,900	37,150	28,900	19,800	19,000	AR Unissued	1,825
			OI	118,701	2,232	21,009	14,539	23,405	24,928	14,733	17,855	AR Unobliga	43,599
GRAND TOTALS			BA (C)	68,418,912	1,975,938	14,042,317	11,540,192	9,279,071	12,080,150	4,006,980	11,618,497	BA Unissued	3,859,334
			AR (C)	64,916,719	1,954,316	13,862,387	11,381,409	9,076,265	11,853,936	3,916,254	11,496,536	AR Unissued	1,359,183
			OI (C)	47,444,925	1,439,820	10,654,371	8,114,163	6,193,979	9,215,452	2,785,926	9,029,288	AR Unoblig	17,471,794

FOOTNOTES: * Action has been initiated to adjust Critical and Surplus funds -
(A) Includes Bolling AF Base: BA - 1700 - AR 1700 - OI - 868
(B) Includes Bolling AF Base: BA - 14,733 - AR 14,733 - OI - 11,058
(C) Includes Bolling AF Base: BA - 16,433 - AR 16,433 - OI - 11,926

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Legend:

01 - Personal Services
02 - Travel
99 - All other operating expenses
BA - Budget Authorization
AR - Allocation Received
OI - Obligations Incurred

CONTINENTAL AIR COMMAND

Status of ConAC Appropriated Funds Fiscal Year 1950

As of 30 April 1950

Controller Chart I
Prepared by:
Budget Directorate
Office of Comptroller
Hq Continental Air Command
15 May 1950

Number (1)	Title (2)	Fund Evaluation Category * (3)	(4)	ConAC Total (5)	Hq ConAC (6)	1st AF (7)	4th AF (8)	9th AF (9)	10th AF (10)	12th AF (11)	14th AF (12)	BALANCE (13)	(14)
5704400	MAINTENANCE AND OPERATIONS												
411-99	Aircraft Supplies and Equipment	Surplus	BA	30,000		3,340	8,589	6,535	2,501	0	9,035	BA Unissued	0
			AR	30,000		3,340	8,589	6,535	2,501	0	9,035	AR Unissued	0
			OI	14,692		1,663	4,516	1,249	998	0	6,266	AR Unobligated	15,308
412-99	Fuel and Oil, Aircraft	Adequate	BA	30,800		3,680	5,785	10,184	5,366	1,575	4,210	BA Unissued	0
			AR	30,800		3,680	5,785	10,184	5,366	1,575	4,210	AR Unissued	0
			OI	22,152		2,405	6,416	7,448	1,792	948	3,143	AR Unobligated	8,648
413-99	Contracts for Specialized Services and Salvage of Aircraft	Adequate	BA	800		0	0	0	650	0	0	BA Unissued	150
			AR	800		0	0	0	650	0	0	AR Unissued	150
			OI	650		0	0	0	650	0	0	AR Unobligated	150
421-02	Ferrying of Aircraft	Adequate	BA	155,000		11,800	25,000	10,100	5,200	8,800	30,000	BA Unissued	64,100
			AR	155,000		11,800	25,000	10,100	5,200	8,800	30,000	AR Unissued	64,100
			OI	87,266		11,220	22,791	11,101	5,959	7,166	29,029	AR Unobligated	67,734
441	Maintenance of Installations	Critical	BA	16,116,302		4,402,450	3,335,215	2,002,622	2,632,973	470,012	3,063,470	BA Unissued	209,560
			AR	16,116,302		4,402,450	3,335,215	2,002,622	2,632,973	470,012	3,063,470	AR Unissued	209,560
			OI	11,131,205		3,183,121	2,146,428	1,344,567	1,619,657	344,065	2,493,367	AR Unobligated	4,985,097
	Object Class -01		OI	6,154,691		1,821,652	1,050,655	939,161	993,862	220,601	1,128,760		
	Object Class -99		OI	4,976,514		1,361,469	1,095,773	405,406	625,795	123,464	1,364,607		
	Of the above, obligations were incurred for Special R&D Work Projects as follows:												
	Object Class -01		OI		0	4,847	0	0	17,100	0	0		
	Object Class -99		OI		0	116,949	162,246	15,600	30,236	7,731	541,960		
442	Operation of Installations	Adequate (A)	BA	16,429,200	65,500	4,949,515	3,160,488	2,149,330	1,894,305	775,787	3,306,299	BA Unissued	127,976
		(A)	AR	16,429,200	65,500	4,949,515	3,160,488	2,149,330	1,894,305	775,787	3,306,299	AR Unissued	127,976
		(A)	OI	13,696,746	49,347	4,209,731	2,508,904	1,823,071	1,568,458	655,277	2,881,090	AR Unobligated	2,734,154
	Object Class -01	(A)	OI	11,419,798	19,977	3,629,235	1,969,584	1,542,594	1,334,383	532,292	2,390,865		
	Object Class -02		OI	546,490	12,377	90,202	113,588	68,440	65,850	51,453	144,580		
	Object Class -99		OI	1,730,458	16,993	490,294	425,732	212,037	168,225	71,532	345,645		
443-99	Leased Real Property Rentals	Adequate	BA	119,036	0	48,094	14,827	1,500	28,000	100	13,000	BA Unissued	13,515
			AR	119,036	0	48,094	14,827	1,500	28,000	100	13,000	AR Unissued	13,515
			OI	65,435	0	43,233	13,201	569	4,689	0	3,743	AR Unobligated	53,601
445	Master Planning	Adequate	BA	36,400	0	5,000	8,400	400	400	400	7,700	BA Unissued	14,100
			AR	36,400	0	5,000	8,400	400	400	400	7,700	AR Unissued	14,100
			OI	425	0	0	425	0	0	0	0	AR Unobligated	35,975
446	Field Printing Plant	Adequate	BA	111,321	4,078	0	4,078	29,600	64,300	0	0	BA Unissued	9,265
			AR	111,321	4,078	0	4,078	29,600	64,300	0	0	AR Unissued	9,265
			OI	83,632	3,446	0	3,457	26,116	50,613	0	0	AR Unobligated	27,689
	Object Class -01		OI	77,010	3,446	0	3,457	24,270	45,837	0	0		
	Object Class -99		OI	6,622	0	0	0	1,846	4,776	0	0		
451-99	Air Force Commercial Transportation within ZI	Critical	BA	1,235,000	2,500	457,500	148,700	176,500	82,700	7,100	360,000	BA Unissued	0
			AR	1,235,000	2,500	457,500	148,700	176,500	82,700	7,100	360,000	AR Unissued	0
			OI	1,078,412	1,350	417,111	130,324	175,291	64,739	5,206	284,391	AR Unobligated	156,588
488	Air Combat Maneuvers	Adequate	BA	840,000	73,207	31,519	126,750	30,876	37,304	32,471	474,937	BA Unissued	32,936
			AR	840,000	73,207	31,519	126,750	30,876	37,304	32,471	474,937	AR Unissued	32,936
			OI	634,912	76,349	32,842	70,564	17,365	16,693	22,314	398,785	AR Unobligated	205,088
	Object Class -01		OI	3,285	0	0	0	0	0	0	3,285		
	Object Class -02		OI	414,968	59,335	29,971	33,736	14,267	16,683	22,304	238,672		
	Object Class -99		OI	216,659	17,014	2,871	36,828	3,098	10	10	156,828		
496	Aviation Cadet Recruitment	Surplus	BA	145,825	0	28,656	21,153	21,817	32,310	14,750	27,139	BA Unissued	0
			AR	145,825	0	28,656	21,153	21,817	32,310	14,750	27,139	AR Unissued	0
			OI	100,791	0	20,468	12,536	14,111	24,363	10,807	18,506	AR Unobligated	45,034
	Object Class -02		OI	0	0	14,528	10,520	13,275	23,828	9,408	17,025		
	Object Class -99		OI	0	0	5,940	2,016	836	535	1,399	481		
5704500	MILITARY PERSONNEL REQUIREMENTS												
533.6	PCS Movements of Individuals within ZI - Major Command Directed	Critical	BA	240,000	10,000	29,000	30,000	19,000	19,010	14,000	32,000	BA Unissued	86,990
			AR	240,000	10,000	29,000	30,000	19,000	19,010	14,000	32,000	AR Unissued	86,990
			OI	37,099	0	6,516	7,735	3,339	4,541	5,694	9,274	AR Unobligated	202,901
551	Organizational Movement Training - TDY	Adequate	BA	104,000	0	14,334	28,910	26	2,720	5,166	52,759	BA Unissued	85
			AR	104,000	0	14,334	28,910	26	2,720	5,166	52,759	AR Unissued	85
			OI	61,815	0	8,776	13,056	26	2,384	4,206	33,367	AR Unobligated	42,185
	Object Class -02		OI	49,817	0	8,776	13,056	26	2,384	4,206	21,369		
	Object Class -99		OI	11,998	0	0	0	0	0	0	11,998		
552-02	Individual or Group Movements for Attendance at Schools	Adequate	BA	639,300	26,000	117,500	150,800	73,500	69,500	61,500	140,500	BA Unissued	0
			AR	639,300	26,000	117,500	150,800	73,500	69,500	61,500	140,500	AR Unissued	0
			OI	517,556	22,251	93,629	121,734	64,291	54,706	49,534	111,411	AR Unobligated	121,744
572-99	Individual Clothing, Uniforms and Allowances	Adequate	BA	5,460	0	390	780	780	390	1,950	1,170	BA Unissued	0
			AR	5,460	0	390	780	780	390	1,950	1,170	AR Unissued	0
			OI	2,340	0	0	0	0	0	1,950	390	AR Unobligated	3,120
5704800	SALARIES AND EXPENSES, ADMINISTRATION												
421-02	Ferrying of Aircraft	Adequate	BA	1,500	1,500	0	0	0	0	0	0	BA Unissued	0
			AR	1,500	1,500	0	0	0	0	0	0	AR Unissued	0
			OI	619	619	0	0	0	0	0	0	AR Unobligated	881
811-01	Personal Services	Adequate	BA	1,239,500	1,239,500	0	0	0	0	0	0	BA Unissued	0
			AR	1,239,500	1,239,500	0	0	0	0	0	0	AR Unissued	0
			OI	1,011,397	1,011,397	0	0	0	0	0	0	AR Unobligated	228,103
821-02	Temporary Duty Travel	Critical	BA	77,000	77,000	0	0	0	0	0	0	BA Unissued	0
			AR	77,000	77,000	0	0	0	0	0	0	AR Unissued	0
			OI	62,084	62,084	0	0	0	0	0	0	AR Unobligated	14,916
841-99	Other Administrative Expenses (Communication Services)	Adequate	BA	18,000	18,000	0	0	0	0	0	0	BA Unissued	0
			AR	18,000	18,000	0	0	0	0	0	0	AR Unissued	0
			OI	17,419	17,419	0	0	0	0	0	0	AR Unobligated	581
5704850	CONTINGENCIES												
861-99	Public Relations Activities	Adequate	BA	1,375	405	210	135	225	120	135	145	BA Unissued	0
			AR	1,375	405	210	135	225	120	135	145	AR Unissued	0
			OI	813	305	110	57	147	80	69	45	AR Unobligated	562
881-99	Official Entertainment	Adequate	BA	2,050	1,000	0	0	50	200	0	650	BA Unissued	150
			AR	2,050	1,000	0	0	50	200	0	650	AR Unissued	150
			OI	446	21	0	0	37	200	0	188	AR Unobligated	1,604

FOOTNOTES: * Action has been initiated to adjust Critical and Surplus funds -
(A) Includes Bolling AF Base: BA - 1700 - AR 1700 - OI - 868
(B) Includes Bolling AF Base: BA - 14,733 - AR 14,733 - OI - 11,058
(C) Includes Bolling AF Base: BA - 16,433 - AR 16,433 - OI - 11,926

0449

CONTINENTAL AIR COMMAND

Status of ConAC Appropriated Funds Fiscal Year 1950

As of May 1950

Comptroller Chart I
Prepared by:
Budget Directorate
Office of Comptroller
Hq Continental Air Command
13 June 1950

Legend:

01 - Personal Services
02 - Travel
99 - All other operating expenses
BA - Budget Authorization
AR - Allocation Received
OI - Obligations Incurred

Number (1)	Title (2)	Fund Evaluation Category (3)	(4)	ConAC Total (5)	Hq ConAC (6)	1st AF (7)	4th AF (8)	9th AF (9)	10th AF (10)	12th AF (11)	14th AF (12)	BALANCE (13)	(14)
5704400	MAINTENANCE AND OPERATIONS												
P411-99	Aircraft Supplies and Equipment	Surplus	BA	30,000		3,340	8,589	6,535	2,501	0	9,035	BA Unissued	0
			AR	30,000		3,340	8,589	6,535	2,501	0	9,035	AR Unissued	0
			OI	15,971		1,683	4,912	1,249	1,020	0	7,107	AR Unobligated	14,029
P412-99	Fuel and Oil, Aircraft	Surplus	BA	30,800		2,905	5,785	9,334	5,366	1,575	5,060	BA Unissued	775
			AR	30,800		2,905	5,785	9,334	5,366	1,575	5,060	AR Unissued	775
			OI	25,507		2,999	7,198	7,448	3,697	948	3,217	AR Unobligated	5,293
P413-99	Contracts for Specialized Services and Salvage of Aircraft	Adequate	BA	1,050		0	250	0	650	0	0	BA Unissued	150
			AR	1,050		0	250	0	650	0	0	AR Unissued	150
			OI	650		0	0	0	650	0	0	AR Unobligated	400
P421-02	Ferrying of Aircraft	Surplus	BA	155,000		32,800	33,974	14,740	20,584	10,082	42,820	BA Unissued	0
			AR	155,000		32,800	33,974	14,740	20,584	10,082	42,820	AR Unissued	0
			OI	92,427		11,394	24,052	11,199	8,209	7,545	30,028	AR Unobligated	62,573
P441	Maintenance of Installations	Adequate	BA	16,333,465		4,420,295	3,335,215	2,006,122	2,632,973	447,212	3,073,070	BA Unissued	418,578
			AR	16,333,465		4,420,295	3,335,215	2,006,122	2,632,973	447,212	3,073,070	AR Unissued	418,578
			OI	12,357,185		3,496,123	2,476,844	1,498,558	1,802,190	380,815	2,700,655	AR Unobligated	3,976,280
	Object Class -01		OI	6,826,601		2,022,611	1,204,863	1,037,225	1,083,653	249,333	1,228,916		
	Object Class -99		OI	5,530,584		1,475,512	1,271,981	461,333	718,537	131,482	1,471,739		
	Of the above, obligations were incurred for Special R&U Work Projects as follows: Object Class -01		OI		0	4,847	0	0	17,100	1,649	0		
	Object Class -99		OI		0	139,899	182,132	15,600	33,286	11,768	533,524		
P442	Operation of Installations	Adequate	(A) BA	16,429,200	65,500	5,009,515	3,160,488	2,180,180	1,896,305	799,787	3,306,299		9,426
			(A) AR	16,429,200	65,500	5,009,515	3,160,488	2,180,180	1,896,305	799,787	3,306,299		9,426
			(A) OI	14,992,121	52,480	4,599,095	2,803,634	1,982,155	1,712,871	722,727	3,118,005		1,437,079
	Object Class -01		(A) OI	12,480,598	22,343	3,970,539	2,188,488	1,687,694	1,454,121	591,140	2,566,273		
	Object Class -02		OI	619,837	13,365	101,034	132,574	75,006	74,781	56,186	166,891		
	Object Class -99		OI	1,890,532	16,772	527,522	482,572	219,455	183,969	75,401	384,841		
P443-99	Leased Real Property Rentals	Adequate	BA	119,036	0	48,094	14,827	1,500	28,000	100	13,000	BA Unissued	13,515
			AR	119,036	0	48,094	14,827	1,500	28,000	100	13,000	AR Unissued	13,515
			OI	98,985	0	47,145	11,006	569	28,149	0	12,116	AR Unobligated	20,051
P445	Master Planning	Adequate	BA	47,300	0	5,000	8,400	400	400	400	7,700	BA Unissued	25,000
			AR	47,300	0	5,000	8,400	400	400	400	7,700	AR Unissued	25,000
			OI	11,961	0	4,350	911	0	0	0	6,700	AR Unobligated	35,339
P446	Field Printing Plant	Surplus	BA	111,321	4,078	0	4,078	32,991	64,300	0	0	BA Unissued	5,874
			AR	111,321	4,078	0	4,078	32,991	64,300	0	0	AR Unissued	5,874
			OI	89,175	3,829	0	3,829	30,018	51,499	0	0	AR Unobligated	22,146
	Object Class -01		OI	82,675	3,829	0	3,829	28,172	46,845	0	0		
	Object Class -99		OI	6,500	0	0	0	1,846	4,654	0	0		
P451-99	Air Force Commercial Transportation within ZI	Adequate	BA	1,269,000	2,500	447,500	151,850	218,000	93,900	7,100	330,000	BA Unissued	18,150
			AR	1,269,000	2,500	447,500	151,850	218,000	93,900	7,100	330,000	AR Unissued	18,150
			OI	1,158,582	1,350	423,211	146,211	192,726	70,380	5,781	318,923	AR Unobligated	110,418
P488	Air Combat Maneuvers	Surplus	BA	840,000	112,392	35,633	86,050	23,418	37,304	32,471	477,263	BA Unissued	35,469
			AR	840,000	112,392	35,633	86,050	23,418	37,304	32,471	477,263	AR Unissued	35,469
			OI	761,678	117,003	37,127	80,293	20,212	17,200	25,075	464,768	AR Unobligated	78,322
	Object Class -01		OI	3,285	0	0	0	0	0	0	3,285		
	Object Class -02		OI	499,056	99,617	31,228	40,730	16,078	17,200	25,065	269,138		
	Object Class -99		OI	259,337	17,386	5,899	39,563	4,134	0	10	192,345		
P492	Patent Fees and Custom Expenses	Surplus	BA	4,150	0	0	3,100	0	200	0	0	BA Unissued	850
			AR	4,150	0	0	3,100	0	200	0	0	AR Unissued	850
			OI	699	0	0	537	0	162	0	0	AR Unobligated	3,451
P496	Aviation Cadet Recruitment	Surplus	BA	145,825	0	23,656	15,153	19,317	27,310	12,750	24,139	BA Unissued	23,500
			AR	145,825	0	23,656	15,153	19,317	27,310	12,750	24,139	AR Unissued	23,500
			OI	105,550	0	21,229	13,830	14,345	25,130	10,752	20,264	AR Unobligated	40,275
	Object Class -02		OI	91,768	0	15,295	11,732	13,294	24,095	9,122	18,230		
	Object Class -99		OI	13,782	0	5,934	2,098	1,051	1,035	1,630	2,034		
5704500	MILITARY PERSONNEL REQUIREMENTS												
P533.6	PCS Movements of Individuals within ZI - Major Command Directed	Adequate	BA	240,000	10,000	29,000	30,000	19,481	19,010	15,224	32,000	BA Unissued	85,285
			AR	240,000	10,000	29,000	30,000	19,481	19,010	15,224	32,000	AR Unissued	85,285
			OI	~~65,623~~ 107,733	-0- 8,241	14,575	16,777	8,891	19,562	14,709	24,978	AR Unobligated	~~174,377~~ 132,267
P551	Organizational Movement Training - TDY	Critical	BA	104,000	7,500	10,834	24,910	111	2,720	5,166	49,759	BA Unissued	3,000
			AR	104,000	7,500	10,834	24,910	111	2,720	5,166	49,759	AR Unissued	3,000
			OI	88,245	7,500	10,663	27,463	26	2,396	4,548	35,649	AR Unobligated	15,755
	Object Class -02		OI	75,803	7,500	10,663	27,463	26	2,396	4,548	23,207		
	Object Class -99		OI	12,442	0	0	0	0	0	0	12,442		
P552	Individual or Group Movements for Attendance at Schools	Surplus	BA	639,300	26,000	117,500	150,800	73,500	69,500	61,500	140,500	BA Unissued	0
			AR	639,300	26,000	117,500	150,800	73,500	69,500	61,500	140,500	AR Unissued	0
			OI	555,557	24,446	99,340	127,730	70,356	62,477	51,375	119,833	AR Unobligated	83,743
	Object Class -02		OI	552,913	24,159	98,416	127,489	70,041	62,398	51,375	119,035		
	Object Class -99		OI	2,644	287	924	241	315	79	0	798		
P572-99	Individual Clothing, Uniforms and Allowances	Surplus	BA	5,460	0	390	780	780	390	1,950	1,170	BA Unissued	0
			AR	5,460	0	390	780	780	390	1,950	1,170	AR Unissued	0
			OI	2,340	0	0	0	0	0	1,950	390	AR Unobligated	3,120
5704800	SALARIES AND EXPENSES, ADMINISTRATION												
P421-02	Ferrying of Aircraft	Surplus	BA	1,500	1,500	0	0	0	0	0	0	BA Unissued	0
			AR	1,500	1,500	0	0	0	0	0	0	AR Unissued	0
			OI	797	797	0	0	0	0	0	0	AR Unobligated	703
P611-01	Personal Services	Adequate	BA	1,239,500	1,239,500	0	0	0	0	0	0	BA Unissued	0
			AR	1,239,500	1,239,500	0	0	0	0	0	0	AR Unissued	0
			OI	1,125,538	1,125,538	0	0	0	0	0	0	AR Unobligated	113,962
P641-02	Temporary Duty Travel	Adequate	BA	77,000	77,000	0	0	0	0	0	0	BA Unissued	0
			AR	77,000	77,000	0	0	0	0	0	0	AR Unissued	0
			OI	68,465	68,465	0	0	0	0	0	0	AR Unobligated	8,535
P641-99	Other Administrative Expenses (Communication Services)	Adequate	BA	18,000	18,000	0	0	0	0	0	0	BA Unissued	0
			AR	18,000	18,000	0	0	0	0	0	0	AR Unobligated	0
			OI	17,651	17,651	0	0	0	0	0	0	AR Unobligated	349
5704850	CONTINGENCIES												
P861-99	Public Relations Activities	Adequate	BA	1,375	405	210	135	225	120	135	145	BA Unissued	0
			AR	1,375	405	210	135	225	120	135	145	AR Unobligated	0
			OI	890	303	141	81	157	95	69	44	AR Unobligated	485
P861-99	Official Entertainment	Adequate	BA	2,050	500	0	250	50	400	0	439	BA Issued	411
			AR	2,050	500	0	250	50	400	0	439	AR Unobligated	411
			OI	940	21	0	250	37	200	0	432	AR Unobligated	1,112

FOOTNOTE: * Action has been initiated to adjust Critical and Surplus funds - (A) Includes Bolling AF Base: BA - 1700 - AR - 1700; OI - 1154

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Comptroller Chart 1 as of 31 May 1950

Number (1)	Title (2)	Fund Evaluation Category (3)	(4)	ConAC Total (5)	Hq ConAC (6)	1st AF (7)	4th AF (8)	9th AF (9)	10th AF (10)	12th AF (11)	14th AF (12)	BALANCE (13)	(14)
57X4910	AIR FORCE RESERVE												
F411-99	Aircraft Supplies and Equipment	Surplus	BA	6,395	0	360	710	605	3,400	920	400	BA Unissued	0
			AR	6,395	0	360	710	605	3,400	920	400	AR Unissued	0
			OI	2,911	0	211	399	293	1,086	580	342	AR Unobligated	3,484
F412-99	Fuel and Oil, Aircraft	Surplus	BA	8,865	0	720	1,600	1,005	3,825	505	1,160	BA Unissued	50
			AR	8,865	0	720	1,600	1,005	3,825	505	1,160	AR Unissued	50
			OI	6,923	0	609	1,258	606	2,996	357	1,099	AR Unobligated	1,942
F421-02	Ferrying of Aircraft	Surplus	BA	94,000	176	17,049	11,456	16,318	24,365	10,043	14,593	BA Unissued	0
			AR	94,000	176	17,049	11,456	16,318	24,365	10,043	14,593	AR Unissued	0
			OI	39,726	42	6,629	7,428	4,946	13,030	743	6,908	AR Unobligated	54,274
F441	Maintenance of Installations	Adequate	BA	4,333,200	0	489,340	609,956	646,330	1,614,999	233,742	654,217	BA Unissued	84,616
			AR	4,333,200	0	489,340	609,956	646,330	1,614,999	233,742	654,217	AR Unissued	84,616
			OI	2,915,084	0	390,705	491,792	442,534	861,221	180,280	548,552	AR Unobligated	1,418,116
	Object Class -01		OI	1,368,176	0	219,491	178,802	240,433	412,293	63,293	253,864		
	Object Class -99		OI	1,546,908	0	171,214	312,990	202,101	448,928	116,987	294,688		
	Of the above, obligations were incurred for Special R&U Work Projects as follows:												
	Object Class -01		OI		0	0	0	2,054	0	1,401	4,722		
	Object Class -99		OI		0	38,238	167,107	40,241	7,731	0	58,994		
F442	Operation of Installations	Adequate	(B) BA	6,566,200	20,000	884,404	888,609	918,847	2,219,793	423,510	1,162,046	BA Unissued	34,258
			(B) AR	6,566,200	20,000	884,404	888,609	918,847	2,219,793	423,510	1,162,046	AR Unissued	34,258
			(B) OI	5,921,416	1,410	801,078	788,930	803,318	2,059,939	379,452	1,075,695	AR Unobligated	644,784
	Object Class -01		(B) OI	5,488,546	0	751,799	725,177	727,999	1,931,090	361,154	979,733		
	Object Class -02		OI	58,464	0	6,233	7,950	10,246	17,674	1,286	15,075		
	Object Class -99		OI	374,406	1,410	43,046	55,803	65,073	111,175	17,012	80,887		
F444-99	Leased Real Property Rentals	Surplus	BA	403,000	0	76,500	77,500	35,500	54,500	19,000	86,500	BA Unissued	53,500
			AR	403,000	0	76,500	77,500	35,500	54,500	19,000	86,500	AR Unissued	53,500
			OI	~~[illegible]~~ 181,388	0	50,913	41,880	12,770	10,831	~~[illegible]~~ 1,238	63,756	AR Unobligated	~~[illegible]~~ 221,612
F451-99	Air Force Commercial Transportation within ZI	Surplus	BA	102,500	400	10,300	7,325	20,325	39,550	2,050	22,550	BA Unissued	0
			AR	102,500	400	10,300	7,325	20,325	39,550	2,050	22,550	AR Unissued	0
			OI	89,932	200	5,879	4,911	20,571	37,935	1,931	18,905	AR Unobligated	12,568
F452-99	Training Aids, Publications and Extension Courses for Air Force Reserve	Surplus	BA	17,500	0	700	350	1,300	550	200	1,320	BA Unissued	13,080
			AR	17,500	0	700	350	1,300	550	200	1,320	AR Unissued	13,080
			OI	3,198	0	555	205	1,099	468	81	790	AR Unobligated	14,302
P521-01	Pay of Air Force Reserve on Active Duty for Training Purposes	Adequate	BA	5,183,230	78,900	796,000	1,238,100	937,900	898,150	543,200	665,300	BA Unissued	25,680
			AR	5,183,230	78,900	796,000	1,238,100	937,900	898,150	543,200	665,300	AR Unissued	25,680
			OI	3,265,833	46,588	580,383	734,176	336,850	828,424	238,625	500,787	AR Unobligated	1,917,397
P522-01	Pay of Air Force Reserve on Inactive Duty	Surplus	BA	6,854,295	113,800	947,000	975,700	1,067,400	1,497,600	465,400	641,900	BA Unissued	1,145,495
			AR	5,511,230	113,800	947,000	855,700	1,067,400	1,244,600	465,400	641,900	AR Unissued	175,430
			OI	~~[illegible]~~ 4614,256	66,542	~~[illegible]~~ 768,464	828,905	749,581	1,250,268	454,580	495,911	AR Unobligated	~~[illegible]~~ 896,974
P524-02	Other Expenses of Air Force Reserve on Inactive Duty	Surplus	BA	9,750	0	75	75	75	1,000	7,500	75	BA Unissued	950
			AR	8,800	0	75	75	75	1,000	7,500	75	AR Unissued	0
			OI	4,359	0	8	32	0	767	3,543	9	AR Unobligated	4,441
P561-02	Travel of Air Force Reserve Personnel	Surplus	BA	919,360	4,500	131,500	130,400	153,900	74,300	152,600	117,000	BA Unissued	155,160
			AR	819,897	4,500	131,500	130,400	153,900	74,300	152,600	117,000	AR Unissued	55,697
			OI	271,035	2,117	48,002	25,203	27,956	63,035	25,611	79,111	AR Unobligated	548,862
P562-02	Travel and Other Expenses of Personnel, Reference Air Force Reserve Activities	Adequate	BA	216,000	33,000	13,000	28,000	30,000	57,000	23,000	32,000	BA Unissued	0
			AR	216,000	33,000	13,000	28,000	30,000	57,000	23,000	32,000	AR Unissued	0
			OI	~~[illegible]~~ 165,025	22,663	9,021	22,045	23,732	47,428	15,777	~~[illegible]~~ 24,159	AR Unobligated	~~[illegible]~~ 50,975
57X4960	AIR RESERVE OFFICERS' TRAINING CORPS												
P447	Operating Expenses at AROTC Institutions - Travel	Adequate	BA	227,700	17,050	76,600	23,700	38,000	36,400	16,250	19,700	BA Unissued	0
			AR	227,700	17,050	76,600	23,700	38,000	36,400	16,250	19,700	AR Unissued	0
			OI	133,427	2,804	43,931	18,250	15,417	28,641	13,918	10,466	AR Unobligated	94,273
	Object Class -02		OI	33,547	2,076	4,574	0	6,328	8,362	4,863	7,344		
	Object Class -99		OI	99,880	728	39,357	18,250	9,089	20,279	9,055	3,122		
P448	Operating Expenses at AROTC Summer Camps	Adequate	BA	963,745	93,622	72,331	113,211	168,897	258,648	117,985	139,051	BA Unissued	0
			AR	963,745	93,622	72,331	113,211	168,897	258,648	117,985	139,051	AR Unissued	0
			OI	469,287	8,749	31,114	64,416	118,951	155,428	55,295	35,334	AR Unobligated	494,458
	Object Class -01		OI	123,429	0	421	2,713	20,252	79,336	18,151	2,556		
	Object Class -02		OI	264,762	704	29,244	61,115	88,351	21,051	33,421	30,876		
	Object Class -99		OI	81,096	8,045	1,449	588	10,348	55,041	3,723	1,902		
P451-99	Commercial Transportation within ZI	Adequate	BA	15,000	250	900	1,700	4,100	5,100	1,100	1,600	BA Unissued	250
			AR	15,000	250	900	1,700	4,100	5,100	1,100	1,600	AR Unissued	250
			OI	6,010	252	550	1,821	1,841	1,015	346	185	AR Unobligated	8,990
P524	Pay and Allowances of AROTC Students	Adequate	BA	3,937,035	0	466,660	505,700	717,985	936,715	645,600	605,885	BA Unissued	58,490
			AR	3,937,035	0	466,660	505,700	717,985	936,715	645,600	605,885	AR Unissued	58,490
			OI	3,429,970	0	422,309	452,408	672,161	877,185	591,509	414,398	AR Unobligated	507,065
	Object Class -01		OI	3,071,584	0	360,149	452,408	584,548	749,697	550,408	374,374		
	Object Class -99		OI	358,386	0	62,160	0	87,613	127,488	41,101	40,024		
57X4972	AIR NATIONAL GUARD												
F421-02	Ferrying of Aircraft	Adequate	BA	50,000	0	7,375	9,638	2,201	2,600	156	975	BA Unissued	27,055
			AR	50,000	0	7,375	9,638	2,201	2,600	156	975	AR Unissued	27,055
			OI	29,292	0	11,818	10,214	2,245	2,504	168	2,343	AR Unobligated	20,708
F441	Maintenance of Installations	Surplus	BA	11,289	0	0	0	0	0	11,289	0	BA Unissued	0
			AR	11,289	0	0	0	0	0	11,289	0	AR Unissued	0
			OI	11,289	0	0	0	0	0	11,289	0	AR Unobligated	0
F486	Charts and Maps Including Mock-ups		BA	5,000	0	0	0	0	5,000	0	0	BA Unissued	0
			AR	5,000	0	0	0	0	5,000	0	0	AR Unissued	0
			OI	3,320	0	0	0	0	3,320	0	0	AR Unobligated	1,680
P563-02	Travel - Air National Guard		BA	162,300	9,600	25,125	20,900	31,150	31,900	19,800	22,000	BA Unissued	1,825
			AR	162,300	9,600	25,125	20,900	31,150	31,900	19,800	22,000	AR Unissued	1,825
			OI	125,675	2,503	23,342	15,032	23,215	27,269	15,582	18,732	AR Unobligated	36,625
GRAND TOTALS			BA (C)	67,930,696	1,936,173	14,202,611	11,679,264	9,398,522	12,667,328	4,089,302	11,700,671	BA Unissued	2,240,392
			AR (C)	66,487,218	1,936,173	14,202,611	11,599,264	9,398,522	12,414,328	4,089,302	11,700,671	AR Unissued	1,169,914
			OI (C)	~~[illegible]~~ 53,560,003	~~[illegible]~~ 1,581,894	~~[illegible]~~ 11,966,601	9,254,863	~~[illegible]~~ 7,696,030	10,078,677	~~[illegible]~~ 3,217,199	~~[illegible]~~ 10,160,191	AR Unoblig	~~[illegible]~~ 13,119,215

FOOTNOTES: * Action has been initiated to adjust Critical and Surplus funds -
(B) Includes Bolling AF Base: BA - 14,733; AR - 14,733; OI - 11,594
(C) Includes Bolling AF Base: BA - 16,433; AR - 16,433; OI - 12,748

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MAY 1950

INFORMATION BULLETIN

COMPTROLLER

HEADQUARTERS
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE
NEW YORK

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ConACB 170-5

ConAC BULLETIN)
170-5)

HEADQUARTERS CONTINENTAL AIR COMMAND
OFFICE OF THE COMPTROLLER
Mitchel Air Force Base, N.Y., 31 May 1950

COMPTROLLER INFORMATION BULLETIN

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M-50-510

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PART I - General

1. Comptroller Training Courses

The following item was presented in USAF Comptroller News, 1 May 1950. Since there is a shortage of qualified Comptroller personnel, it is imperative that all school quotas be properly utilized.

"Frequent inquiries are received by this headquarters as to the status of various Comptroller courses. Presented below is the status of each Comptroller type course as of 20 May 1950:

COURSE	SSN	LOCATION	DURATION/WEEKS
Officer Courses:			
Comptroller	6305	Craig AFB, Alabama	12
Program Analysis	6320	Craig AFB, Alabama	14
Machine Records	2401	Lowry AFB, Colorado	14
Budget and Fiscal	6302	Lowry AFB, Colorado	14 (Presently on Standby Status)
Statistical Services	6402	Lowry AFB, Colorado	13
Auditing	6110	Army Finance Center St. Louis, Missouri	21
Finance, Adm	6200	Army Finance Center St. Louis, Missouri	39
Finance, Disbursing	6201	Army Finance Center St. Louis, Missouri	21
Airmen Courses:			
Statistical Clerk	212	Lowry AFB, Colorado	14
Budget & Fiscal Clerk	268	Lowry AFB, Colorado	14 (Standby Status)
Finance Technical Clerk	622	Lowry AFB, Colorado	16
Tab Mach Opr	400	Lowry AFB, Colorado	12
Cost and Analysis Tech	9268	Lowry AFB, Colorado	14
Key Punch Mach Opr	272	IBM Corp., Denver	2 (Standby Status)
Finance Typist Clerk	623	Army Finance Center St. Louis, Missouri	12
Advance Finance Clerk	622	Army Finance Center St. Louis, Missouri	16
Tab Mach Repairman	425	Endicott Corp. Endicott, N. Y.	14 (Standby Status)

NOTE: Number of classes per year for technical courses fluctuate, depending upon annual training requirements. Additional information on Comptroller courses is contained in the Training Prospectus for USAF Personnel which should be available at all AF installations.

In order to receive the greatest benefit from these courses and to obtain an adequate supply of trained Comptroller personnel, Comptrollers should urge their commanders to utilize these courses to the maximum extent practicable. Close liaison should be maintained with local personnel officers in screening candidates for the courses, and every effort be made to select the most qualified and promising individuals. Assignments of graduates of Comptroller course should also be closely monitored to assure the utilization of these graduates in positions for which they were trained in accordance with provisions of AF Letter 35-710."

2. Program Analysis Officers' Courses

Quotas for Program Analysis Officers' Course which commences on 31 July 1950 have been allocated to commands based on immediate needs. The course is to be presented at the USAF Special Staff School, Craig Air Force Base, Selma, Alabama.

The objective of this course is to provide training for selected officers in the responsibilities of program analysis. Graduates will be initially assigned as analysts in Comptroller activities to accomplish the functions outlined in paragraph 4b, AFR 170-10, 12 July 1949.

Eligibility requirements for attendance of field grade officers are:

a. Must hold Comptroller type MOS or be highly qualified in the fields of planning, programming, logistics or related staff activities, and

b. Must have two or more years of college training with specialization in business or public administration and/or business management or its equivalent, viz., have two years civilian or military experience commensurate to Comptroller type duties.

c. Advisable to have successfully completed a basic course for any Comptroller specialty.

Company grade specialty officers in order to be selected must:

a. Have two or more years of college training with specialization in business or public administration and/or business management or its equivalent, viz., have two years civilian or military experience commensurate to Comptroller type duties, and

b. Have successfully completed a basic course for any Comptroller specialty, and

c. Have twelve (12) months experience in Comptroller type duties.

Civilians who hold the grade of GS-9, or higher, in order to be selected, must

a. Have two or more years of college training with specialization in business or public administration and/or business management or its equivalent, viz., have two years civilian or military experience commensurate to Comptroller type duties, and

b. Have twelve (12) months experience and currently serving in any Comptroller Staff Section at any level of command.

PART II - Budget

1. Second Destination Transportation for Items Returned to Air Depots for Repair and/or Exchange

Headquarters USAF was queried relative to clarification of responsibility for payment of second destination transportation charges for those items returned to Air Depots for repair and/or for exchange. This headquarters was advised that the policy requested will be incorporated in a transportation directive now in the process of preparation. Pending the issuance of such a directive all second destination transportation charges for items returned to Air Depots for repair and/or exchange will be borne by the shipper.

PART III - Audits

1. Terminal Audit Reports

In many cases only one copy of terminal audit reports of nonappropriated funds arrive at this headquarters submitted under the provisions of paragraph 10b(1)(a) AFR 176-2, 30 March 1949. Since it is necessary for this headquarters to transmit one copy of such audit reports to the Auditor General pursuant to the provisions of paragraph 8d, AFR 176-2A, 15 December 1949, two copies of all terminal audit reports are required by this headquarters.

2. Management of Officers' and Non-Commissioned Officers' Mess

There has been a demand for a manual which will assist the secretary in the performance of the duties prescribed in paragraph 15, AR 210-60. AFM 176-5, Uniform Accounting System for Club and Mess Activities, December 1949, has partially satisfied this demand, i.e., from an accounting viewpoint only. There is still a need for a manual which deals primarily with mess management. In this respect valuable information is contained in USAFI Education Manual EM 995, Establishing and Operating a Restaurant, which may

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ANALYSIS OF GROSS INCOME OF OFFICERS' & NCO MESSES

MARCH 1950

	ConAC TOTAL		FIRST AIR FORCE		FOURTH AIR FORCE		NINTH AIR FORCE		TENTH AIR FORCE		TWELFTH AIR FORCE		FOURTEENTH AIR FORCE	
NO. OF MESSES	74		14		14		7		[illegible]		4		20	
Gross Income	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Bar	$ 189,333	34	$ 33,483	32	$ 49,362	33	$ 20,061	32	$ 24,772	33	$ 16,766	33	$ 44,888	36
Amusement Machines	179,430	32	34,026	33	45,421	31	26,742	42	25,421	34	15,492	31	32,328	26
Mess	97,855	17	15,947	15	33,101	23	8,053	13	[illegible]	17	10,842	21	17,148	14
Dues	42,681	7	9,314	9	9,617	6	4,870	7	5,363	7	2,406	5	11,311	9
BOQ	15,663	3	2,550	2	4,147	3	585	1	2,426	3	413	1	5,542	5
Bingo	27,796	5	5,816	6	4,149	3	2,434	4	3,071	5	2,935	5	8,591	7
Other	10,973	2	3,358	3	1,287	1	579	1	554	1	1,887	4	3,326	3
TOTAL	$ 563,731	100	$104,494	100	$147,034	100	$ 63,324	100	$ 74,972	100	$ 50,721	100	$123,136	100

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CUMULATIVE TO 31 MARCH 1950 - CALENDAR YEAR 1950

Gross Income	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Bar	$ 587,476	36	$108,349	35	$156,092	36	$ 60,649	33	$ 79,310	37	$ 38,116	31	$144,960	39
Amusement Machines	485,783	30	95,703	31	122,771	28	70,551	38	63,076	30	40,793	33	92,889	25
Mess	294,123	18	47,781	15	102,060	23	28,174	15	36,382	17	28,017	22	51,709	14
Dues	125,376	7	26,474	9	26,643	6	14,358	8	15,899	7	7,939	6	34,263	9
BOQ	43,875	3	6,325	2	12,494	3	1,292	1	7,794	4	1,171	1	14,799	4
Bingo	72,475	4	14,649	5	11,248	3	7,318	4	8,469	4	6,196	5	24,595	7
Other	25,250	2	8,495	3	2,421	1	1,075	1	2,833	1	2,277	2	8,149	2
TOTAL	$1,634,558	100	$307,776	100	$433,729	100	$183,417	100	$213,763	100	$124,509	100	$371,364	100

ConAC Bull
No. 170-5
31 May 1950

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be adaptable to or applied in connection with the operation of Officers' and Noncommissioned Officers' Messes in the Continental Air Command.

3. Audit of Funds of Air Force Aid Society

Audit personnel of the command are reminded that the next semi-annual audit period of funds of Air Force Aid Society will expire 30 June 1950. Audit of these funds must be scheduled for performance and submission of audit reports during the month of July 1950 in compliance with the provisions of paragraph 15, Section IV, AFM 166-5, October 1949. In this connection, audit personnel should be fully cognizant of instruction pertaining to the preparation of AFAS Form 9 contained in Appendix I, AFM 166-5, October 1949.

4. Relationship between Commanders and Representatives of The Comptroller General

The attention of audit personnel of the Continental Air Command is invited to the provisions of AFR 173-32, 21 April 1949, Relationship between Commanders and Representatives of The Comptroller General, which sets forth Department of the Air Force policy in regard to relationship of commanders with duly authorized representatives of The Comptroller General.

5. Residual Assets of Dissolved Nonappropriated Funds

Residual assets of nonappropriated funds of the Continental Air Command, by type of fund, which were transferred to successor funds, Washington, D.C., because of dissolution of funds due to inactivation of bases or units, are as follows:

Type of Fund	Amount - 1950 April	Amount - 1950 Cumulative to 30 April	Successor Fund
Post trust funds	$ 0.00	$ 708.82	AAF Cen Wlf Fd
Military Welf funds	1,267.96	10,049.02	" " " "
Special Welf funds	4,500.00	17,757.31	" " " "
Civilian Welf funds	0.00	182.00	AAF Civ Wlf Fd
Officers' mess funds	0.00	31,668.18	AF Clb & Mess Fd
NCO mess funds	100.00	23,380.87	" " " " "
Squadron mess funds	6.12	591.30	" " " " "
Hospital funds	0.00	1,405.69	Cen Hosp Fund
AF motion picture funds	0.00	745.82	AAF Mot Pic Fd
AF Aid Society Funds	327.59	327.59	ConAC, AFAS
Total	$ 6,201.67	$ 86,816.60	

6. Gross Income of Officers' and NCO Mess Funds

The following is a tabulation of the combined gross income of officers' and noncommissioned officers' messes within each Continental Air Command Air Force for the month of March 1950 and cumulation for calendar year 1950 to 31 March 1950. This tabulation indicates that approximately 84% of the gross income is derived from three sources, i.e., (1) bar operations, (2) mess operations and (3) amusement machines.

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PART IV - Programs and Costs

1. Development of Standards and Factors

The presentation of comparative data for Progress and Management Analysis as contained in the ConAC Management Analysis Review will be continued through June 1950. This will make sufficient data available for the development of standards of performance and cost for specific activities. These standards may be applied as planning factors by units at all levels of command in the development of programs and the evaluation of operations. Sampling of data for the development of such standards should be carefully done and recognized statistical methods should be followed. The use of an adequate number of cases is important. Tentative standards, which should be tested fully before acceptance, are subject to revision as changes occur in the normal situation.

2. The Use of R&U Unit Cost Factors

On the basis of the Real Estate Facilities Monthly Cost Reports, AF Forms 329 and 330, which are received at Headquarters ConAC, unit cost factors are developed for each account. These factors are based upon the reports of USAF and USAFR installations which provide their own R&U services. Cost factors are used as follows:

a. As a guide by Installation Accounting Auditors to determine whether reported costs are abnormal and whether costs and work unit quantities reported by the base are correct.

b. By engineers and technicians attached to the Directorate of Installations in ascertaining whether R&U activities are being efficiently performed at the base.

c. As a guide by Budget personnel in the review, preparation and defense of budget estimates.

Unit cost factors can be developed at ConAC Air Force Headquarters on the basis of the reports obtained from within their Commands and utilized as outlined above.

At base level, unit cost factors may be calculated and compared to standards developed by higher headquarters. They could then be used for the same purposes as at Headquarters ConAC and ConAC Air Force Headquarters.

3. ConAC Management Analysis Review - March 1950

The ConAC Management Analysis Review for March 1950 is in the process of distribution. Audit of the Commander and Staff Function (Group 5) and the Supply Function (Group 7), subsequent to publication, has revealed the following items which require correction.

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(a) 2584th AFRTC, Memphis Municipal Airport, rating shown as 89 should read 82 and Cost Per Person shown as $29.13 should read $31.70, - Payroll cost used in error instead of total cost.

(b) 2347th AFRTC, Long Beach Municipal Airport, Rating shown as 59 should read 57 and Cost Per Person shown as $25.30 should read $26.11; Payroll cost used in error instead of total cost.

(c) 78th Ftr-Intcp Wing, Hamilton AFB. Rating shown as 383 should read 38. Error in pointing off decimal.

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4400th Air Base Group, Stewart AFB. Rating shown as 113 should read 102 and Cost Per Person shown as $13.28 should read $14.72; Payroll cost used in error instead of total cost.

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(a) Changes in Work Performance Ratings for Group 5, 78th Ftr-Intcp Wing, Hamilton Air Force Base from 383 to 38.

2347th AFRTC, Long Beach Municipal Airport from 59 to 57.

2584th AFRTC, Memphis Municipal Airport from 89 to 82.

(b) (Group 7) 4400th Air Base Group, Stewart AFB from 113 to 102.

4. Analysis of Motor Vehicle Activities

Supplemental Instruction No. 4 for the preparation of Work Performance Report, AF Form #323, provides for a new work unit ("Gallons of Fuel") for Group 9, Motor Pool, and Group 10, Maintenance - Automotive. This is an attempt toward the development of a more accurate measuring stick than dollar cost of fuels and lubes, to determine the output and economy of motor pool and maintenance activities.

At Headquarters ConAC, studies using the work units, "Vehicle Miles Operated" (Management Analysis Reviews, January, February and March 1950) have been made. This workload factor is presently obtained from "USAF Ground Accident Experience Summary and Analysis," AF Form 122A, RCS: AF-AP-U8.

Since these work units are utilized not only in the determination of unit costs for comparative analysis of bases, but also in the formulation of tentative ConAC standards, it is of utmost importance that analysts make certain that mileage figures are accurately maintained and may be reconciled with gallons of gasoline used, as reported in AF Form #323.

5. Work Performance Program

Comments from the field indicate that Work Performance Ratings for the Squadron Administrative overhead function present a different, and in many cases, a more favorable picture when Tenant and Special Mission B organizations are excluded from the consolidated data shown for the servicing base and rated independently. This situation has been called to the attention of Hq USAF. Reply received directed that no deviation from existing supplemental instructions is authorized but if the reporting unit so desires, additional information may be shown on the reverse of AF Form 323 or on a separate attachment thereto, which will explain abnormal Work Performance Ratings based on the situation explained above. This situation is not confined exclusively to Squadron Administrative overhead. For some areas of activity, the use of data for Tenants or special mission B organizations may not result in a rating indicative of overall efficiency. In such cases, the efficiency or work performance of a particular activity of the organization may more properly be indicated when rated independently. The submission of independent ratings as described above may be accomplished at the discretion of the analyst.

Increased emphasis is being placed on the Work Performance Program by Hq USAF. Success of the program depends on the full participation of personnel at lower echelons. It is again urged that analysts submit to this headquarters any studies which have been developed and which have resulted in the establishment of tentative standards which are believed to be applicable to similar type bases. Explanations of methods used and justification for these standards should accompany the studies submitted. A limitation which is imposed however, is that work units used in standards set by lower echelons will be the same as those established by Hq USAF, or by this headquarters.

6. Services to Management at Base Level

The purpose of the Management Analysis Review is significant to Comptrollership and is explained on Page 3 of each edition. Comptrollers and Management analysts are key personnel who can contribute greatly in attaining the objective of the most efficient and economical use of resources by discussing with commanders concerned, conditions leading to abnormal positions, brought out in the monthly Management Analysis Review.

Pertinent data should be assembled prior to these discussions. Standards of performance applicable to the unit should be made available. Trends and further analyses of conditions reported unfavorably should be prepared so that the commander is provided with a sound basis for management action.

These services should be made available to all units served by the analyst. Comptrollership is a service and must be kept serving to justify its existence.

7. Distribution of Real Estate Facilities Costs

Letter, Prog 121.6, Hq ConAC, 25 April 1950, "Fiscal Year Report, Real Estate Facilities" directed that the year end distribution of the cost of

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special projects, paragraph 8i, page 85, and undistributed costs, paragraph 8j, page 86, AF Manual 170-5, would not be accomplished for Fiscal Year 1950. This letter also directed that the Fiscal Year Report, paragraph 5, page 112, AF Manual 170-5, would not be prepared for Fiscal Year 1950.

8. Work Details

In view of the airmen's Career Program, reference AF Letter 35-360, and the "Functional Unit" basis of costing in the USAF Cost Control System, the reporting of costs in Account Code 02138 (Work Details) is no longer authorized for cost reporting units of this command. Personnel performing duties formerly classified as "work details" will be costed to the function in which they are performing this duty; for example, if five airmen (not regularly assigned to Supply Warehouses) are given the duty of relocation of stock in the Supply Warehouses for over 50 percent of the month, they will be costed to that function, Account Code 05404 (Supply Warehouses).

9. Recommendations for Changes in AF Manual 170-5

Recommendations for changes in AF Manual 170-5 to include justifications therefor, are encouraged and may be submitted in writing to this headquarters through channels at any time. It has been found that Cost Control personnel are withholding individual problems in Cost Control Reporting until such time as ConAC Field Examiners visit the installation. In some cases these problems may be local, due to the flexibility of USAF organizations. When it is felt that the problem is USAF-wide, Cost Control personnel should initiate detailed recommendations which state clearly the problem encountered, the references, and the recommended changes and/or clarification needed. Personnel preparing Cost Control Reports are closer to the problems than personnel performing command supervision and only through written comment can these problems be properly brought to the attention of higher headquarters.

PART V - Finance

1. Outline of Responsibilities, Directors of Finance

ConAC Regulation 21-1, paragraph 5g(5), outlines in broad terms the duties of Directors of Finance throughout Continental Air Command.

In view of the variance of interpretation placed upon this outline and to insure complete coverage of the finance function throughout the Command, the following suggested minimum responsibilities are delineated as a guide and check list:

a. Advise the Commanding General and staff on matters pertaining to the receipt and disbursement of funds and the accounting incident thereto.

b. Exercise the technical supervision and administration of the disbursement, collection and accounting for all appropriated funds.

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c. Advise subordinate field finance activities relative to technical questions they might present, forwarding those not soluable at Air Force level to higher authority, adding thereto the opinions of the ConAC Air Force Director of Finance.

d. Constructively analyze subordinate field finance activities, through programmed staff visits and monthly reports of operation, with a view to determining effectiveness of economy of operation and identifying opportunities for improvement.

e. Review reports of survey, reports of audit and reports of boards of officers in connection with property or disbursing matters originating within the command, making recommendations as appropriate to the scope of command authority. Assure completeness of form and of administrative details of Reports of Survey and Boards, prior to forwarding to higher authority.

f. Disseminate to the Materiel and Supply staff information in connection with deficiencies and laxities in supply discipline mirrored by the reports of survey and reports of audit.

g. Analyze reports of survey to determine extent to which they are excessive command-wise and at particular installations. Submit constructive comments relative to reports and boards to the Commanding General and staff.

h. Review for sufficiency the corrective action taken by lower echelons on deficiencies shown on reports of audit. Initiate further corrective action where necessary.

i. Review Reports of Boards of Officers and make recommendations in connection with requests for waiver of property accountability.

j. Assure sufficiency of convenient depositary or banking facilities for each subordinate finance activity.

k. Assure the sufficiency of finance service to all units and installations within the command and make recommendations for the establishment of additional finance facilities where necessary.

l. In coordination with DP, assure the sufficiency of qualified finance personnel at subordinate field finance activities, including on-the-job training programs, adequacy of finance school quotas and the proper utilization of personnel having finance duty MOS numbers. Recommend adjustments where necessary.

m. Assure the prompt processing and payment of all Air Rese[illegible] Forces and Air National Guard inactive duty pay vouchers within the Command.

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n. Assure maximum utilization of pay plan mechanical equipment within the command and recommend to higher authority additions, withdrawals, or transfers where required.

o. Review and make recommendations to higher authority on all command disbursing officers applications for assignment of symbol numbers, appointment of deputies and cashiers, and all requests for official surety bonds.

p. Assist the Comptroller in the preparation of and participation in training programs for Reserve personnel assigned to the Directorate for short periods of active duty, or as Mobilization Assignees.

q. Perform such additional duties and render such additional service as may be consistent with the mission of the Directorate, and that of the Comptroller.

2. Independence Bond Drive

The attention of all military personnel is invited to the Independence Bond Drive which was launched on 15 May and will run through 4 July 1950. "Save for your Independence" is the slogan of the drive. Everyone can save the painless way - through the payroll savings plan for U.S. Savings Bonds - Bonds that give you a "glorious fourth" dollar for every $3.00 you invest!

3. Career Fields - Administrative Finance Personnel

Inasmuch as AF Letter 35-481, 9 December 1949, subject "Airman Budgetary, Accounting, and Disbursing Career Field," lists no new Air Force Specialty Code number for personnel assigned to the Office of the Director of Finance, this headquarters queried the Director of Finance, Headquarters USAF as to the possibility of establishing a career field for such airmen and provide an appropriate Air Force Specialty Code. As a result, Headquarters USAF advised that AF Letter 35-481 is in process of revision and consideration is being given to the above situation.

4. Reenlistment Bonus

Question was raised and submitted to Comptroller General relative to payment of reenlistment allowance and/or reenlistment bonus to those airmen who reenlisted prior to 1 October 1949 for an indefinite period and were authorized to be paid $150.00 at time of reenlistment and $50.00 each year thereafter upon completion of each year of service. In decision B-93500, 23 March 1950, the Comptroller General held that under the Career Compensation Act of 1949, which provides for payment of reenlistment bonus, airman has no rights under this Act since reenlistment occurred prior to 1 October 1949, the effective date of the Act. Also, no rights accrued under the Pay Readjustment Act of 1942, which provided for reenlistment allowance because this Act was repealed effective 1 October 1949 by the Career Compensation Act of 1950.

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Information from Headquarters USAF indicates that action is being taken to amend the Career Compensation Act of 1949 to provide specific legislation to make payments to airmen in this category.

PART VI - Statistical Services

1. Statistical Services Reports

In view of the excellent on-time submission record of Statistical Services Reports for March 1950, the record for April 1950 is particularly disappointing.

2. Reports Control

The following is an analysis of ConAC Air Force reports received in this headquarters during April 1950.

Category I Reports - Reports processed at ConAC Air Force level, submitted to Headquarters ConAC for further processing and dispatched to Headquarters USAF or Headquarters AMC.

Category II Reports - Reports processed at ConAC Air Force level and submitted for final action to Headquarters ConAC.

Category III Reports - Reports submitted direct from units of a ConAC Air Force to Headquarters Continental Air Command for further processing and dispatched to Headquarters USAF or Headquarters AMC.

Breakdown of Summaries (Only Delinquent Reports Listed)

RCS	1st AF	4th AF	9th AF	10th AF	12th AF	14th AF
		Cat I Reports -- Workdays Late				
2AF-SC-P5				2		2
3AF-SC-P2		1				1
4AF-SC-P2						1
5AF-SC-P2		2				
6AF-SC-P2	1	1				
2AF-SC-P164		3		4		
3AF-SC-P164		5		3		
4AF-SC-P164		6		3		
5AF-SC-P164		5		4		
6AF-SC-P164		5				
AF-SC-P160		1				1
AF-SC-C1						
Total	1	29		16		5

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RCS	1st AF	4th AF	9th AF	10th AF	12th AF	14th AF
		Cat II Reports -- Workdays Late				
CNC-AP-P16		1				
Total		1				
		Cat III Reports -- Workdays Late				
AF-FO-F22 Cost		3		1		1
AF-FO-F22 Pay		7	2			
AF-MD-F33	7	3	6	7		7
AF-MD-F33AR		2	5	2		2
WDSNG11			4	1		
AF-SC-E64 Part 1		4				A *
AF-SC-E64 Parts 2,3,4	5	B *	7	7	5	A *
CNC-RF-A1		4	3			
AF-MD-H3		5	1	7		1
AF-SC-H3		5	1	7		
AF-MD-E114	C *	D *	E *	F *		G *
Total	12	33	29	32	5	11

Reporting Summaries for April 1950

Air Force	Total Workdays Late Cat I	Cat II	Cat III
First Air Force	1	0	12
Fourth Air Force	29	1	33
Ninth Air Force	0	0	29
Tenth Air Force	16	0	32
Twelfth Air Force	0	0	5
Fourteenth Air Force	5	0	11

Reports Still Delinquent as of 5 May 1950

A - 605th Tr Carr Sq
B - University of Utah and University of Washington
*C - Of 31 Units, 3 not reported
*D - Of 24 Units, 7 not reported
*E - Of 23 Units, 6 not reported
*F - Of 45 Units, 7 not reported
*G - Of 28 Units, 2 not reported

* All ANG and AFROTC Units

The following bar chart indicates percentage of Category I reports submitted late in months of February, March and April by each ConAC Air Force.

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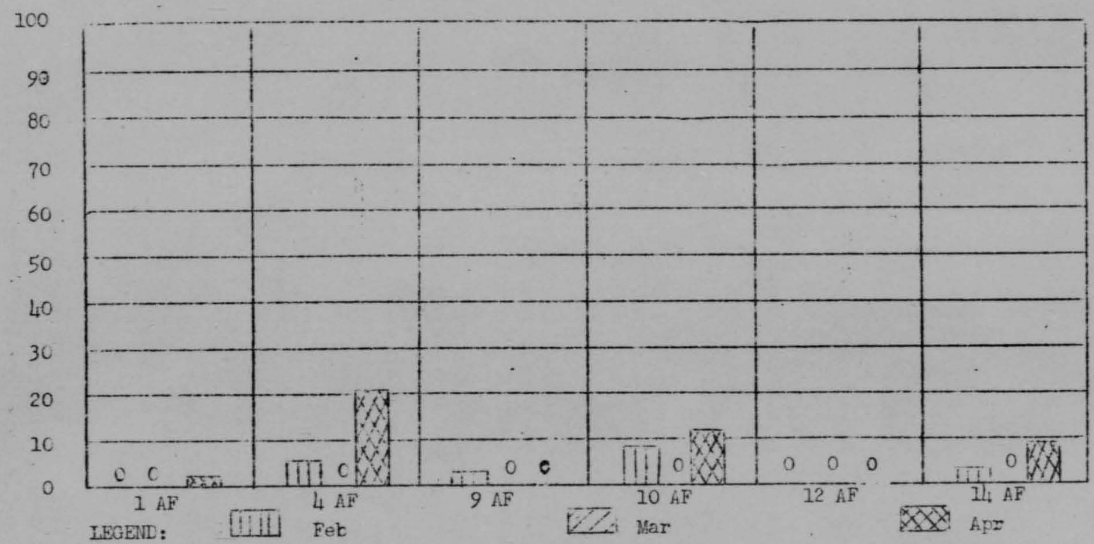
Percentage Comparison of Late Category I Reporting by
ConAC Air Forces for months of Feb, Mar and April 1950



% Rpts Late in	1 AF	4 AF	9 AF	10 AF	12 AF	14 AF
Feb 50	0	5.55	2.85	8.55	0	2.85
Mar 50	0	0	0	0	0	0
Apr 50	2.32	20.93	0	11.90	0	9.52

		1 AF	4 AF	9 AF	10 AF	12 AF	14 AF
Total Reports Considered	Feb	36	36	35	35	36	35
	Mar	37	37	36	36	37	36
	Apr	43	43	42	42	43	42

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3. Monthly Training Report of USAF Reserve Personnel, RCS AF-SC-P163B

Reserve training reports received in this headquarters in the past have indicated that reports are not being audited in accordance with ConAC Regulation 45-14. During a recent visit to Headquarters USAF, personnel of this headquarters were impressed with the degree of importance placed on the P163B by Headquarters USAF. More emphasis must be placed on the accuracy of the report.

One very common error is found in Table I, lines 201 through 219. Personnel who receive training for pay and also for non-pay during the period are being included in both "for pay" and "for non-pay" sections of Table I, although paragraph 5 and 5b(1) of ConAC Regulation 45-14 specifically states they will not be reported in lines 201 through 219 (for non-pay) if they are included in lines 101 through 119 (for pay). Their man-training periods, however, will be reported in both sections, as applicable. Elimination of this common error will greatly reduce the number of messages this headquarters must send out monthly requesting corrections on the P163B.

4. AF Form 110 Reporting

Several improved methods for reporting fuel consumption, flying time and assignment codes as reported on AF Form 110A have been installed by Headquarters USAF. The changes have been disseminated to the reporting units for incorporation in the May reports and are as follows:

a. Fuel consumption. Column Q, AF Form 110A. Aviation fuel consumption will be reported by type, model, series and aircraft assignment code as the total US gallons serviced into the aircraft and used for all operations incidental to installed aircraft engines, i.e., for daily run-ups, maintenance run-ups, slow and fast time on new engines, pre-flights, taxiing, etc., during the reporting period. If aircraft are defueled for any purpose, that amount of fuel will be subtracted from the total number of gallons serviced into the aircraft during the reporting period.

b. Flying time. Headquarters USAF and this headquarters no longer requires information reported on AF Form 110A pertaining to "weather" and "hood" flying time. Future reports will reflect "weather" and "hood" time as ordinary flying time. "Night weather" previously reported as "weather" time will be included in the column allocated for reporting "night time."

c. Assignment and status codes. In order to distinguish the aircraft assigned to a tactical unit for support and those aircraft assigned as primary tactical unit aircraft, Headquarters USAF has inaugurated assignment and status code CP. Code CP will become effective on the AF Form 110 reports as of 31 May 1950.

F B Crock
Col USAF
for R. C. CANDEE
Brigadier General, USAF
Comptroller

DISTRIBUTION:
SPECIAL

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JUNE 1950

INFORMATION BULLETIN

COMPTROLLER

HEADQUARTERS
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE
NEW YORK

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ConAC BULLETIN)
170-6)

HEADQUARTERS CONTINENTAL AIR COMMAND
OFFICE OF THE COMPTROLLER
Mitchel Air Force Base, N.Y., 30 June 1950

COMPTROLLER INFORMATION BULLETIN

CONTENTS

M - 50 - 579

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PART I - General

1. Program Analysis Officers' Course

As mentioned in paragraph 2, ConAC Comptroller Bulletin No. 170-5, 31 May 1950, quotas for Program Analysis Officers' Course were allotted to commands during May 1950. The eligibility requirements were stated in full; however, some commands recommended individuals who did not meet these requirements.

It is imperative that careful consideration be given to the qualifications of individuals eligible for attendance at Comptroller courses. Recommending an individual who does not meet the minimum qualifications is not in the best interest of the Air Force.

2. Comptroller Personnel

The Comptroller, Hq ConAC, through the use of certain statistical reports, attempts to keep abreast of the personnel situation of the command. Paragraph 1, Part I, ConAC Comptroller Bulletin No. 170-2, 28 February 1950, brought this subject to the attention of all Comptrollers.

The Classification and Audit lists continue to show erroneous sections of assignment for Comptroller personnel. ConAC Letter 36-2, 7 April 1950 as amended by ConAC Letter 36-2A, 23 May 1950, prescribes the numerical designations to be used for sections of assignment. It is requested that necessary action be taken by Comptrollers to insure that sections of assignment for Comptroller personnel are correctly shown.

PART II - Budget

1. Cross-Servicing Policy

Further clarification of AF policy relating to cross-funding between departments of the National Military Establishment has been received from Hq USAF. The major provision is to the effect that all agreements presently in force which are not in agreement with paragraph 3b of AF Regulation 172-8, 1 August 1949, will be cancelled and re-negotiated in accordance with above referenced paragraph and the following interpretation of the Management Committee of the Department of Defense which has interpreted the sentence, "Representatives to the Servicing Departments who are authorized to make cross-servicing agreements are also authorized to waive the charging for incidental servicing where they determine that only insignificant amounts are involved," to mean that as applicable only to maintenance work performed on a single vehicle in an emergency or in isolated instances when the amount of funds involved, as determined by the Servicing Department, is insignificant.

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2. Payment of Medical Examinations of USAFR Officers for Pilot Training in Commissioned Officers Grade Performed by Contractual Physicians

This headquarters submitted a query to Hq USAF as to whether funds under appropriation M&O, P496 may be used for payment of medical examinations, by contractual physicians, of Reserve Officers applying for extended active duty and pilot training in commissioned officers grade.

Reply received from Hq USAF is quoted below for your information and guidance:

> "1. The cost of medical examinations by contractual physicians of Reserve Officers applying for extended active duty and pilot training in commissioned officer grade is not a proper charge to Maintenance and Operations Project 496.
>
> 2. Your attention is invited to AFL 51-6, paragraphs 5a and 5b."

3. TDY Ferrying Funds FY 1951

This headquarters has been informed by Hq USAF that costs of TDY incurred in ferrying aircraft during FY 1951 will be charged to Project 442 only and is applicable to Regular, Reserve and Air National Guard, within respective appropriations.

4. Meal Tickets Issued to Airmen During FY 1950 on Permanent Change of Station Travel

In accordance with message AFABF-7B 40169, from Hq USAF, all meal tickets issued to airmen during FY 1950, in connection with PCS travel, will cite the restricted open allotment serial number 5704500 060-121 P536-07 S99-999. In the event that this citation has not been made on meal tickets, no corrective action need be taken by disbursing officers since Hq USAF will make adjustments to reflect obligations under Project 536.

(Ref: Msg, Hq ConAC, Bud 14369, 6 June 1950)

PART III - Audits

1. Self-Sufficiency of Officers' and NCO Mess Funds

As indicated in the tabulations contained herein approximately 30% of the gross revenue of Officers' and Noncommissioned Officers' Mess Funds in the Continental Air Command is derived from the operation

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of amusement machines. This percentage is higher for some individual funds. This is indicative that many mess funds are relying too strongly on the proceeds from the operation of amusement machines to defray operational and entertainment expenses of the mess fund. Certain legislation has been placed before Congress which may deprive mess funds from the operation of amusement machines and thereby result in considerable decline in the amount of revenue being received. Audit personnel may, during the course of an audit be of assistance to management of the mess fund by pointing out whether or not the fund would be self-sustaining without the revenues received from the operation of amusement machines.

2. Residual Assets of Dissolved Nonappropriated Funds

Residual assets of dissolved nonappropriated funds of the Continental Air Command, by type of fund, which were transferred to successor funds, Washington, D.C. and to the Department of the Army because of dissolution of funds due to inactivation of bases or units and transfer of a base to the Department of the Army are as follows:

Type of Fund	Amount - 1950 May	Amount - 1950 Cumulative to 31 May	Successor Fund
Post Trust funds	$ 0.00	$ 208.82	A&AF Cen Welf Fd
Military Welf funds	486.05	10,535.07	" " " "
Special Welf funds	3,343.99	21,101.30	" " " "
Civilian Welf funds	0.00	182.00	A&AF Civ Welf Fd
Officers' mess funds	63.64	31,731.82	AF Clb & Mess Fd
Officers' mess funds	17,945.02	17,945.02	Dept of the Army
NCO mess funds	14,768.58	14,768.58	" " " "
NCO mess funds	50.00	23,430.87	AF Clb & Mess Fd
Squadron mess funds	30.00	621.30	" " " "
Religious funds	61.05	61.05	A&AF Chap. Fd
Hospital funds	0.00	1,405.69	Cen Hosp Fd
AF Motion Picture funds	0.00	745.82	A&AF Mot Pic Fd
AF Aid Society funds	25.00	352.59	ConAC Unit AFAS
Total	$36,773.33	$123,589.93	

3. Gross Revenue of Officers' and NCO Mess Funds

The following is a tabulation of the combined gross revenue of officers' and noncommissioned officers' mess funds within each Continental Air Command air force for the month of April 1950 and cumulative for the calendar year 1950 to 30 April 1950. This tabulation indicates that approximately 84% of the gross revenue is derived from three activities, i.e. (1) bar, (2) mess and (3) amusement machines.

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4. Nonappropriated Fund Publications

The following list of publications which supplements the list furnished in ConAC Bulletin 170-2, 28 February 1950, pertains to nonappropriated funds, in whole or in part, and is of interest to audit personnel of the command:

No.	Date	Subject
AFR 34-28	7 Apr 50	Charges for Services in Bachelor and Visiting Officers' Quarters
AFR 91-5A	12 May 50	Utility Services
AFR 160-14	2 May 50	Hospital Fund Limitations
AFR 147-3	18 Jan 50	Exchange and Motion Picture Service Support - Annual Training Periods for Air National Guard, Reserve and ROTC Units
AFR 147-7	12 May 50	Exchange Service - General Policies
AFR 147-8	12 May 50	Exchange Service Domestic Exchanges
AFR 147-9	12 May 50	Exchange Service - Overseas Exchanges
AFR 176-1B	9 May 50	Nonappropriated Funds
AFR 176-2B	16 May 50	Nonappropriated Funds - Administrative and Operational Procedures
AFR 176-10	12 May 50	Sales of State Tax-Free Beer, Tobacco Products, and Soft Drinks by Nonappropriated Fund Activities
AFL 176-3	30 Jan 50	WD AGO Form 10-4 (QMC Form 15) (Council Book, DD Form 251)
ConAC Ltr 176-1	17 Apr 50	Financial Statement-Officers' and Noncommissioned Officers' Messes and Similar Associations
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NGR 80) ANGR 176-1)	27 Mar 50	Records and Reports, Nonappropriated Funds - Council Book (DD Form 251)
NGB Air)200-2 Memorandum)	10 May 50	Nonappropriated Funds - Administrative and Operational Procedures
AFM 176-5	Dec 49	Uniform Accounting System for Club and Mess Activities

5. Analysis of Operations of Officers' and NCO Mess Funds

The following tabulation is an analysis of operations of Officers' and Noncommissioned Officers' Mess Funds within each Continental Air Command Air Force for the month of April 1950. This information may be invaluable on the part of management as well as audit personnel of the command. For example, it can be very readily determined from Section c of the tabulation that the mess activity in three ConAC Air Force areas has operated at a loss for the month of April 1950. It may be desirable to analyze the operations of the mess activities which have operated at a loss to determine the cause of the losses.

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ANALYSIS OF GROSS REVENUE
OFFICERS' & NCO MESS FUNDS
APRIL 1950

	ConAC TOTAL		FIRST AIR FORCE		FOURTH AIR FORCE		NINTH AIR FORCE		TENTH AIR FORCE		TWELFTH AIR FORCE		FOURTEENTH AIR FORCE	
NO OF MESSES	76		15		14		9		14		4		20	
Activity	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Bar	$198,602	36	$ 36,830	34	$ 47,497	36	$24,516	36	$26,266	34	$16,322	32	$ 47,171	39
Amusement Machines	174,294	31	37,507	35	38,186	29	24,638	36	26,309	34	16,905	33	30,749	26
Mess	94,604	17	13,967	13	30,195	23	10,671	16	12,348	16	10,439	21	16,984	14
Dues	41,190	7	9,890	8	8,633	7	4,864	7	5,535	7	2,234	4	10,834	9
BOQ	13,461	3	2,552	2	3,663	3	583	0	2,348	3	399	0	3,916	3
Bingo	24,161	4	4,730	5	2,364	2	2,761	4	4,003	5	2,822	6	,391	6
Other	9,246	2	2,677	3	619	0	659	1	922	1	1,842	4	2,527	3
Total	$555,558	100	$107,353	100	$131,157	100	$68,692	100	$77,821	100	50,363	100	$119,572	100

CUMULATIVE TO 30 APRIL 1950 - CALENDAR YEAR 1950

Activity	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Bar	$786,078	36	$145,179	35	$203,589	36	$85,165	34	$105,576	36	$54,438	31	$192,131	39
Amusement Machines	660,077	30	133,210	32	160,957	28	95,189	38	89,385	31	57,698	33	123,638	25
Mess	388,727	18	61,748	15	132,255	23	38,845	15	48,730	17	38,456	23	68,693	14
Dues	166,766	8	35,564	8	35,276	6	19,222	8	21,434	8	10,173	6	45,097	9
BOQ	57,336	3	8,877	2	16,157	3	1,875	1	10,142	3	1,570	0	18,715	4
Bingo	96,636	4	19,379	5	13,612	3	10,079	4	12,562	4	9,018	5	31,986	7
Other	34,496	1	11,172	3	3,040	1	1,734	0	3,755	1	4,119	2	10,676	2
Total	$2,190,116	100	$415,129	100	$564,886	100	$252,109	100	$291,584	100	$175,472	100	$490,936	100

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ANALYSIS OF OPERATIONS
OFFICERS' AND NCO MESS FUNDS
APRIL 1950

a. COMBINED ACTIVITIES

	ConAC TOTAL		FIRST AIR FORCE		FOURTH AIR FORCE		NINTH AIR FORCE		TENTH AIR FORCE		TWELFTH AIR FORCE		FOURTEENTH AIR FORCE	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Gross Receipts	$555,558	100	$107,353	100	$131,157	100	$68,692	100	$77,821	100	$50,963	100	$119,572	100
Gross Profit	331,022	59	65,791	61	79,783	61	41,618	60	45,128	59	30,423	59	68,279	57
Direct Expenses	110,988	22	21,193	20	30,339	23	13,453	19	16,514	22	8,176	16	21,313	18
Net Operating Profit	220,034	37	44,598	41	49,444	38	28,165	41	28,614	37	22,247	43	46,966	39
Overhead (Including Entertainment	157,723	28	34,490	32	40,068	31	15,915	24	22,819	30	15,253	30	29,178	25
Net Profit	62,311	11	10,108	9	9,376	7	12,250	17	5,795	7	6,994	13	17,788	14

b. BAR ACTIVITY

	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Total Sales	$198,602	100	$ 36,830	100	$ 47,497	100	$24,516	100	$26,266	100	$ 16,322	100	$ 47,171	100
Gross Profit	64,625	32	12,949	35	16,503	34	7,828	32	7,833	29	3,963	24	15,549	32
Direct Expenses	33,226	17	7,171	20	8,801	18	3,224	14	5,153	19	2,568	16	6,309	13
Net Operating Profit	31,399	15	5,778	15	7,702	16	4,604	18	2,680	10	1,395	8	9,240	19

c. MESS ACTIVITY

	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Total Sales	$ 94,604	100	$ 13,967	100	$ 30,195	100	$10,671	100	$12,348	100	$10,439	100	$ 16,984	100
Gross Profit	31,654	33	4,281	30	10,951	36	4,346	40	3,386	27	3,325	30	5,365	31
Direct Expenses	35,186	37	5,786	41	13,915	45	3,862	36	3,996	35	3,142	28	4,485	26
Net Operating Profit							484	4			183	2	880	5
Net Operating Loss	(3,532)	(4)	(1,505)	(11)	(2,964)	(9)			(610)	(8)				

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PART IV - Programs and Costs

1. Special Studies

A special study "Officer Turnover Rate By Reason" has recently been completed by this Directorate upon the request of the Director of Military Personnel, this headquarters. Copies of this study were transmitted to all ConAC Numbered Air Forces on 19 June 1950. Aside from its value as an aid in management control, this study serves as an example of the type of management analysis which Comptrollers at all levels can compile as a service to other staff agencies.

2. Digit-Suffix Account Code Entries

In recent months, units preparing Cost Control Reports have been making digit-suffix account code entries in the Remarks Pages due to lack of line space. This procedure is impractical for machine processing purposes in this headquarters. When space does not permit the entry of costs due to lack of space, an additional page (plain white paper cut to size) may be used. The costs reported in digit-suffix account codes are machine tabulated in this headquarters and routed to the applicable responsible staff office for evaluation. If the digit-suffix account code costs are reported in Remarks Pages, they are overlooked when IBM cards are made.

3. Field Examination of Cost Control Procedures

The ConAC AF Field Examination Reports should give coverage of Cost Reporting Activities for units of other major air command (tenants) located at Continental Air Command installations. Separate Field Examination Reports for tenant units are not required. The examination of the cost reports of tenant units will be made an integral part of the main field examination report.

4. Cost Control Conference

The Fourteenth Air Force held a cost conference recently and submitted a resume of questions covering individual and general problems encountered in the operation of the USAF Cost Control System in the field. Many of the questions will be submitted to Headquarters USAF, requesting additional account codes and/or clarifications. Conferences of this type are encouraged since they lead to constructive recommendations for refinement of the USAF Cost Control System.

5. Air Force Manual 170-5A

Advance copies of AF Manual 170-5A have been distributed to Continental Air Command Air Force Headquarters in sufficient numbers for all cost

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reporting units to receive at least one copy. It is believed that sufficient time is available for all cost control personnel to familiarize themselves with the changes in order that a comprehensive Cost Control Report - Payroll may be prepared for July 1950. AF Forms 320, 320A, 321, and 321A will, of necessity, have to be locally modified to take care of all the changes. Printed copies of the AFM 170-5A are scheduled to be distributed through normal supply channels on or about 20 June 1950.

6. <u>Change in Routing of Cost Control Reports to this Headquarters</u>

Effective with Cost Control Reports - Payroll for July 1950, AF Forms 320, 320A, 321, 321A, 322, 322A (RCS AF-FO-F22D), and AF Forms 323 (RCS AF-FO-F30) will be mailed: Attention: Director of Statistical Services, this headquarters, instead of Director of Programs and Costs.

7. <u>Opening Fiscal Year 1951 Real Estate Facilities Cost Records</u>

To open the Real Estate Facilities Cost Records for Fiscal Year 1951 in accordance with Paragraph 12, Page 108, AF Manual 170-5, as of 1 July 1950, the first two steps are:

a. Establish a ledger sheet for each of the following control accounts:

20104	Nonexpendable Property
20105	Mobile Equipment--Responsibility Inventory
20107	Unexpended Allotments
21101	Clearing Account
21115	Reserve for Annual Leave--Reserves
21116	Depreciation Reserve--Reserves

b. Record in the 1951 cost records the 1950 fiscal year end balances of control accounts 20104, 20105, 20107, 21115, and 21116. Enter off-setting entries for these balances in the 1951 fiscal year control account 21101. The ledger should then be in balance and the cost records have been opened.

The next step is to establish a ledger sheet for the remainder of the control accounts and for each operating account expected to be used. The ledger is then ready for use.

After the cost records for Fiscal Year 1951 have been opened, no entries will be made in the Fiscal Year 1950 cost records.

Each operating and total account reported on AF Form 329 for the period ending 31 July 1950 will show identical amounts on the "Month"

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line and the "Year" line in Columns "(C)" through "(G)." There should be no credit (minus) amounts reported on the AF Form 329 for July.

8. Use of Issue Slips, Real Estate Facilities Cost Accounting

Letter Prog 121.6, Hq ConAC, 2 June 1950, "Real Estate Facilities Cost Accounting," repeated a letter from USAF in connection with the forwarding and use of cost copies of issue slips for materials and supplies issued for an Air Installation function or activity.

9. Changes in Real Estate Facilities Cost Accounting System, Effective 1 July 1950

Changes to AF Manual 170-5, effective 1 July 1950, provide two changes in the Real Estate Facilities Cost Accounting System. They are:

a. Account 10106, Mobile Equipment, has been rescinded and replaced with Account 08406, Mobile Equipment. The requirements for the new account are different from the rescinded account.

b. The cost of Fuels and Lubricants used for all general and special purpose vehicles and powered ground equipment assigned to or used by the Air Installation Officer will not be entered in the Real Estate Facilities Cost Records.

10. Contributed Labor

A statement of policy is being prepared for dissemination in connection with the inclusion of the cost of contributed labor in the Real Estate Facilities Cost Records. Contributed labor is generally defined as the cost of all work done in the accomplishment of an Air Installation function or activity by personnel not under the direct work supervision of the Air Installation Officer. Examples of contributed labor are: prison labor used for refuse collection, grass cutting, and the like; individuals performing maintenance jobs or cutting grass adjacent to quarters; and organizations or units performing work on improved grounds, building maintenance, and similar or like activities.

11. Pay-Off Projects

Increased interest in the "Pay-Off" phase of the Management Analysis Program is evidenced by the number of analyses of this type which have recently been received by this Directorate from the field. The Fourteenth Air Force in particular, has submitted projects from many of its installations which indicate that the program has generated enthusiasm and a

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genuine desire to explore all avenues which may offer possibilities for effecting economies. Action has been taken in several instances with a resultant dollar saving to the USAF. Projects have also been received from units of the Fourth, Tenth and Twelfth Air Forces, which indicate that discontinuance of an activity, reduction in operating costs or personnel, or more effective utilization of personnel, resulting in greater efficiency, have effected savings. Later issues of the ConAC Management Analysis Review will contain a number of these "Pay-Off" presentations.

12. Transmittal of AF Forms 323's

Paragraph 4 of Supplemental Instruction #5, Recurring, May 1950 for the Preparation of Work Performance Reports on AF Form 323 requires that Work Performance Reports shall be submitted and routed in accordance with instructions contained in AF Manual 170-5 and will be transmitted by the last day of the month plus 18 work days. Since this instruction conflicts with the provisions outlined in Paragraphs 8a and 9a, Part 1, Section C, Chapter 1 of AF Manual 170-5 and Paragraph 6(e) of ConAC Letter 170-3, clarification was requested of Headquarters USAF by this headquarters. Quoted below is TWX reply received:

> "Paragraph 4 of Supplemental Instruction No. 5 for Preparation of Work Performance Report (RCS: AF-FO-F30) applies to all Work Performance Reports. Data required by Supplemental Instructions 3, 4, and 5 should be transmitted together by the last day of the month plus 18 work days."

Pending revision of ConAC Letter 170-3 and AF Regulation 170-9 the following will govern the submission of AF Forms 323. Work Performance Reports will be transmitted by the reporting base in sufficient time to reach this headquarters no later than the last day of the month plus 16 work days. Routing will be in accordance with that prescribed for AF Form 320 in Paragraph 9a, Part 1, Section C, Chapter 1 of AF Manual 170-5.

13. ConAC Management Analysis Review

Some idea of the increasing importance attached to the ConAC Management Analysis Review by Commanders and Staff in the field can be seen from queries received by this headquarters asking if the Review cannot be published to reach them earlier, in order that the information contained therein will be current and any conditions shown to be abnormal be "nipped in the bud." No commitment can be made on advancing the publication date of the Review. Many difficulties inherent in compiling data and printing of material of this nature are encountered. Among these difficulties are:

a. the necessity for deferring the gathering of data until all source reports are received.

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b. preparation of charts and other presentations

c. editing, proofreading, audit and analysis of data

Each issue is the result of two weeks intensive effort spent in finalizing any preliminary material prepared, or developing and completing individual projects for presentation in the Review. It can be seen that this publication represents the combined efforts of all personnel in this Directorate directed toward the finalization each month of information which is deemed worthy of inclusion and which may serve as an incentive to ConAC analysis personnel. It is the responsibility of management analysts at ConAC bases and Air Force Headquarters to keep currently informed, on all operations and activities, whether included in the Review or not. These are services which should normally be included with any other services provided the Commander and Staff. One phase of these is represented by the monthly narrative analysis which points out cost variations or abnormalities and the reasons therefor. Since this data is compiled at the base well in advance of the date similar information is available at ConAC Headquarters, it can be seen that the analyst is in the best position for detecting abnormal cost trends and deviations from programs in advance of the date on which they may be pointed out in the Review. Normally, the Review is published for distribution to Air Forces on or about the 10th of the second month following the month for which data is compiled, although data for some presentations may cover prior periods.

14. ConAC Management Analysis Review, April 1950

ConAC Management Analysis Review, April 1950, contains the following error on Page 27: Left side of Graphic Presentation Description Cost Per Person (Military Personnel) should read Cost Per Person (Installation Personnel).

15. Suggestions and Comments

Repeated requests that comments and suggestions for improvement of the ConAC Management Analysis Review and Comptroller Chart #6, be transmitted to the Director of Programs and Costs, Comptroller, this headquarters, have resulted in the receipt of a number of suggestions and comments pertaining to the presentations. Since these suggestions may coincide with the thinking of analysts at other bases it is desirable to list them, including appropriate comments pertaining thereto. In short, this will constitute a question and answer department on problems pertaining to analysis.

QUERY:

An insufficient number of copies are received by the bases particularly at Wing bases. It is suggested that enough

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copies be provided for further distribution to groups or lower staff levels.

REPLY:

Distribution has purposely been restricted in number in order that the presentations included therein are brought to the attention of responsible Commanding Officer or Staff who initiate action for effective control. It is felt that a promiscuous distribution to lower levels of responsibility may result in the attitude that this is "just another routine publication" to be hastily reviewed and discarded. The question of economy in reproduction is also of considerable importance.

QUERY:

What is the basis used by Headquarters USAF for determining Work Performance Standards, particularly as they relate to personnel costs and personnel serviced? If personnel in the function are in agreement with the authorizations and unit costs vary, what is the reason for this variation?

REPLY:

Ordinarily Headquarters USAF determines the standard to be an average of reports from bases of all commands less extreme costs.

This latter question practically answers itself. There can be only two reasons. Either T/O's are not followed by grades, i.e., higher grade personnel are utilized than authorized by T/Os thereby creating high costs, or the workload is not sufficient for the staffing, i.e., compatible with the T/Os as originally determined. However, a little different situation evolves where an AFRTC maintains and administers reserve records. Here more personnel may be needed and since the additional workload is not included in the workload factor of military personnel in accordance with existing directives, it may distort the cost per person and indicate an overage of personnel in either or both the AG and DP functions.

QUERY:

Comptroller Chart #6 must be cross referenced to other reports or data in some instances in order to get a complete picture.

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REPLY:

True. Logically no one report may contain all the answers. However, the Cost Control Report, Chart #6, and the Management Analysis Review combined present a fairly comprehensive review of current costs and trend for the base, comparative data of like activities for all similar bases, and the specialized presentation (the Review) highlights many of the functional or individual cost variations.

QUERY:

The analyst at this base would like Chart #6 expanded to include more account codes than now shown.

REPLY:

We would like to do this but if we expanded on the number of account codes shown it would eventually lead to a reproduction of the Cost Report for all bases of ConAC. The information is available at each Air Force headquarters through distribution by this headquarters of the Statistical Services extracts from the Cost Control reports. The base should look to the Air Force Headquarters for additional data regarding account codes not shown in Chart #6.

QUERY:

Would like to get an idea of the assigned strength at bases.

REPLY:

This information is shown each month in Comptroller Chart #6 (Line 6).

QUERY:

This AFRTC base recommends revising the workload factor of military personnel to include number of reservists for whom records are maintained since it is part of the workload.

REPLY:

This situation is recognized at this headquarters and inquiries were made to Headquarters USAF as to the possibility of revision of the Work Performance workload for those account codes

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copies be provided for further distribution to groups or lower staff levels.

REPLY:

Distribution has purposely been restricted in number in order that the presentations included therein are brought to the attention of responsible Commanding Officer or Staff who initiate action for effective control. It is felt that a promiscuous distribution to lower levels of responsibility may result in the attitude that this is "just another routine publication" to be hastily reviewed and discarded. The question of economy in reproduction is also of considerable importance.

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QUERY:

Would like to get an idea of the assigned strength at bases.

REPLY:

This information is shown each month in Comptroller Chart #6 (Line 6).

QUERY:

This AFRTC base recommends revising the workload factor of military personnel to include number of reservists for whom records are maintained since it is part of the workload.

REPLY:

This situation is recognized at this headquarters and inquiries were made to Headquarters USAF as to the possibility of revision of the Work Performance workload for those account codes

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affected. Reply from Headquarters USAF indicated that in the interests of uniformity of application to all ZI installations, it is not feasible to establish separate workloads for AFRTC's but suggested ConAC standards may be developed. It is suggested therefore, that the rating and revised workload including reserve records be shown on the reverse of AF Form 323.

QUERY:

Would like to see work performance standards and presentations in the Review conform to the type of report rendered by the base, i.e., 320, 321, and 322. The analyst contends that the wing does not have responsibility for operational control of 7 special mission and 2 tenants serviced. As a result only 50% of the total costs are controllable, although the costs and workload of these units are included for reporting work performance data.

REPLY:

This would be difficult since the exact extent of all services provided these units and the cost therefor, would have to be determined and segregated from those of the servicing organization running the base. Reporting on AF Form 323 for the Work Performance Program as set forth in AF Regulation 170-9, ConAC Letter 170-3 and Supplemental Instructions relating thereto, establishes the responsibility with those bases reporting on AF Form 320. Since costs of services provided special mission Group B, and Tenant units are included with those provided for the parent or reporting base, these cannot be separated for purposes of reporting on AF Form 323. In addition, services may sometimes be provided for a headquarters (including Hq Special Missions) when a headquarters is located on the base.

PART V - Finance

1. Payment of Per Diem While Participating in Air Combat Maneuvers

In the year 1949 the Continental Air Command formed the Ground Observer Corps - Aircraft Warning Service, to conduct various maneuvers by the operation of AF filter centers and observation posts throughout the U.S. A filter center is an installation located in a town or city that provides a suitable telephone toll system for the zone or area

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for which the filter center is responsible. In most cases such locations are remote from military installations or from field units that might provide shelter and subsistence accommodations for troops. The military personnel required to man a filter center consists of an officer and two airmen who are augmented by a considerable number of civilians who receive indoctrination and training as an essential part of the air defense system. This indoctrination and training is provided not only by the military personnel of the center, but by officer observers, advisors and technicians proceeding from place to place throughout the period of exercises. The civilians who participate do so voluntarily and, for the most part, live and subsist in their homes in the vicinity of the filter center or observation post. The military personnel, on the other hand, must obtain shelter and food at their own expense, in hotels or restaurants or similar non-military accommodations. The Comptroller General has held that officers are entitled to per diem in lieu of expenses incurred while traveling between their regular stations and a maneuver area, but not while performing duty within that area. When this decision was made, enlisted men and officers were sheltered and subsisted as the circumstances of the maneuver permitted; the officers generally taking "pot luck" and sharing privations with their men, thereby being put to no unusual or extraordinary expenses for lodging and meals.

Such is not the case in maneuvers performed under the Ground Observer Corps - Aircraft Warning Service. The personnel involved in these missions are necessarily required to obtain quarters and meals at their own expense and in the same manner as officers performing any other type of duty away from their permanent station.

Therefore, in September 1949 this headquarters initiated correspondence to the Director of Finance, Hq USAF, recommending the authorization of per diem to officers while participating in maneuvers of the type referred to herein when Government quarters and messing facilities are not available. In November 1949 this headquarters again brought up this question of per diem while participating in their combat maneuvers and recommending consideration with a view towards authorizing payment. This question was presented to the Comptroller General for further consideration, in view of the changing conditions existing in air combat maneuvers.

The Comptroller General of the U.S. reviewed this question and ruled favorably in Decision B-94104, April 27, 1950, as follows:

"My dear Mr. Secretary:

Reference is made to your letter of March 28, 1950, relative to joint peacetime field exercises or maneuvers held by the armed forces wherein you request decision on certain questions involving the payment of travel expenses, including

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a per diem allowance in lieu of subsistence, to certain personnel on temporary duty in connection with such exercises or maneuvers who are not on duty with troops and who are not subsisted or quartered but are required to expend their personal funds for food and lodging.

You state that the personnel in question fall into two classes as follows:

(a) Individuals ordered from their permanent duty stations for temporary duty at one or more of the headquarters of the maneuver operations, as distinguished from duty with participating troops in said maneuvers, where their duties involve advance staff planning and instructions in maneuver techniques, winding up, and evaluating the maneuver.

(b) Individuals who, when on temporary duty at such headquarters, are ordered away from their posts of duty to travel to and between the various command headquarters or places within or without the maneuver area for temporary duty connected with the maneuvers.

You request decision, first, as to whether the personnel described in (a) above may, in view of paragraph 2d(2)(d), Army Regulations 35-4820, be reimbursed for traveling expenses, including a per diem allowance in lieu of subsistence when properly prescribed, and, if not, whether such personnel may be reimbursed those expenses, including the per diem allowance, otherwise properly payable, when they are engaged on temporary duty as described in (b) above.

The last paragraph of section 12 of the Pay Readjustment Act of 1942, 56 Stat. 366, currently in effect pending the issuance of travel regulations under the Career Compensation Act of 1949 -- see decision of December 23, 1949, B-91297, answer to the second question -- provides that the head of the department concerned may determine what shall constitute a travel status and travel without troops within the meaning of the laws governing the payment of mileage or other travel expenses. Pursuant to such authority the Secretary of the Army has defined the term "travel status" as including, inter alia (paragraph 2d(2)(d), Army Regulations 35-4820, supra) --

"Necessary temporary duty away from permanent station without regard to whether travel is within duty district as distinguished from official post of duty, or whether some duty en route may be involved, such as reconnaissance, military survey, convoy, or duty pertaining to aerial or other maneuvers." (Underscoring supplied.)

In decision of June 6, 1944, B-39800, to the Secretary of the Navy, it was pointed out that the established rule had been that officers engaged in maneuvers were not to be regarded as in a travel status or as continuing in a travel status while so engaged, even though only temporarily away from their designated posts of duty under travel orders. However, it was there recognized that the Secretary of the Navy could, under the authority granted him by section 12 of the Pay Readjustment Act of 1942, supra, define travel status to include officers while on temporary duty in connection with maneuvers and thus make it possible to authorize the payment to them of a per diem allowance in lieu of subsistence as for officers traveling away from their designated posts of duty provided, of course, that they were not traveling with troops within the meaning of that term as defined by him. As an example of a definition of the term "travel status" which did accomplish that purpose the attention of the Secretary of the Navy was invited to the definition of that term as contained in paragraph 3 of Army Regulations 35-4820, dated September 19, 1942. The Secretary of the Navy subsequently defined the term "travel status" so as to include personnel engaged in maneuvers (see paragraph 3050-2-6, of the current Navy Travel Instructions) and, insofar as here pertinent, the Secretary of the Army has not materially changed his definition of such term. Accordingly, your question with respect to the personnel described in class (a) above is answered in the affirmative, provided, of course, they are not in a travel with troops status. Such conclusion leaves an answer to the remainder of that question unnecessary.

Your second question is whether under the provisions of section 303 of the Career Compensation Act of 1949, Public Law 351, approved October 12, 1949, the joint regulations issued pursuant thereto may authorize the payment of travel and transportation expenses, including a per diem allowance in lieu of subsistence, under circumstances similar to those discussed above.

The said section 303 of the Career Compensation Act of 1949, which provides generally for the payment of travel and transportation allowances, including a per diem allowance in lieu of subsistence, reads, in pertinent part, as follows:

"(a) * * * The respective Secretaries concerned may prescribe (1) the conditions under which travel and transportation allowances shall be authorized * * *.

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"(g) The Secretaries concerned shall determine what shall constitute a travel status."

The authority thus granted by the said Career Compensation Act of 1949 is at least as broad as that previously granted by the Pay Readjustment Act of 1942, supra, and, accordingly, your second question also is answered in the affirmative."

PART VI - Statistical Services

1. Reports Control

The following is an analysis of ConAC Air Force reports received in this headquarters during May 1950.

Category I Reports - Reports processed at ConAC Air Force level, submitted to Headquarters ConAC for further processing and dispatched to Headquarters USAF or Headquarters AMC.

Category II Reports - Reports processed at ConAC Air Force level and submitted for final action to Headquarters ConAC.

Category III Reports - Reports submitted direct from units of a ConAC Air Force to Headquarters Continental Air Command for further processing and dispatched to Headquarters USAF or Headquarters AMC.

Breakdown of Summaries (Only Delinquent Reports Listed)

RCS	1st AF	4th AF	9th AF	10th AF	12th AF	14th AF
		Cat I Reports -- Workdays Late				
3AF-SC-P4				1		4
3AF-SC-P2		1				
4AF-SC-P2		2				
AF-SC-E63		4		3		
5AF-SC-P2		1				
AF-SC-E3A		3	1	2		3
AF-SC-P160		1				
6AF-SC-P2		1		1		
2AF-SC-P5			1	2	1	
4AF-SC-P164		2			3	
8AF-SC-P2				1		
AF-SC-P171				1	1	
2AF-SC-P6 CNC						1
3AF-SC-P5 EOM				1		
10AF-SC-P2						1
12AF-SC-P2				1		
AF-SC-SP394		2		1		
Total		17	2	14	5	9

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RCS	1st AF	4th AF	9th AF	10th AF	12th AF	14th AF
		Cat II Reports — Workdays Late				
CNC-AP-P24 Enl Table I			1	11*	1	3
CNC-AP-P24 Off Table II & III			2			1
CNC-AP-P24 Off Table I					1	
CNC-SC-P14		1				
CNC-AP-P16		6				
Total		7	3	11	2	4
		Cat III Reports — Workdays Late				
AF-SC-A1 ANG		4	4	1		
AF-FO-F22 Cost		12	3	2		
AMC-SD-AE27		7	1			
AF-MD-F33 Active	1	8	3	8	3	10
AF-MD-F33 Inactive	1		1	8		
AF-SC-A3 ANG					1	
AF-SC-T47				6		
AF-SC-E64 Table I		4				
AF-MD-F33AR		1	6	1		1
CNC-RF-A1 23rd				1		1
AF-FO-F22 Pay		2			1	1
CNC-RF-A1 30th	1	**	**	1		
Total	3	38	18	28	5	13

* Submitted, to be resubmitted, not in as of 5 Jun 50
** 1 Unit still delinquent as of 5 Jun 50

Reporting Summaries for May 1950

Air Force	Total Workdays Late Cat I	Cat II	Cat III
First Air Force	0	0	3
Fourth Air Force	17	7	38
Ninth Air Force	2	3	18
Tenth Air Force	14	11	28
Twelfth Air Force	5	2	5
Fourteenth Air Force	9	4	13

The following bar chart indicates percentage of Category I reports submitted late in months of March, April and May by each ConAC Air Force.

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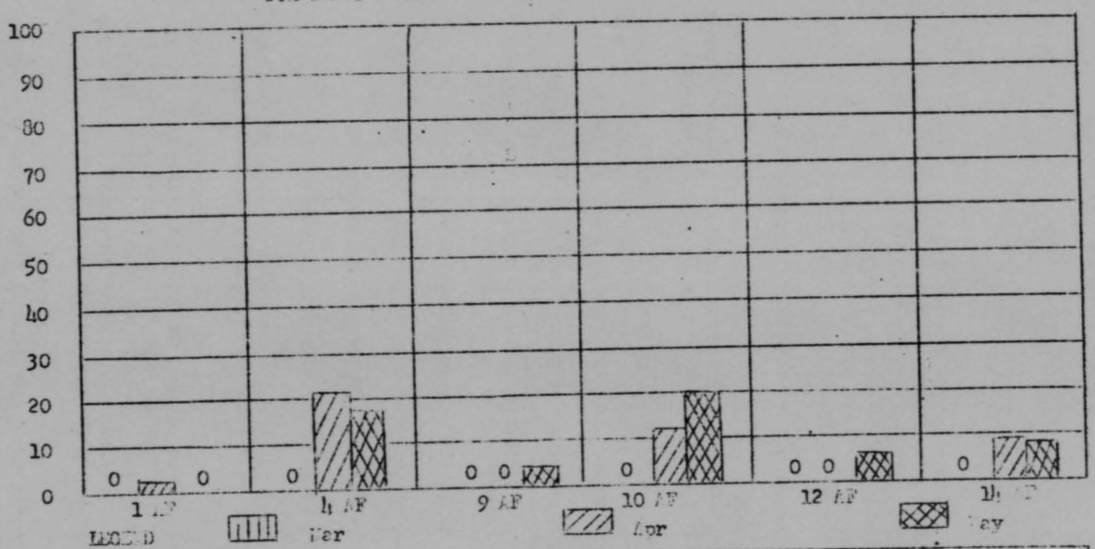
ConAC Bulletin No. 170-6
30 June 1950

Percentage Comparison of Late Category I Reporting by ConAC Air Forces for months of Mar, April and May 1950



% Rpts Late in	1 AF	4 AF	9 AF	10 AF	12 AF	14 AF
Mar 50	0	0	0	0	0	0
Apr 50	2.32	20.93	0	11.90	0	9.52
May 50	0	17.65	4.00	20.00	6.00	8.00

Total Reports Considered		1 AF	4 AF	9 AF	10 AF	12 AF	14 AF
	Mar	37	37	36	36	37	36
	Apr	43	43	42	42	43	42
	May	51	51	50	50	50	50

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2. Military Personnel Reporting

The necessity for timely and accurate reporting has been a challenge to the Statistical Services System since the beginning of statistical reporting in the USAF. Within this command the subject of timely and accurate reporting must receive continued attention by all activities concerned.

The utilization of IBM card files for maintaining current data from which certain personnel reports are prepared has been a great aid in the accomplishment of timely and accurate reporting. The use of card files has made it possible to eliminate at unit level the necessity of preparing certain intricate and detailed reports on which many man hours were previously expended.

The personnel reports which provide the Department of the Air Force with the majority of paramount and current personnel information are:

a. Report of USAF Military Personnel, RCS AF-SC-P2

b. Report of USAF Military Personnel Activities, RCS AF-SC-P5

c. Hq USAF Officers Classification Index Card File, RCS AF-SC-P6

d. Officers Classification and Audit List, RCS AF-SC-P147

The above reports are prepared from active card files (Classification Index Card Files, Forms 900 and 901) maintained at the Statistical Services Agencies of ConAC Air Forces and forwarded to this headquarters for consolidation and submission to Headquarters USAF.

The job of assuring that the above reports contain accurate data is not solely that of the Statistical Services Agency itself, but rather a job shared by many activities at all levels within this command.

To focus attention on the important role each activity plays in accomplishing the reports listed in paragraph 3, there is listed below a summation of the functions which must be done by each activity.

a. Agencies responsible for maintaining basic records.

(1) Morning Report entries and personnel data in special orders are derived from data contained in basic records. The current upkeep of basic reports, therefore, is of major importance to assure the accuracy of information reported on officers and enlisted personnel.

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b. Agencies issuing special orders.

(1) Orders effecting changes in status of individuals provide the majority of data entered in Morning Reports. Special orders issuing agencies aids the reporting system by ascertaining that special orders are forwarded in sufficient time to assure receipt by units prior to the date effecting the change of status of individuals concerned.

c. Squadron Commanders.

(1) The Morning Report is the principal source for furnishing the Statistical Services Office personnel data to be transcribed into Classification Index Card Files. The need for verification of remarks and strength figures in the Morning Report cannot be over emphasized. A responsibility of Unit Commanders in respect to personnel accounting is to assure the accuracy of strength data and the completeness of remarks in the Morning Report prior to its submission to higher headquarters. Unit Commanders are also required to correct and authenticate the Classification and Audit List provided each month which serves to verify the information in the card files of the servicing Statistical Services Office.

d. Statistical Services Offices.

(1) It is the responsibility of the Statistical Services Office at each air force to continuously keep all units informed of the current directives effecting the preparation and submission of Morning Reports and Classification and Audit Lists. Expedious dissemination of instructions must be exercised. Within the Statistical Services Office there must be a rigid control and continued supervision of the coding, verification, key punching and other processing operations required by published directives for the transition of Morning Report entries to the card files.

The responsibilities of activities mentioned above readily indicate the close continuous cooperation necessary to meet the personnel statistical requirements of the Department of the Air Force.

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3. Report of Reserve Personnel Gains and Losses, RCS AF-SC-P171

The major discrepancies noted by this headquarters in auditing the Reserve Gain and Loss report for the period ending 25 April 1950 were:

(a) Inconsistent coding, i.e., certain accessions to the enlisted Reserve were shown as Code A-1 (Commissioned from Civil Life) whereas the proper code would be A-6 (Enlisted from Civil Life) and:

(b) Failure of the command consolidation to balance, which was probably caused to a great extent by delays in mailing orders and improper computation of EDCSA's.

It is believed that concentration of effort with respect to indoctrination of personnel responsible for coding, and frequent checks to insure that EDCSA's are not being assigned on the last three days of the reporting period will result in greatly improved future reports.

E B Cook
EARL B. COOK
Colonel, USAF
Asst Comptroller

DISTRIBUTION:

SPECIAL

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STAFF STUDY

AIR FORCE COMMANDERS' RESPONSIBILITY
FOR
THE COST ACCOUNTING SYSTEM FOR THE MANAGEMENT
AND
PRESERVATION OF REAL ESTATE FACILITIES

Prepared By

Director, Programs and Costs
Hq ConAC
25 April 1950

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I PROBLEM:

1. To consider the practicability, feasibility, and desirability of delegating the responsibility for the "technical supervision of cost accounting procedures and review of management functions applicable to Real Estate Facilities activities" to the Commanding General of each numbered Air Force.

2. To consider the actions necessary to delegate the above responsibility.

II REFERENCES:

1. AF Manual 170-5, USAF Manual of Cost Reporting, as amended by Series A, B, and C changes.

2. AF Regulation 20-34.

3. ConAC Regulation 21-1.

4. Letter Prog 121.6, Hq ConAC, 4 November 1949, "Transfer of Air Installation Cost Accounting Functions, Responsibilities, and Personnel," addressed to each ConAC Air Force.

5. Letter Prog 121.6, Hq ConAC, 28 February 1950, "Transfer of Air Installation Cost Accounting Functions, Responsibilities, and Personnel," addressed to each ConAC Air Force.

III BASIC ASSUMPTIONS:

1. There will be no major change in the requirements for a Cost Accounting System similar to that set forth in AF Manual 170-5, Part II, as amended to date.

2. There will be no major change in the organization of ConAC, the assigned installations of each ConAC Air Force or the active status of any installation now assigned to ConAC.

3. The responsibilities of the Comptroller as set forth in AF Regulation 20-34, which reads, "Develop, maintain, and supervise the operation of the cost system within the command," will continue in force.

IV FACTS RELATED TO THE PROBLEM:

1. ConAC Regulation 21-1 describing the staff organization of Hq ConAC and each Air Force Headquarters directs that the doctrines and principles expressed therein will be conformed to by Air Force commanders. Paragraph 5g(1)(b) of this regulation outlines the functions of the

Comptroller in fulfilling his responsibility for the Cost Accounting System for the management and preservation of Real Estate Facilities. See TAB #1.

2. Letter Prog 121.6, Hq ConAC, 28 February 1950, "Transfer of Air Installation Cost Accounting Function, Responsibilities, and Personnel," TAB #2, provides that the Comptroller at each Air Force Headquarters will not have responsibility for technical supervision of the Cost Accounting System for the management and preservation of Real Estate Facilities within their Air Force area.

3. As indicated in TAB #2, the Director of Programs and Costs, Hq ConAC, has complete command responsibility for the Real Estate Facilities Cost Accounting System described in AF Manual 170-5, Part II, as amended. The functions allied to the accomplishment of these responsibilities set forth in ConAC Regulation 21-1, paragraph 5g(1)(b), TAB #1.

V DISCUSSION:

1. a. The USAF Cost Control System as set forth in Part I, AF Manual 170-5, USAF Manual of Cost Reporting, is presently being supervised by the Commanding General, each Air Force. Although the decentralization by the delegation of the technical supervision of the Cost Control System to each Air Force commander is not definitely a requirement of AF Manual 170-5, the desirability of this procedure is implied in the following quotes from AF Manual 170-5:

(1) "It is recommended that consideration be given to the establishment of a Cost Control Section to all command levels." Reference Foreword to AF Manual 170-5, 1 July 1948.

(2) "It will be the prime responsibility of the Cost Control Section at major and intermediate command levels to review and evaluate all reports within their command areas in order to indicate to their respective commanders the cost implications of each month's operation." Reference paragraph 2c, page 1, AF Manual 170-5.

b. The major differences between the Cost Control System and the Cost Accounting System for Real Estate Facilities are:

(1) The Cost Control System includes total costs of the base or activity concerned. The Cost Accounting System for Real Estate Facilities is restricted to the detailed costs applicable to the air installation function.

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(2) Technical aspects of the Cost Reporting and the Cost Accounting System. The installation system contains more accounting requirements than the Cost Control System and therefore requires more effort.

(3) The reports for the Cost Control System are prepared for organizational units. The reports for the Cost Accounting System are prepared for each installation at installation level only.

c. Even with the major differences above, the close relationship of the two systems is supported by the following facts.

(1) The Cost Accounting System for Real Estate Facilities provides summary cost items for the Cost Control Reports.

(2) The responsibility for both systems is assigned to one director in Hq USAF and Hq ConAC.

d. The above facts suggest that the procedures of technical supervision and control of one system can reasonably be expected to apply to the other system. The delegation of the responsibilities of technical supervision of the Cost Control System provides a sound and effective degree of management of the system. Therefore, it is practicable to consider that this would be a feasible procedure for the Cost Accounting System for the management and preservation of Real Estate Facilities.

e. Previous to 1 September 1949, Part II, AF Manual 170-5, specified, "Technical supervision of cost accounting procedures and review of management functions applicable to Real Estate Facilities activities are responsibilities of major Air Force commands <u>and are not delegated to lower echelons</u>." The underlined portion of this statement was rescinded by Series B changes to the Manual, 1 September 1949. This amendment supports the discussion in paragraph d above, and indicates the possibility that Hq USAF considers the delegation of more responsibilities for the Cost Accounting System to intermediate Air Force commanders as a desirable feature. It is also indicative that the delegation of specific functions for the Cost Accounting System for Real Estate Facilities is a prerogative of the Commanding General of each major command.

2. The present responsibilities of the Commanding General each ConAC Air Force for the Cost Accounting System for the management and preservation of Real Estate Facilities are set forth in letter Prog 121.6, Hq ConAC, 4 November 1949, "Transfer of Air Installation Cost Accounting Functions, Responsibilities, and Personnel," TAB #3, and are as follows:

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a. Accomplish specific administrative functions related to the Cost Accounting System for the management and preservation of Real Estate Facilities.

b. Processing correspondence between this headquarters and reporting units.

3. The delegation of the technical supervision for the Cost Accounting System for the management and preservation of Real Estate Facilities would result in the assignment to each Air Force Headquarters of the specific functions shown in TAB #4. The assignment of these functions would not result in any major change to ConAC Regulation 21-1. The changes of importance to the operation of the Cost Accounting System would take place in the following areas:

a. The field audit responsibility, now being accomplished in Hq ConAC, would be a function of the individual Air Forces. This function is an essential element in the effective supervision of the Cost Accounting System. This in effect would reduce the requirements in Hq ConAC by three (3) GS-9 positions.

b. The addition of administrative and technical supervisory work load in the headquarters of each Air Force.

c. The nature of the technical supervision by each Air Force would place more emphasis on analysis of and staff use of the information reported by Cost Accounting System for the management and preservation of Real Estate Facilities.

4. TAB #6 lists the reporting installations which submit reports of the cost of management and preservation of Real Estate Facilities. The work load involved in the technical supervision of this system by each Air Force Headquarters is relatively small when compared to the number of activities reporting in the Cost Control System. Table I shows this comparative work load.

TABLE I

COST ACCOUNTING AND COST CONTROL REPORTING ACTIVITY

Air Force	Number of Reporting Organizations: Cost Accounting	Cost Control
1st	9	29
4th	6	37
9th	6	23
10th	11	24
12th	2	16
14th	12	35
TOTAL	46	164

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5. a. In order to perform the functions listed in TAB #1, the Director of Programs and Costs, Hq ConAC, is authorized nine (9) civilian positions as shown in TAB #5. The annual payroll for these positions is $[illegible],000.00. The annual travel cost incurred by the audit function shown on TAB #6 is $[illegible].00.

b. The annual travel cost of the audit function, if assigned to each Air Force Headquarters would be $5,[illegible]22.00, TAB #7. The annual cost for civilian personnel would be $[illegible],[illegible]00.00, TAB #8. To this should be added $1,215.00 travel cost, TAB #7, for travel by Hq ConAC personnel to each Air Force Headquarters.

6. a. Additional civilian spaces required to accomplish the technical administrative and the audit work load, if assigned to Air Force Headquarters, are shown in Table IX. The number of positions is based on the need for at least one employee in each headquarters as a specialist in the technical requirements of the Cost Accounting System, and on the audit work load as shown in TAB #[illegible].

TABLE IX

[illegible]

Air Force	Accountant	Auditor	[illegible]
1st	1		
4th	1	[illegible]	[illegible]
9th	1		[illegible]
10th	1	1	
12th	1		
14th	1	1	
TOTAL	6	3	

b. Three (3) civilian personnel spaces for Installation Cost Accountants or Installation Cost Auditors, GS-9, and [illegible] personnel can be made available by the reduction of personnel in Hq ConAC.

c. Personnel actions required to effect this realignment of responsibilities between Hq ConAC and each Air Force Headquarters are outlined in detail in TAB #10.

7. Due to the complexity of the realignment of functions, delegation of responsibility, revisions of space allocations, establishment of positions, and the transfer of personnel, it is not advisable to consider the effective date of action until some time during the second quarter, Fiscal Year 1951. In order to estimate the action requirements for the sub-allocation of funds, the action date to effect the proposal stated in paragraph 3 above, is 1 October 1950. TAB #11 shows in detail the estimates for [illegible] of each Air Force and [illegible] the action

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required in Hq ConAC to sub-allocate the funds which have already been [illegible] for [illegible] Hq ConAC.

8. The delegation of the responsibility for the Cost Accounting System for "Management and preservation of Real Estate Facilities" to each Air Force commander offers the following advantages:

a. Places responsibility in Air Force commanders for a function which is being performed at their installations, thereby accentuating command channels.

b. Due to Air Force organization and command channels more effective control over the system can be exercised.

c. The information reported in the Cost Accounting System will receive more attention and utilization in the Air Force Headquarters due to new budget procedures; consequently, the major objectives of the system should receive more direct supervision.

9. The delegation of the responsibility for the Cost Accounting System for "Management and preservation of Real Estate Facilities" to each Air Force commander has the disadvantage of [illegible] number of civilian personnel required to accomplish it. This is [illegible] to increase the cost of [illegible] by [illegible] annually. See TAB #2.

VI RECOMMENDATIONS.

1. That action be taken to delegate the responsibilities for the Cost Accounting System for the Management and Preservation of Real Estate Facilities to the Commanding General, each Air Force [illegible] functions as shown in TAB #[illegible] will be accomplished by the Comptroller, each Air Force, in fulfilling the delegated responsibility of each Air Force commander.

2. That the effective date for this transfer of responsibility be 1 December 1950. [illegible] Air Force [illegible] to assure the responsibility [illegible].

3. That the following specific actions be taken on or before 1 October 1950 to effect this transfer of responsibility:

a. That [illegible] of the Director of Programs and [illegible], Hq ConAC, dated 4 November 1949, as amended, be changed to delete three (3) civilian positions titled Installation Cost Auditors, as shown on page [illegible], line [illegible], column 5.

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b. The T/D of each Air Force Headquarters provide the following positions:

AIR FORCE	POSITION	GRADE	NUMBER	TOTAL
1st	Installation Cost Accountant	GS-9	1	1
4th	Installation Cost Accountant	GS-9	1	
	Installation Cost Auditor	GS-7	1	2
9th	Installation Cost Accountant	GS-9	1	1
10th	Installation Cost Accountant	GS-9	1	
	Installation Cost Auditor	GS-7	1	2
12th	Installation Cost Accountant	GS-9	1	1
14th	Installation Cost Accountant	GS-9	1	
	Installation Cost Auditor	GS-7	1	2
	TOTAL			9

c. The Director of Budget, Hq ConAC, take action necessary to sub-allocate funds budgeted for this headquarters, Fiscal Year 1951, in such amounts as are necessary to accomplish the responsibility delegated to each Air Force. Additional funds necessary for the accomplishment of these responsibilities which have not been budgeted for by Hq ConAC will be arranged by each Air Force Headquarters concerned.

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ConAC REGULATION)
21-1)

HEADQUARTERS CONTINENTAL AIR COMMAND
Mitchel Air Force Base, N.Y., 16 November 1949

CONTINENTAL AIR COMMAND

Command and Staff Organization

* * * * * * * * * * * * * * * * * *

5. Staff Organization.

* * * * * * * * * * * * * * * * * *

g. Comptroller (Compr)

* * * * * * * * * * * * * * * * * *

(1) Director of Programs and Costs (Dir Prog)

* * * * * * * * * * * * * * * * * *

(b) Installation Accounting Division

Supervises the system of Cost Accounting for Management and Preservation of Real Estate Facilities within the command. Establishes procedures, methods and controls which will insure compliance by all concerned with instructions covering the Cost Accounting for Management and Preservation of Real Estate. Processes cost accounting reports, including the receipt, review, and examination of each report for correct preparation. Maintains cost information on the various aspects of real estate estimates; appraising administration and operations, developing standards, and other purposes which may require historical and factual cost data of this nature. Accomplishes audits and procedural examination of units as required by the system of Cost Accounting for Management and Preservation of Real Estate Facilities. Supervises and conducts the technical aspects of training of personnel within the command which may be required for the operation of the system of Cost Accounting for Management and Preservation of Real Estate Facilities. Analyzes the methods and procedures used in this cost accounting system and recommends improvements to the system when properly justified.

TAB #1

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HEADQUARTERS
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

Prog 121.6 28 February 1950

SUBJECT: Transfer of Air Installation Cost Accounting Functions, Responsibilities, and Personnel

TO : Commanding Generals, First, Fourth, Ninth, Tenth, Twelfth, and Fourteenth Air Forces

1. Reference is made to paragraph [illegible], letter Prog 121.6, 4 November 1949, subject as above, as it relates to the assumption by Air Force Comptrollers of responsibilities for the cost accounting system for the management and preservation of real estate facilities.

2. Until the extent and date of delegation of additional responsibilities has been determined in this headquarters, Air Force Comptrollers will not assume responsibilities for the system beyond those specified in the above cited letter. In the meantime, this headquarters will continue to have complete responsibility for the supervision, administration and audit of the system.

3. A study is being prepared in this headquarters to determine the extent of the final responsibility of Air Force Comptrollers for the system. Upon completion and prior to final determination, the study will be furnished to you for your comments and recommendations. It is anticipated that final determination will not be accomplished before 1 May 1950.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

t/ JAMES [illegible]
1st Lt., USAF
Asst Air Adj Gen.

TAB #2

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TAB
#3

HEADQUARTERS
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

Prog 121.6 4 NOV 1949

SUBJECT: Transfer of Air Installation Cost Accounting Functions, Responsibilities, and Personnel

TO : Commanding Generals, First, Fourth, Ninth, Tenth, Twelfth, and Fourteenth Air Forces

1. The responsibilities for the system of cost accounting for "Management and Preservation of Real Estate Facilities," prescribed in Part II, AF Manual 170-5 and changes thereto, will be transferred from the Air Installation Officer to the Comptroller at each installation of your command not later than 20 November 1949. This change results from the responsibility placed on the Comptroller in paragraph 3a (6) of AF Regulation 20-34 and when accomplished will place in one staff agency all functions of the cost accounting and cost reporting systems.

2. Attention is invited to the following publications which are related to the functions and/or procedures involved in this transfer:

a. Part II, AF Manual 170-5, and Series A and Series B changes thereto.

b. AF Regulation 20-34, 7 October 1948.

c. AF Regulation 170-10, 12 July 1949.

d. AF Regulation 95-1, 25 April 1949.

e. AF Letter 85-42, 23 June 1947.

f. ConAC Letter 170-5, 19 October 1949.

g. Letter AFAFA, Headquarters USAF, 25 August 1949, Subject: Transfer of Responsibility (Inclosure #1).

h. Letter Instl 121.6, Headquarters ConAC, [illegible] September 1949, Subject: Series B changes to Part II, AF Manual 170-5.

TAB #3

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Prog 121.6 - Transfer of Air Installation Cost Accounting Functions, Responsibilities, and Personnel

i. Letter Instl 121.6, Headquarters ConAC, 23 September 1949 (to Commanding Generals Fourth, Ninth, Tenth and Fourteenth Air Forces), 29 September 1949 (to Commanding Generals First and Twelfth Air Forces), Subject: Cost Accounting for Real Estate Facilities.

j. Letter Prog 121.6, Headquarters ConAC, 13 October 1949, Subject: Real Estate Facilities Cost Accounting and Real Property Records at Inactive Installations.

3. Air Force Comptrollers have not heretofore been responsible under Air Force regulations and directives for the cost accounting system for the management and preservation of real estate facilities. Until such time as the directives can be amended, it is desired that each Air Force Comptroller acquaint himself with procedures of the system and with the changes in methods. procedures and instructions pertaining thereto, as issued by this headquarters. These instructions, letters from this headquarters on discrepancies, and reports of cost accounting auditors will be processed through your headquarters (Comptroller) to the installation concerned. AF Manual 170-5 does not provide for the air force headquarters to receive a copy of AF Forms 329 and 330 from its installations. The analysis of the contents of these reports are valuable to air force commanders in the management of installation maintenance activities and the control of their costs. Therefore, this headquarters will direct that copies of AF Forms 329 and 330 submitted by bases of your command be furnished your headquarters (Comptroller) As an interim measure, this headquarters will continue to have complete responsibility for the supervision, administration and audit of the system of cost accounting for "Management and Preservation of Real Estate Facilities". It is expected that the Comptroller, your headquarters, will be required to assume responsibilities for this system, similar to those responsibilities he now has for the USAF Cost Control System, prior to 1 March 1950.

4. Upon the transfer of these responsibilities the general activities of the Accounting and Disbursing Section at installation level will include the knowledge and use of information relative to the distribution of labor and material, preparation of cost vouchers, maintenance of cost ledger, and the preparation and submission of AF Forms 329 and 330. The processing of basic cost information and related forms at installation level is shown on attached Flow Chart, 24 October 1949, and in the annex thereto (Inclosure #2).

5. Personnel of the Air Installation Office at installation level who have heretofore been performing these duties will be transferred to the Comptroller Division at the time those responsibilities are transferred. Personnel in the Air Installation Office who generally perform these functions are the Cost Clerk and/or the Cost Accountant, and at

TAB #3

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some installations the major portion of the time of a Clerk-Typist is used. In compliance with message this headquarters, AFCom.CInstl 25324, 22 September 1949, organizations of your command reported personnel performing Real Estate Facilities cost accounting functions. An analysis of this report (RCS: C C-DM-SP28) indicates the following were performing the functions to be transferred:

Installation	Personnel	Grade	SSN	Payroll Title

* *

It is essential that the experienced and trained personnel at installation level be transferred to the Comptroller.

6. Since civilian personnel positions currently authorized Air Installation Offices are paid from Project 441, "Maintenance of Installations" funds and the pay of the civilian personnel who occupy the positions to be transferred have been budgeted for FY 1950 under this project, they will continue to be paid from Project 441 funds as in the past. It is expected that this situation will be clarified before FY 1951. In case additional civilian spaces, not budgeted for under Project 441 for FY 1950, are authorized and filled for these functions at installation level, this policy will not apply.

7. All positions transferred will be included in the Tables of Distribution and Table of Distribution, Augmentation of the Comptroller Division at wing level.

8. Sufficient copies of Inclosures #1 and #2 are attached to permit withdrawal of two copies for your headquarters and for distribution of the remainder to installations.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

t/ J. H. BLOSS
Lt. Col., AGD (USAF)
Asst. Adj. Gen.

2 Incls
1. Ltr Hq USAF, File AFAFA, 25 Aug 49
2. Flow Chart, 24 Oct 1949

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TAB #4

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SPECIFIC FUNCTIONS ASSIGNED TO EACH AIR FORCE HEADQUARTERS
FOR THE
REAL ESTATE FACILITIES COST ACCOUNTING SYSTEM

1. Technical supervision of the system throughout the Air Force.

2. Recommendations to Headquarters Continental Air Command for changes in the system.

3. Cost and Management Analysis.

4. Inspection and audit of procedures and cost records at installations under jurisdiction of the Air Force.

5. Integration of Real Estate Facilities Costs into the Cost Control System.

TAB #4

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CIVILIAN POSITIONS AUTHORIZED FOR
DIRECTOR OF PROGRAMS AND COSTS
FOR REAL ESTATE FACILITIES COST ACCOUNTING FUNCTIONS

Number	Grade	Position Title	Annual Salary
1	GS-11	Chief, Installation Accounting Division	$ 5,400
1	GS-10	Chief, Installation Audit Section	5,125
1	GS-9	Installation Cost Auditor	4,975
1	GS-9	Installation Cost Auditor	4,850
1	GS-9	Installation Cost Auditor	4,600
1	GS-7	Installation Cost Analyst	4,075
1	GS-4	Clerk, Installations Accounting	3,355
1	GS-3	Clerk-Typist	2,970
1	GS-3	Clerk-Steno	2,650
9			$38,000

TAB #5

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TRAVEL COST
INSTALLATION AUDIT FUNCTION
HEADQUARTERS CONTINENTAL AIR COMMAND
Details are for 6 Months

AIR FORCE	INSTALLATION	AUDIT WORK DAYS	PER DIEM: DAYS: AUDITS	PER DIEM: DAYS: TRAVEL	PER DIEM: DAYS: TOTAL	PER DIEM: COST AT $9.00	TRANSPORTATION COST	TOTAL TRAVEL COST
1st	Dow AF Base (at Otis AF Base)	1	1					
	Floyd Bennett NAS	3	3					
	Grenier AF Base (at Otis AF Base)	1	1					
	Hanscom Airport	5	5					
	McGuire AF Base	10	10					
	Mitchel AF Base	12	0					
	Otis AF Base	3	3					
	Slocum AF Base (at Mitchel AF Base)	1	0					
	Stewart AF Base	10	10					
		46	33	2	35	$315	$46	$361
4th	Hamilton AF Base	12	12					
	Long Beach Municipal Airport	5	5					
	McChord AF Base	10	10					
	Moses Lake AF Base	12	12					
	Portland Municipal Airport	5	5					
	Victorville AF Base	10	10					
		54	54	15	69	$621	$484	$1105
9th	Dover AF Base (at Langley AF Base)	1	1					
	Godman AF Base	3	3					
	Greater Pittsburgh Airport	5	5					
	Langley AF Base	12	12					
	Lockbourne AF Base (at Langley AFBase)	1	1					
	Reading Municipal Airport	5	5					
		27	27	4	31	$279	$134	$413

TAB #6

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AIR FORCE	INSTALLATION	AUDIT WORK DAYS	PER DIEM DAYS AUDITS	PER DIEM DAYS TRAVEL	PER DIEM DAYS TOTAL	COST AT $9.00	TRANS-PORTATION COST	TOTAL TRAVEL COST
10th	Atterbury AF Base	5	5					
	Baer Field (at Atterbury AF Base)	1	1					
	Benjamin Harrison AF Base	3	3					
	Fairfax Field	5	5					
	Marshall AF Base	3	3					
	O'Hare International Airport	5	5					
	Oscoda AF Base	7	7					
	Selfridge AF Base	12	12					
	Sherman AF Base	3	3					
	Stout Field	1	1					
	Wold-Chamberlain Field	5	5					
		50	50	9	59	$ 531	$ 343	$ 874
12th	Brooks AF Base	10	10					
	Hensley Field	5	5					
		15	15	4	19	$ 171	$ 153	$ 324
14th	Birmingham Municipal Airport	5	5					
	Greenville AF Base (at Shaw AF Base)	1	1					
	Lawson AF Base	3	3					
	Dobbins AF Base	3	3					
	Memphis Municipal Airport	5	5					
	Miami International Airport	5	5					
	Moody AF Base (at Turner AF Base)	1	1					
	Orlando AF Base (at Turner AF Base)	1	1					
	Pope AF Base	3	3					
	Shaw AF Base	10	10					
	Sewart AF Base	10	10					
	Turner AF Base	10	10					
		57	57	12	69	$ 621	$ 347	$ 968

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RECAPITULATION
TRAVEL COST
HEADQUARTERS CONTINENTAL AIR COMMAND
6 Months and 1 Year

AIR FORCE	AUDIT WORK DAYS	PER DIEM DAYS AUDITS	PER DIEM DAYS TRAVEL(1)	PER DIEM DAYS TOTAL	COST AT $9.00	TRANSPORTATION COST(2)	TOTAL TRAVEL COST
1st	46	33	2	35	$ 315	$ 46	$ 361
4th	54	54	15	69	621	484	1105
9th	27	27	4	31	279	134	413
10th	50	50	9	59	531	343	874
12th	15	15	4	19	171	153	324
14th	57	57	12	69	621	347	968
6 Mos	249	236	46	282	$2538	$1507	$4045
1 Yr	498	472	92	564	$5076	$3014	$8090

(1) Travel days are based on multiple station visits.

(2) Costs are based on multiple station visits and from cost data furnished by transportation officer, Mitchel AF Base.

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TRAVEL COST
INSTALLATION AUDIT FUNCTION
AIR FORCES HEADQUARTERS
Details are for 6 Months

AIR FORCE	INSTALLATION	AUDIT WORK DAYS	PER DIEM DAYS AUDITS	PER DIEM DAYS TRAVEL	PER DIEM DAYS TOTAL	PER DIEM COST AT $9.00	TRANS-PORTATION COST	TOTAL TRAVEL COST
1st	Dow AF Base (at Otis AF Base)	1	1					
	Floyd Bennett NAS	3	3					
	Grenier AF Base (at Otis AF Base)	1	1					
	Hanscom Airport	5	5					
	McGuire AF Base	10	10					
	Mitchel AF Base	12	0					
	Otis AF Base	3	3					
	Slocum AF Base (at Mitchel AF Base)	1	0					
	Stewart AF Base	10	10					
		46	33	2	35	$ 315	$ 46	$ 361
4th	Hamilton AF Base	12	0					
	Long Beach Municipal Airport	5	5					
	McChord AF Base	10	10					
	Moses Lake AF Base	12	12					
	Portland Municipal Airport	5	5					
	Victorville AF Base	10	10					
		54	42	8	50	$ 450	$ 230	$ 680
9th	Dover AF Base (at Langley AF Base)	1	0					
	Godman AF Base	3	3					
	Greater Pittsburgh Airport	5	5					
	Langley AF Base	12	0					
	Lockbourne (at Langley AF Base)	1	0					
	Reading Municipal Airport	5	5					
		27	13	4	17	$ 153	$ 85	$ 238

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AIR FORCE	INSTALLATION	AUDIT WORK DAYS	PER DIEM DAYS AUDITS	PER DIEM DAYS TRAVEL	PER DIEM DAYS TOTAL	PER DIEM COST AT $9.00	TRANS-PORTATION COST	TOTAL TRAVEL COST
10th	Atterbury AF Base	5	5					
	Baer Field (at Atterbury AF Base)	1	1					
	Benjamin Harrison AF Base	3	3					
	Fairfax Field	5	5					
	Marshall AF Base	3	3					
	O'Hare International Airport	5	5					
	Oscoda AF Base	7	7					
	Selfridge AF Base	12	0					
	Sherman AF Base	3	3					
	Stout Field (at Atterbury AF Base)	1	1					
	Wold-Chamberlain Field	5	5					
		50	38	7	45	$ 405	$ 257	$ 662
12th	Brooks AF Base	10	0					
	Hensley AF Base	5	5					
		15	5	2	7	$ 63	$ 19	$ 82
14th	Birmingham Municipal Airport	5	5					
	Greenville AF Base (at Shaw AF Base)	1	1					
	Lawson AF Base	3	3					
	Dobbins AF Base	3	3					
	Memphis Municipal Airport	5	5					
	Miami International Airport	5	5					
	Moody AF Base (at Turner AF Base)	1	1					
	Orlando AF Base (at Turner AF Base)	1	1					
	Pope AF Base	3	3					
	Shaw AF Base	10	10					
	Sewart AF Base	10	10					
	Turner AF Base	10	10					
		57	57	7	64	$ 576	$ 162	$ 738

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RECAPITULATION
TRAVEL COST
AIR FORCES HEADQUARTERS
6 Months and 1 Year

AIR FORCE	AUDIT WORK DAYS	PER DIEM DAYS AUDITS	PER DIEM DAYS TRAVEL(1)	PER DIEM DAYS TOTAL	PER DIEM COST AT $9.00	TRANS-PORTATION COST(2)	TOTAL TRAVEL COST
1st	46	33	2	35	$ 315	$ 46	$ 361
4th	54	42	8	50	450	230	680
9th	27	13	4	17	153	85	238
10th	50	38	7	45	405	257	662
12th	15	5	2	7	63	19	82
14th	57	57	7	64	576	162	738
6 Mos	249	188	30	218	$1962	$ 799	$2761
1 Yr	498	376	60	436	$3924	$1598	$5522
Travel by Hq ConAC			70	70	630	585	1215
TOTAL 1 Yr			130	506	$4554	$2183	$6737

(1) Travel days are based on multiple station visits.

(2) Costs estimated on multiple station visits on estimated mileage at 4½¢ per mile.

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ANNUAL COST

AIR FORCES HEADQUARTERS					
AIR FORCE	PERSONNEL No.	PERSONNEL COST (1)	PER DIEM	TRANS-PORTA-TION	TOTAL COST
1st	1	$4600	$ 630	$ 92	$5322
4th	2	8425	900	460	9785
9th	1	4600	306	170	5076
10th	2	8425	810	514	9749
12th	1	4600	126	38	4764
14th	2	8425	1152	324	9901
Plus(2)	0	625	0	0	625
TOTAL	9	$39700	$3924	$1598	$45222

ConAC	9	$38000	$5706	$3599	$47305	At present, plus added travel cost
Less	3	14425	5076	3014	22515	Through transfer to AFs
Net ConAC	6	$23575	$ 630	$ 585	$24790	After transfer to AFs

Air Force	9	$39700	$3924	$1598	$45222	Cost after transfer
ConAC	6	23575	630	585	24790	Cost after transfer
TOTAL	15	$63275	$4554	$2183	$70012	Overall cost after transfer
ConAC	9	38000	5076	3014	46090	At present, less added travel cost
Diff.	+6	+$25275	-$ 522	-$ 831	+$23922	Overall increase in personnel & funds after transfer

(1) GS-9 at $4200
GS-7 at $3825

(2) Difference between current salaries of three (3) Installation Cost Auditors (TAB #5) and GS-9 rate of $4600 p.a. at opening step.

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AUDIT WORK LOAD
6 Month Period

AIR FORCES HEADQUARTERS							
	WORK LOAD IN WORK DAYS				AVAILABLE WORK DAYS ONE MAN (1)	REQUIREMENTS	
AIR FORCE	AUDIT	TRAVEL	REPORTS	TOTAL		MAN	T/D SPACE
1st	46	2	20	68	110	.6	1
4th	54	8	25	87	110	.8	1
9th	27	4	15	46	110	.4	0
10th	50	7	30	87	110	.8	1
12th	15	2	10	27	110	.2	0
14th	57	7	30	94	110	.9	1
TOTAL	249	30	130	409			4
ConAC	249	46	130	425	110	3.863	

(1) AVAILABLE WORK DAYS--ONE MAN (Civilian)

Gross Work Days in Year (5x52)		260
Less: Legal Holidays	8	
Annual Leave	26	
Sick Leave	6	40
Available Work Days in Year		220
Available Work Days each 6 Months		110

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PERSONNEL ACTIONS REQUIRED

1. Headquarters, Continental Air Command

a. Change T/D of Director of Programs and Costs, Hq ConAC, to delete three (3) civilian positions titled Installation Cost Auditor, GS-9.

b. Arrange for the transfer of civilian personnel from Hq ConAC to selected Air Force Headquarters.

2. Headquarters, each Air Force

a. Provide the following T/D positions.

AIR FORCE	POSITION	GRADE	NUMBER	TOTAL
1st	Installation Cost Accountant	GS-9	1	1
4th	Installation Cost Accountant Installation Cost Auditor	GS-9 GS-7	1 1	2
9th	Installation Cost Accountant	GS-9	1	1
10th	Installation Cost Accountant Installation Cost Auditor	GS-9 GS-7	1 1	2
12th	Installation Cost Accountant	GS-9	1	1
14th	Installation Cost Accountant Installation Cost Auditor	GS-9 GS-7	1 1	2
	TOTAL			9

b. Establish civilian positions for the civilian positions added to the T/D.

c. In the priority listed below, fill the added civilian positions:

(1) Arrange for the transfer of qualified civilians from Hq ConAC

(2) Transfer qualified personnel within the Air Force Headquarters

(3) Recruit civilians

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TAB #11

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SUMMARY OF CHANGES
BUDGET AUTHORIZATIONS AND FUNDS REQUIRED-FISCAL YEAR 1951

REQUIREMENTS
Hq ConAC B/A 800

	P811	P821
1st QUARTER		
Personnel	$ 9,500	$ 0
Travel	0	2,022
2d, 3d, &4th QUARTERS		
Personnel	17,682	0
Travel	0	1,215
TOTAL	$27,182	$3,237

DISTRIBUTION
BUDGETED AND REQUIRED

	P811	P821	Total
Budgeted, Hq ConAC	$38,000	$8,090	$46,090
Required, Hq ConAC	27,182	3,237	30,419
Transfer to Hq AFs	10,818	4,853	15,671

REQUIREMENTS AND DISTRIBUTION
AIR FORCES HEADQUARTERS--B/A 400, P 442 FUNDS

	1st	4th	9th	10th	12th	14th	Total
1st QUARTER							
Personnel	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
Travel	0	0	0	0	0	0	0
2d, 3d, & 4th QUARTERS							
Personnel							
Distributed	3,450	6,320	3,450	6,320	3,450	6,320	29,310
Undistributed							470(1)
TOTAL							$29,780
Travel Distributed	542	1,020	357	993	123	1,106	4,141
Distributed Total	$3,992	$7,340	$3,807	$7,313	$3,573	$7,426	$33,451
Undistributed Total							470
GRAND TOTAL							$33,921
DISTRIBUTION							
Required, Hq Air Forces							
Distributed	$3,992	$7,340	$3,807	$7,313	$3,573	$7,426	$33,451
Undistributed							470
TOTAL							$33,921
Transferred from Hq ConAC	1,880	3,452	1,790	3,440	1,680	3,429	15,671
Provided by Hq Air Forces	2,112	3,888	2,017	3,873	1,893	3,997	18,250

(1) 3/4 of $625.

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SPECIAL STUDY

ANALYSIS OF THE COST OF SELECTED

ACTIVITIES OF THE MEDICAL FUNCTION

CONAC WING BASE HOSPITALS

1 July to 30 September 1949

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1. PURPOSE

The purpose of this analysis is

a. To demonstrate a method for evaluating the efficiency of management and the relative economy of operation of selected activities of the overall medical function at wing base hospitals, by inter-station comparison.

b. To suggest units of workload measurement and to toest their feasibility in the analysis.

c. To point out those bases which appear to have excessively high costs in relation to the workload.

2. SCOPE

a. This analysis considers the cost and workload of selected sub-activities of the medical function as defined in Appendix B, at eleven (11) ConAC Wing-Base Hospitals listed in Appendix D.

b. The period covered,for purposes of this analysis. is the three (3) month reporting period, July, August, and September 1949.

c. Sources of the data are shown in Appendix A, and the Methodology and Definitions are covered in Appendices B and C.

3. DEFINITIONS

A complete listing of workload factors used in this study, together with a full description of the Cost Account Codes analyzed, are included in Appendix "B", of this report.

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4. LIMITATIONS OF DATA

In evaluating the analysis, it is necessary to consider certain limiting or qualifying factors which might affect the data, such as the following:

a. Errors or misinterpretations by personnel gathering the cost data.

b. Errors on the part of the analyst in interpretation and compilation of data.

c. Interchangeability of military and civilian personnel which creates inter-station differences in the cost of operations. Airman pay includes monetary remuneration only and excludes the value of items such as food, clothing, housing, and medical services, which are furnished; thus causing average airman pay, as reported, to appear lower than average civilian pay.

d. Selection of the workload factors which best describes the workload measure or production accomplished by personnel in each sub-activity.

e. Nature and extent of services provided dependents of base personnel.

f. Physical location with respect to patient workload.

5. DISCUSSION

a. (1) Examination of hospital operations source data and comparison with the number of beds authorized, Tables of Organization, and Equipment, and Tables of Distribution, Augmentation, showing personnel authorized, proved of little value in the evaluation of the relative economy of operation of the medical activities. For this reason a unit measure of workload was selected for purposes of inter-station comparison, which, in the analyst's opinion, best described the nature of each activity.

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(2) The units of workload selected were as follows:

ACTIVITY	WORKLOAD UNIT
Medical Administration	- Number of Patients Treated
Dental Services	- Number of Patient Sittings
Medical, Surgical and other Services	- Number of Patients Treated
Laboratory Service	- Number of Laboratory Tests
Dietetic Service	- Number of rations Served

These workload units are believed to be most descriptive of the production accomplished by the personnel in the selected activities included in this study.

(3) Authorized bed capacities, personnel in the medical function, Tables of Organization and Equipment for the eleven wing-base hospitals included in this analysis are shown following:

No. Beds	BASE	T/O & E OFF-AM-TOTAL	PERSONNEL IN MEDICAL FUNCTION
150	Mitchel	14 -67- 81	237
125	Hamilton	14 -67- 81	191
75	Langley	14 -67- 81	169
50	Moses Lake	14 -67- 81	97
50	Otis	14 -67- 81	82
25	Turner	14 -67- 81	63
50	Shaw	14 -67- 81	80
50	Selfridge	14 -67- 81	95
75	Greenville	20 -77- 97	101
25	Smyrna	14 -67- 81	100
50	McChord	14 -67- 81	114

b. (1) While the number of beds authorized (50) is the same at Otis, Shaw, Selfridge and Moses Lake, the costs per unit of workload at these bases vary considerably for the selected activities analyzed. (See Tables 1 through 5,

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Appendix D). The range of costs per workload unit and the average cost for each selected activity follows:

REFERENCE (APPENDIX "D")		COST PER WORK UNIT
Table 1 (Medical Administration)	Low $2.54	High $16.94 Average * $5.39 Per Patient Treated
Table 2 (Dental Services)	Low $1.13	High $ 5.60 Average * $2.25 Per Patient Sitting
Table 3 (Medical, Surgical, and Other Services)	Low $2.76	High $18.51 Average * $5.75 Per Patient Treated
Table 4 (Laboratory Service)	Low $.054	High $ .49 Average * $.302 Per Laboratory Test
Table 5 (Dietetic Service)	Low $1.09	High $ 2.22 Average * $1.66 Per Ration Served

* Extremes excluded in computing average.

(2) A comparison of the relative standing of each base on a cost per workload unit basis follows. It may be noted that Selfridge has the highest cost in two of the activities and ranks second in another. This is also the case at Mitchel. Moses Lake is high for one activity and second and third highest for two other activities. Otis has the lowest or next to lowest cost for all activities and Hamilton for three activities.

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* Relative Standing, All Bases
Selected Activities of the Medical Function

Base	Medical Administration Table 1	Dental Services Table 2	Medical, Surgical, And Other Services Table 3	Laboratory Service Table 4	Dietetic Services Table 5
Selfridge	1*	6	1	2	5
Moses Lake	2	1	3	4	9
Smyrna	3	8	7	3	7
McChord	4	7	8	5	8
Mitchel	5	4	2	1	1
Greenville	6	9	6	7	2
Turner	7	2	4	11	6
Shaw	8	10	5	9	3
Langley	9	5	9	6	4
Otis	10	11	10	10	11
Hamilton	11	3	11	8	10

* Arranged in deecending order from highest cost (1) to lowest cost (11)

(3) Medical units at Selfridge, Mitchel and Moses Lake show consistently high costs in a majority of the activities included in this study. Selfridge has highest costs in two activities (Medical Administration and Medical Services), and ranks second in another (Laboratory Services). This is true also of Mitchel (highest costs in Laboratory Service and Dietetic Service and record highest in Medical Services). Moses Lake is high for one activity (Dental Service) and second and third highest for two other activities (Medical Administration and Medical Services). Hamilton and Otis on the other hand, with heavy workloads, show costs per work unit which are consistently low in comparison with other bases.

(4) High costs per workload unit are not indicative of the workload at the bases nor are they consistent with the station hospital bed capacity. This may be seen by a comparison of costs at bases which similar workload, such as the following:

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CAPACITY	BASE	NO. OF LAB. TESTS	COST PER LAB TEST	NUMBER PERSONS	COST PER PERSON
50 Bed	Shaw	1115	$.196	2	$109
50 Bed	Otis	1116	$.137	1	$153

Another example from Table V, Dietetic Service:

CAPACITY	BASE	NUMBER OF RATIONS SERVD.	COST PER RATION	NUMBER PERSONS	COST PER PERSON
50 Bed	McChord	2563	$.146	12	$311
50 Bed	Moses Lake	2695	$.136	8	$459

It may be seen from the above that the higher cost per work unit at Shaw and McChord are not due to a smaller workload but to the greater numbers of personnel in the function as compared to Otis and Moses Lake, despite the fact that the cost per person in Shaw and McChord is considerably less than at Otis and Moses Lake.

(5) On the other hand, high unit costs may be due to differences in average costs per person in the function, while numbers of personnel and workload are similar.

Example from Table IV, Laboratory Service:

CAPACITY	BASE	NO OF LAB TESTS	COST PER TEST	NUMBER PERSONS	AVERAGE COST PER PERSON
50	Selfridge	1317	$.459	3	$202
50	McChord	1279	$.303	3	$129

In this case the greater cost per workload unit at Selfridge is caused by higher personnel costs.

(6) It is noted in some instances, that a number of bases with smaller bed capacities and considerably smaller workloads have greater numbers of personnel in certain hospital activities than bases with larger bed capacities and greater workloads. This is particularly true of Smyrna, Mitchel, Moses Lake, Selfridge and Turner.

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WORKLOAD [illegible] PERSONNEL IN ACTIVITIES

BASE	BEDS	MEDICAL ADMINISTRATION WL Units	Pers.	UNITS PER Person	DENTAL SERVICES WL Units	Pers.	UNITS PER Person	MED.SURG.& OTHER SVS. WL Units	Pers.	UNITS PER Person	LABORATORY SVS. WL Units	Pers.	UNITS PER Person	DIETETIC SVS. WL Units	Pers.	UNITS PER Person
Turner	25	510	22	23	503	6	*84	510	23	22	--**	-- **	---	1,271	9	*141
Smyrna	25	627	41	*15	332	5	*66	627	27	23	1,017	3	*339	2,233	13	*172
Moses Lake	50	485	47	*10	159	5	*32	485	29	*16	780	2	*390	2,695	8	337
Otis	50	1,478	30	49	792	3	264	1,478	26	57	1,116	1	1,116	5,032	13	387
Shaw	50	737	20	37	929	5	186	737	30	24	1,115	2	578	1,872	13	*144
Selfridge	50	310	20	*10	944	9	105	310	31	*10	1,317	3	439	1,634	8	204
McChord	50	937	45	*21	1,112	12	92	937	24	39	1,279	3	426	2,563	12	213
Langley	75	2,386	53	45	1,136	11	103	2,386	52	46	2,696	4	674	5,413	27	200
Greenville	75	798	32	25	550	6	92	798	37	22	855	2	427	2,037	13	*147
Hamilton	125	3,749	59	64	2,681	24	112	3,749	51	73	2,854	3	384	7,273	30	242
Mitchel	150	1,497	58	25	1,994	20	99	1,497	91	*16	4,536	11	*412	5,783	34	*170
TOTALS		13,514	436		11,132	106		13,514	421		17,365	33		37,806	180	
Average Workload Units Per Person		-	-	31	-	-	105	-	-	32	-	-	527	-	-	210

** Data incomplete
* Production at these bases is considerably below the average indicating excessive numbers of personnel in the activity compared to other bases

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6. SUMMARY AND FINDINGS

a. The units of workload selected for the evaluation of medical activities for inter-station comparison are representative of the duties or production accomplished in each activity, and their feasibility in the course of the analysis has been established. They are as follows:

ACTIVITY	WORKLOAD UNIT SELECTED
Medical Administration	Number of Patients Treated
Dental Services	Number of Patient Sittings
Medical, Surgical & Other Services	Number of Patients Treated
Laboratory Service	Number of Laboratory Tests
Dietetic Service	Number of Rations Served

b. (1) Those bases which appear to have excessive costs in relation to the workload are as follows: (Reference Tables I through V)

Medical Administration (Table I) Selfridge, Moses Lake, Smyrna, Turner
Dental Services - (Table II) Selfridge, Moses Lake, Smyrna, Turner
Medical Surgical and Other Services- (Table III) Selfridge, Moses Lake, Mitchel, Turner, Shaw
Laboratory Service - (Table IV) Selfridge, Moses Lake, Mitchel, Smyrna
Dietetic Service - (Table V) Selfridge, Mitchel, Turner, Shaw

(2) While the hospital at Mitchel shows high average cost per person for several of the activities the high cost per workload unit is due primarily to the relatively greater numbers of personnel in the activities compared with other bases.

(3) High average costs per person in practically every activity are noted for Selfridge and Langley. This is a personnel recruitment and assignment problem.

c. (1) There is little relationship between the workload of each activity and the number of beds

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authorized is predicated on the projected or anticipated workload based on local requirements of patient load and population. However, a comparison of workloads at bases authorized 50 bed hospital indicates that the workload varies considerably in all activites analyzed. These bases and the workloads in each acitivty are shown below:

Beds	Base	Table 1 Pats. Treated	Table 2 Pat. Sittings	Table 3 Pats. Treated	Table4 Lab Tests	Table 5 No. of Rations
50	Selfridge	310	944	310	1,317	1,634
50	Moses Lake	485	159	485	780	2,695
50	McChord	937	1,112	937	1,279	2,563
50	Shaw	737	929	737	1,115	1,872
50	Otis	1,478	792	1,478	1,116	5,032

(2) Average cost per person for each activity analyzed as shown in Appendix D (Tables I through V) indicates that there is inconsistency in staffing as regards grades of personnel assigned. It is suggested that Tables of Organization and Equipment and Tables of Distribution, Augmentation should be reviewed to determine wherein the present personnel staffing differs or varies from standards set for the various bed capacities and workloads. A review of the potential workload, both base population and dependents, should also be made and compared with the initial projected workload factors used in determining bed capacities and numbers of personnel needed in the functions.

d. A considerable savings to the USAF would result, if costs per workload unit in excess of the average for each selected activity, were reduced, at these stations, to this average cost. This is shown below:

Savings possible if unit costs above average are reduced to Average Unit Cost

Table I - Medical Administration

Number work units Cost above average (7 bases)
5,164 patients @ \$6.05 and above . . . . \$ 41, 419
If costs were reduced to average
5,164 patients @ \$5.39 27,834
Total Reduction (7 bases) Monthly. . . . . \$ 13,585

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Table 2 - Dental Services

Number work units Cost above average (7 bases)	
8,529 sittings @ $2.31 and above	$ 23,017
If costs were reduced to average	
8,529 sittings @ $2.25	19,190
Total Reduction (7 bases) Monthly	$ 3,827

Table 3 - Medical, Surgical and Other Services

Number work units Cost above average (7 bases)	
4,964 patients @ $5.93 and above	$ 48,165
If costs were reduced to average	
4,964 patients @ $5.75	28,534
Total Reduction (7 bases) Monthly	$ 19,622

Table 4 - Laboratory Service

Number work units Cost above average (5 bases)	
8,929 lab tests @ $.303 and above	$ 3,795
If costs were reduced to average	
8,929 lab tests @ $.302	2,697
Total Reduction (5 bases) Monthly	$ 1,098

Table 5 - Dietetic Service

Number work units Cost above average (6 bases)	
18,010 rations @ $1.68 and above	$ 35,594
If costs were reduced to average	
18,010 rations @ $1.66	29,897
Total Reduction (6 bases) Monthly	$ 5,597

Total Monthly Reduction in Cost if "Above Average" reduced to "Average"	$ 43,729
Total Yearly Reduction in Costs if "Above Average" reduced to "Average"	$524,748

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APPENDIX "A"

SOURCE OF DATA

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APPENDIX "A"

SOURCES OF DATA: Workload units and cost data used in this analysis were obtained from the following sources:

1. Cost Data: Cost Control Reports AF Forms 320, 321, and 322 (RCS AF-FO-F22C) for July, August, and September 1949. Costs are included from the following Accounts:

   a. Medical Administrative - Account Code 03002

   b. Dental Service - Account Code 03102

   c. Medical, Surgical, and Other Services - Account Code 03104

   d. Laboratory - Account Code 03108

   e. Dietetic Services - Account Code 03116.

2. Workload Units:

   a. Medical Administration - "Monthly Report of Professional Activities" (Medical) RCS: AF-AS-M33A

   b. Dental Services - Report of Dental Service, Form 57 (RCS: Med 23) Sittings given.

   c. Medical, Surgical and Other Services - Monthly Report of Professional Activities (Medical) RCS: AF-AS-M33A

   d. Laboratory Service - Monthly Report of Professional Activities (Laboratory Section, RCS: AF-FS-M33A), Medical

   e. Dietetic Service - Operations Report data taken from Hospital Fund Statement, WD AGO Form 8-211

3. Tables of Organization and Equipment;

   a. ConAC Personnel Strength Report, RCS FS P17, 30 September 1949

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b. Table Of Organization and Equipment No. 1-9012, Department of the Air Force, 18 October 1948

c. Consolidated Tables of Organization and Equipment, and Tables of Distribution and Allowances by SSN Report (Prepared by Planning and Requirements, Deputy for Operations) 30 September 1948

d. Hospital Fund Statement, WD AGO Form 8-211, Monthly Report of Professional Activities, RCS: AF-FS-M33A (Number of beds authorized)

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APPENDIX "B"

DEFINITIONS

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DEFINITIONS:

1. Workload Factors:

   a. Medical Administration: "Number of Patients Treated", includes the number of patients admitted to the hospital plus the number of patients seen in the Outpatient Clinic.

   b. Dental Services: Number of Patient sittings in the Dental Clinic.

   c. Medical, Surgical and Other Services: Number of Patients Treated (Same as Medical Administration)

   d. Laboratory Service: Number of Laboratory Tests made (Determinations).

   e. Dietetic Service: "Number of Rations Served". Number of Rations Served is the same as "rations earned" on the Hospital Fund Statement, WD AGO Form 8-211.

2. Activities:

   a. Medical Administration Function: Includes costs of Post Surgeon, Assistant Post Surgeon, Adjutant, Registrar, Admitting and Disposition Section, and their immediate office staffs. Administrative personnel with primary duty assignment in the Medical Detachment and the Detachment of Patients are included. Personnel engaged in medical supply are also included in this account.

   b. Dental Service Function: Costs of the professional dental staff, hygienists, technicians, and other personnel with primary duty assignment in functions pertaining to dental surgery, oral surgery, oral hygiene and prosthetics. Expendable medical supplies including gold and amalgam, false teeth, dental X-Ray films, and other dental material.

   c. Medical, Surgical, and Other Services: Includes cost of the professional medical and surgical staff; nurses; operating room, ward, and clinic attendants; and occupational therapy aides. Expendable medical supplies issued to medical wards and clinics, and neuropsychiatric wards and clinics are also included.

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d. Laboratory Service: Costs of the professional laboratory staff, pathologists, bacteriologists, and other personnel with primary duty assignment in functions pertaining to pathology, chemistry, bacteriology, hemotology, antibiotics, and basal metabolism. Expendable medical supplies including cost of chemicals, reagents, serums, expendable laboratory equipment, and other laboratory materials are also included.

e. Dietetic Service: Costs of dietitians, cooks, meat cutters, bakers, subsistence storekeepers, and other personnel with primary duty assignment in functions pertaining to hospital messes and the hospital fund. Also included is the cost of all food used in the dietetic service, less the amount of cash received for all meals sold to guests and to duty personnel (officer and enlisted) messing at their own expense.

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APPENDIX "C"

METHODOLOGY

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Computation of Costs per Units of Workload

1. The following steps were taken in computing the average cost per unit of workload:

   a. Medical Administration: The workload factor Average Cost Per Patient Treated was computed by dividing the average Monthly Cost of the Medical Administration Function by the average number of Patients Treated per month.

   b. Dental Service: Average Cost Per Patient Sitting was computed by dividing the Average Monthly Cost of Dental Service by the Average Number of Patient Sittings per month.

   c. Medical, Surgical, and Other Services: Average cost Per Patient Under Treatment was computed by dividing Average Cost of Medical, Surgical and Other Services by the Average Number of Patients Under Treatment Per Month.

   d. Laboratory: Average Cost Per Laboratory Test was computed by dividing the Average Monthly Cost of Laboratory Service by the Average Number of Laboratory Tests (Determinations) per month.

   e. Dietetic Service: The Average Cost Per Ration Served was computed by dividing the Average Monthly Cost of the Dietetic Service by the Average Number of Rations Served per month.

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APPENDIX "D"

TABLES

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TABLE I

MEDICAL ADMINISTRATION
3-Months Average - July, August, September 1949

AVERAGE COST PER PATIENT TREATED

Wing-Base Hospital	Average Monthly Cost	Average Number of Patients Treated	Average Cost Per Patient Treated	Average No. Personnel	Average Cost Per Person
56th FW, Selfridge AFB	$ 5,250	310	*$16.94	29	*$181
325th FW, Moses Lake AFB	5,905	485	* 12.18	47	126
314th TCW, Smyrna AFB	5,811	627	9.27	41	142
62nd TCW, McChord AFB	6,516	937	6.95	45	145
52nd FW, Mitchel AFB	9,745	1,497	6.51	58	168
316th TCW, Greenville AFB	5,108	798	6.40	32	160
31st FW, Turner AFB	3,084	510	6.05	22	140
20th FW, Shaw AFB	2,843	737	3.86	20	142
4th FW, Langley AFB	8,744	2,386	3.66	53	165
33rd FW, Otis AFB	4,575	1,478	3.10	30	153
78th FW, Hamilton AFB	10,309	3,749	2.75	59	175

Average Cost Per Workload Unit (*extremes excluded) $5.39 (Median $6.05)

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TABLE II

DENTAL SERVICES
3-Months Average-July, August, September 1949

AVERAGE COST PER PATIENT SITTING

Wing-Base Hospital	Average Monthly Cost Dental Service	Average Number of Patient Sittings	Average Cost Per Patient Sitting	Average No. Persons	Average Cost Per Person
325th FW, Moses Lake AFB	$ 891	159	*$ 5.60	5	$ 178
31st FW Turner AFB	1,528	503	3.04	6	255
78th FW Hamilton AFB	7,589	2,681	2.83	24	316
52nd FW Mitchel AFB	5,467	1,994	2.74	20	273
4th FW Langley AFB	2,758	1,136	2.43	11	251
56th FW Selfridge AFB	2,220	944	2.35	9	247
62nd TCW McChord AFB	2,564	1,112	2.31	12	214
314th TCW Smyrna AFB	735	332	2.21	5	147
316th TCW Greenville AFB	1,196	550	2.17	6	199
20th FW Shaw AFB	1,183	929	1.27	5	237
33rd FW Otis AFB	893	792	1.13	3	298

Average Cost Per Workload Unit (*Extremes excluded) $2.25 (Median $2.33)

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TABLE III

MEDICAL, SURGICAL AND OTHER SERVICES
3-Months Average - July, August, September 1949

Wing-Base Hospital	Average Monthly Cost Medical, Surg & Other Services	Average Number Patients Under Treatment	Aver.Cost Per Patient Under Treatment	Average No. Person	Average Cost Per Person
56th FW Selfridge AFB	$ 5,737	310	*$18.51	31	$185
52nd FW Mitchel AFB	19,156	1,497	* 12.80	91	211
325th FW Moses Lake AFB	4,466	485	9.21	29	154
31st FW Turner AFB	4,210	510	8.25	23	183
20th FW Shaw AFB	5,259	737	7.14	30	175
316th TCW Greenville AFB	5,622	798	7.05	37	152
314th TCW Smyrna AFB	3,715	627	5.93	27	138
62nd TCW McChord AFB	4,095	937	4.37	24	171
4th FW Langley AFB	9,604	2,386	4.03	52	185
33rd FW Otis AFB	4,571	1,478	3.09	26	176
78th FW Hamilton AFB	10,284	3.749	2.74	51	202

Average Cost Per Work Unit (*Extremes excluded) $5.75 (Median $5.93)

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TABLE IV

LABORATORY SERVICE
3-Months Average - July, August, September 1949

Wing-Base Hospital	Average Monthly Cost	Average Number of Laboratory Tests	Average Cost Per Laboratory Test	Average No. Persons	Average Cost Per Person
52nd FW Mitchel AFB	$ 2,223	4,536	$ .490	11	$202
56th FW Selfridge AFB	605	1,317	.459	3	202
314th TCW Smyrna AFB	342	1,017	.336	3	114
325th FW Moses Lake AFB	237	780	.304	2	119
62nd TCW McChord AFB	388	1,279	.303	3	129
4th FW Langley AFB	805	2,696	.299	4	201
316th TCW Greenville AFB	219	855	.256	2	110
78th FW Hamilton AFB	647	2,654	.244	3	216
20th FW Shaw AFB	218	1,115	.196	2	109
33rd FW Otis AFB	153	1,116	.137	1	153
31st FW Turner AFB	14	261	* .054	(Incomplete Data)	

Average Cost Per Workload Unit (*Extremes excluded) $.302 (Median $.301)

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TABLE V

DIETETIC SERVICE
3-Months Average - July, August, September 1949

Wing -Base Hospital	Average Monthly Cost	Average Number Of Rations Served	Average Cost Per Ration Served	Average No. Persons	Average Cost Per Person
52nd FW Mitchel AFB	$12,836	5,783	$ 2.22	34	$378
316th TCW Greenville AFB	4,193	2,037	2.06	13	323
20th FW Shaw AFB	3,582	1,872	1.91	13	276
4th FW Langley AFB	9,910	5,413	1.83	27	367
56th FW Selfridge AFB	2,840	1,634	1.74	8	355
31st FW Turner AFB	2,133	1,271	1.68	9	237
314th TCW Smyrna AFB	3,587	2,233	1.61	13	276
62nd TCW McChord AFB	3,732	2,563	1.46	12	311
325th FW Moses Lake AFB	3,673	2,695	1.36	8	459
78th FW Hamilton AFB	9,836	7,273	1.35	30	328
33rd FW Otis AFB	5,507	5,032	1.09	13	424

Average Cost Per Workload Unit $1.66 (Median $168)

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APPENDIX "E"

CHARTS

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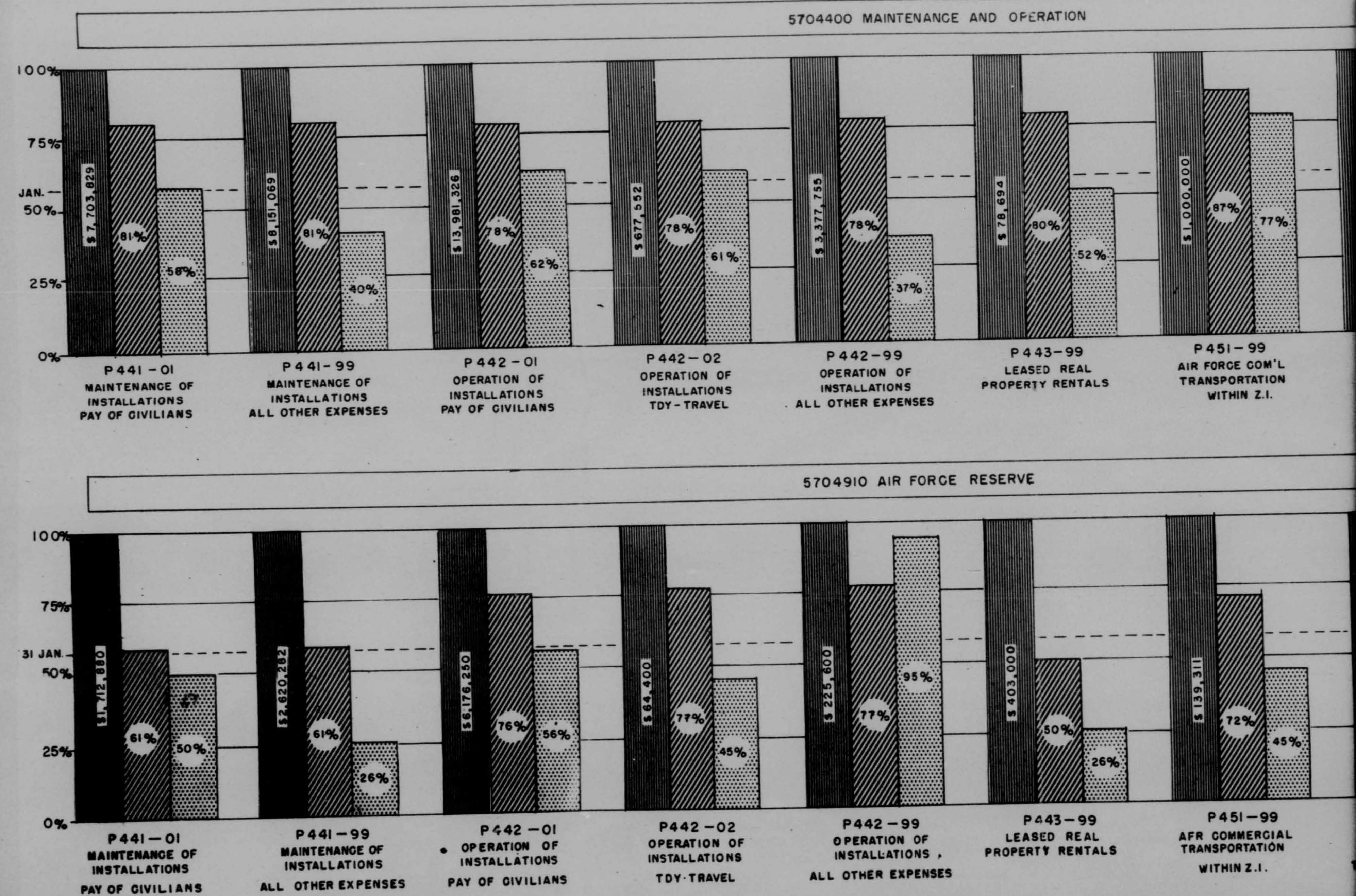
31 Jan.
1950

STATUS OF CONTINENTAL AIR COMMAND FUNDING PROGRAM FISCAL Y

AS OF 31 JANUARY 1950



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R COMMAND FUNDING PROGRAM FISCAL YEAR 1950

AS OF 31 JANUARY 1950

CONAC COMPTROLLER CHART 1A
PREPARED BY:
BUDGET DIRECTORATE
OFFICE OF COMPTROLLER
HQ. CONTINENTAL AIR COMMAND
10 FEBRUARY 1950

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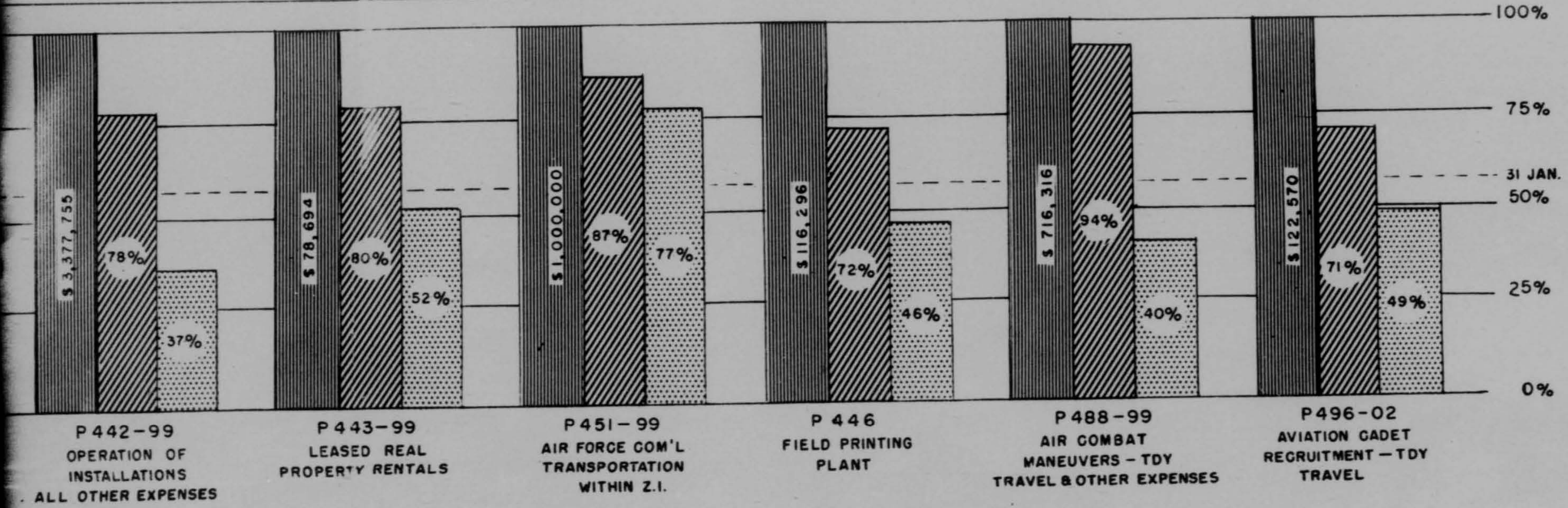

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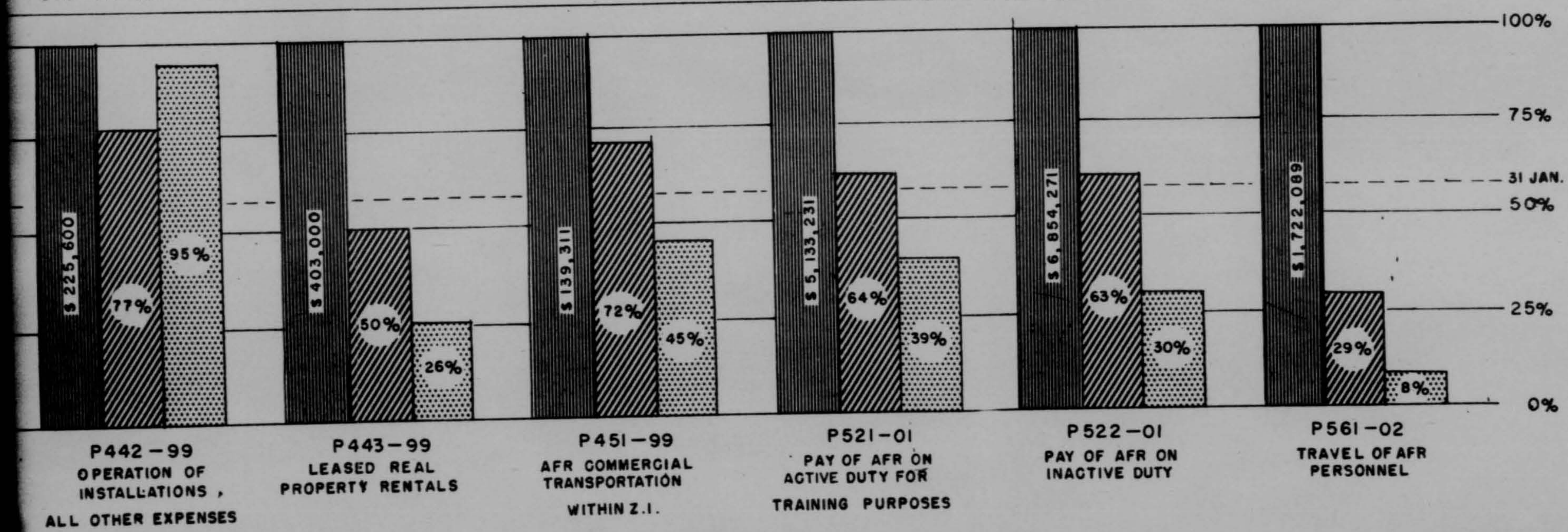

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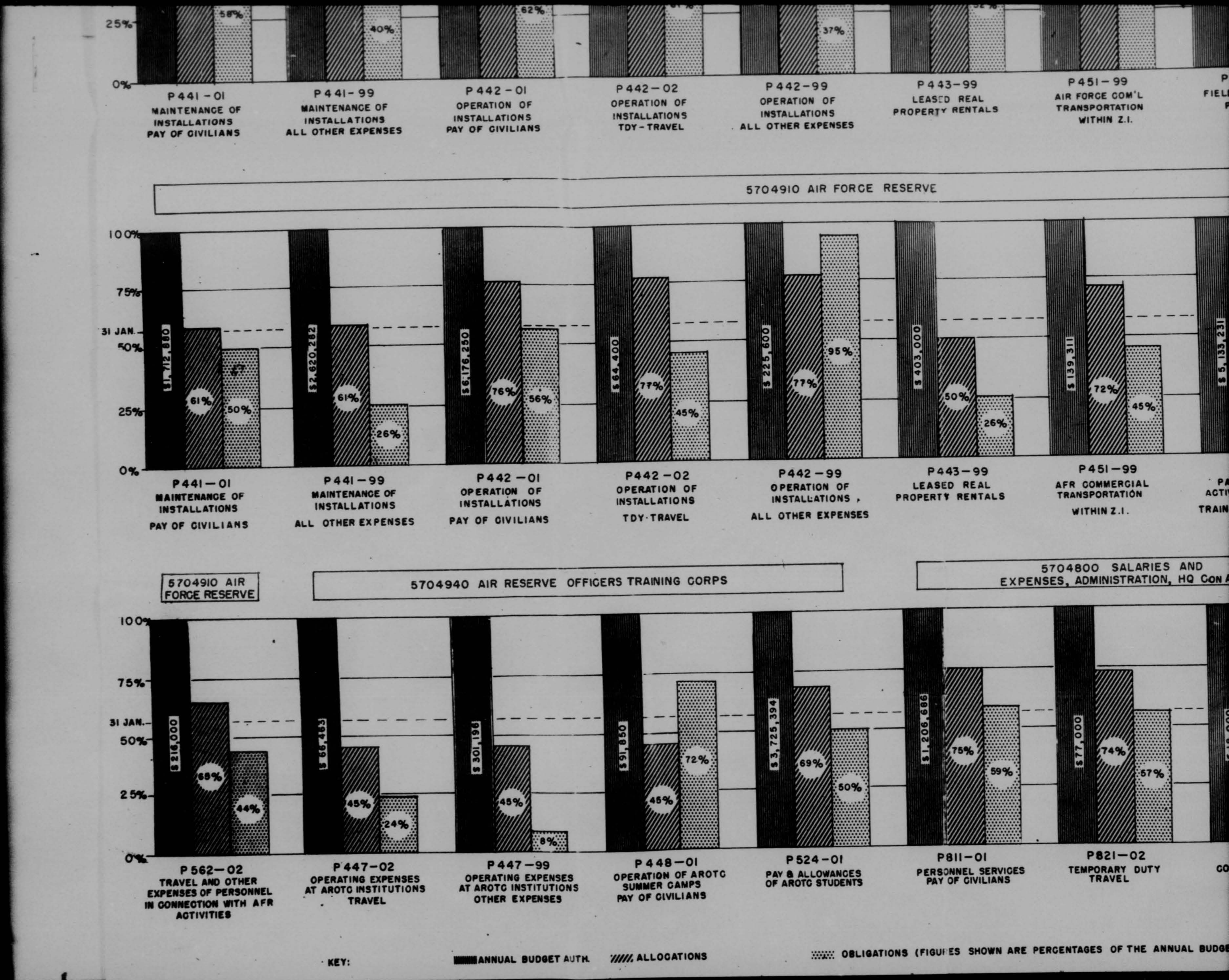
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P441-01 MAINTENANCE OF INSTALLATIONS PAY OF CIVILIANS
P441-99 MAINTENANCE OF INSTALLATIONS ALL OTHER EXPENSES
P442-01 OPERATION OF INSTALLATIONS PAY OF CIVILIANS
P442-02 OPERATION OF INSTALLATIONS TDY-TRAVEL
P442-99 OPERATION OF INSTALLATIONS ALL OTHER EXPENSES
P443-99 LEASED REAL PROPERTY RENTALS
P451-99 AIR FORCE COM'L TRANSPORTATION WITHIN Z.I.
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P441-99 MAINTENANCE OF INSTALLATIONS ALL OTHER EXPENSES
P442-01 OPERATION OF INSTALLATIONS PAY OF CIVILIANS
P442-02 OPERATION OF INSTALLATIONS TDY-TRAVEL
P442-99 OPERATION OF INSTALLATIONS, ALL OTHER EXPENSES
P443-99 LEASED REAL PROPERTY RENTALS
P451-99 AFR COMMERCIAL TRANSPORTATION WITHIN Z.I.
5704910 AIR FORCE RESERVE
5704940 AIR RESERVE OFFICERS TRAINING CORPS
5704800 SALARIES AND EXPENSES, ADMINISTRATION, HQ CON A
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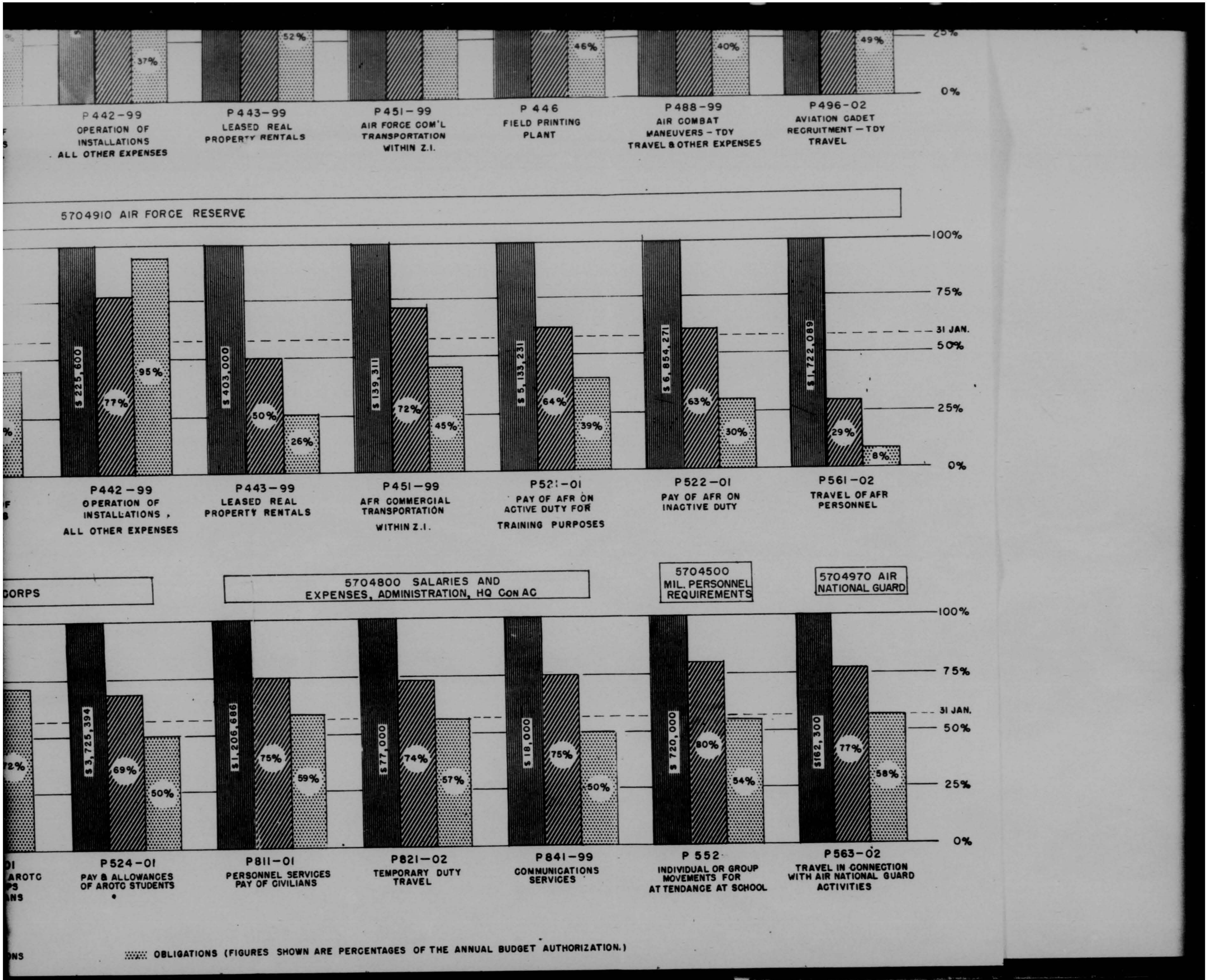
P562-02 TRAVEL AND OTHER EXPENSES OF PERSONNEL IN CONNECTION WITH AFR ACTIVITIES
P447-02 OPERATING EXPENSES AT AROTC INSTITUTIONS TRAVEL
P447-99 OPERATING EXPENSES AT AROTC INSTITUTIONS OTHER EXPENSES
P448-01 OPERATION OF AROTC SUMMER CAMPS PAY OF CIVILIANS
P524-01 PAY & ALLOWANCES OF AROTC STUDENTS
P811-01 PERSONNEL SERVICES PAY OF CIVILIANS
P821-02 TEMPORARY DUTY TRAVEL
KEY: ANNUAL BUDGET AUTH. ALLOCATIONS OBLIGATIONS (FIGURES SHOWN ARE PERCENTAGES OF THE ANNUAL BUDGET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P442-99
OPERATION OF INSTALLATIONS
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LEASED REAL PROPERTY RENTALS
P451-99
AIR FORCE COM'L TRANSPORTATION WITHIN Z.I.
P446
FIELD PRINTING PLANT
P488-99
AIR COMBAT MANEUVERS - TDY TRAVEL & OTHER EXPENSES
P496-02
AVIATION CADET RECRUITMENT - TDY TRAVEL
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P442-99
OPERATION OF INSTALLATIONS,
ALL OTHER EXPENSES
P443-99
LEASED REAL PROPERTY RENTALS
P451-99
AFR COMMERCIAL TRANSPORTATION WITHIN Z.I.
P521-01
PAY OF AFR ON ACTIVE DUTY FOR TRAINING PURPOSES
P522-01
PAY OF AFR ON INACTIVE DUTY
P561-02
TRAVEL OF AFR PERSONNEL
CORPS
5704800 SALARIES AND EXPENSES, ADMINISTRATION, HQ Con AC
5704500 MIL. PERSONNEL REQUIREMENTS
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P811-01
PERSONNEL SERVICES PAY OF CIVILIANS
P821-02
TEMPORARY DUTY TRAVEL
P841-99
COMMUNICATIONS SERVICES
P552
INDIVIDUAL OR GROUP MOVEMENTS FOR ATTENDANCE AT SCHOOL
P563-02
TRAVEL IN CONNECTION WITH AIR NATIONAL GUARD ACTIVITIES
OBLIGATIONS (FIGURES SHOWN ARE PERCENTAGES OF THE ANNUAL BUDGET AUTHORIZATION.)

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31 March
1950

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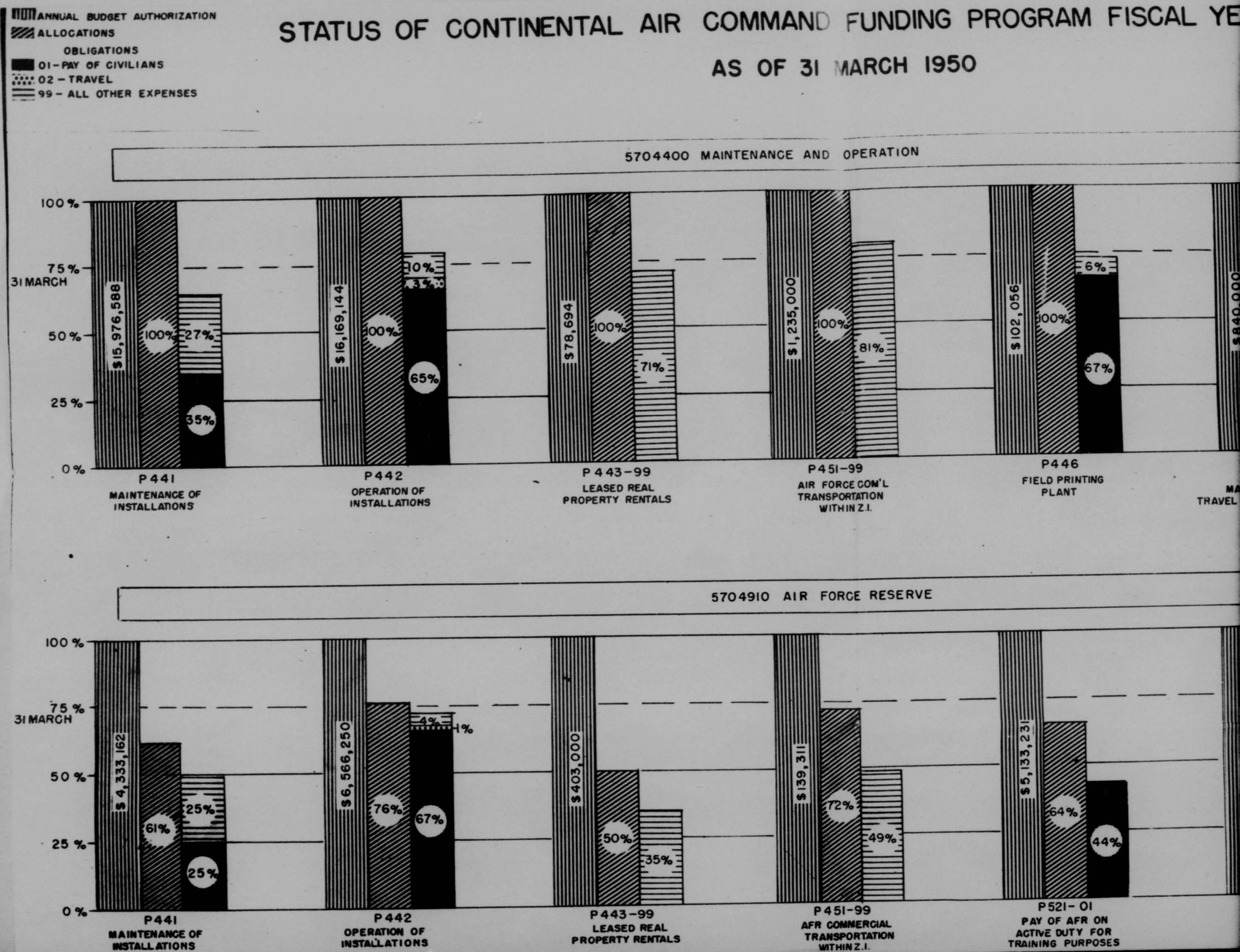
STATUS OF CONTINENTAL AIR COMMAND FUNDING PROGRAM FISCAL YE

AS OF 31 MARCH 1950



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TAL AIR COMMAND FUNDING PROGRAM FISCAL YEAR 1950

AS OF 31 MARCH 1950

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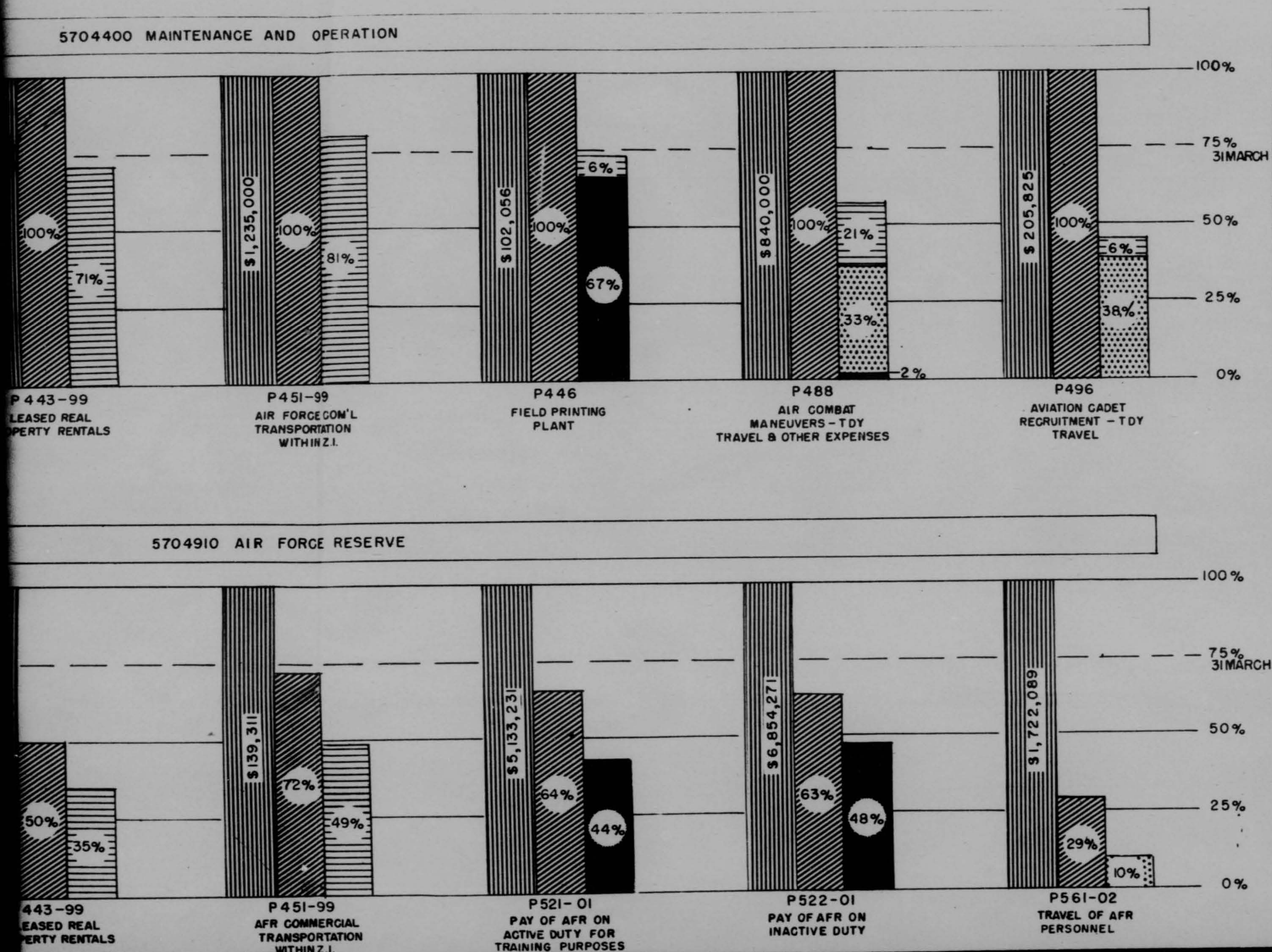
PREPARED BY:
BUDGET DIRECTORATE
OFFICE OF COMPTROLLER
HQ CONTINENTAL AIR COMMAND
11 APRIL 1950



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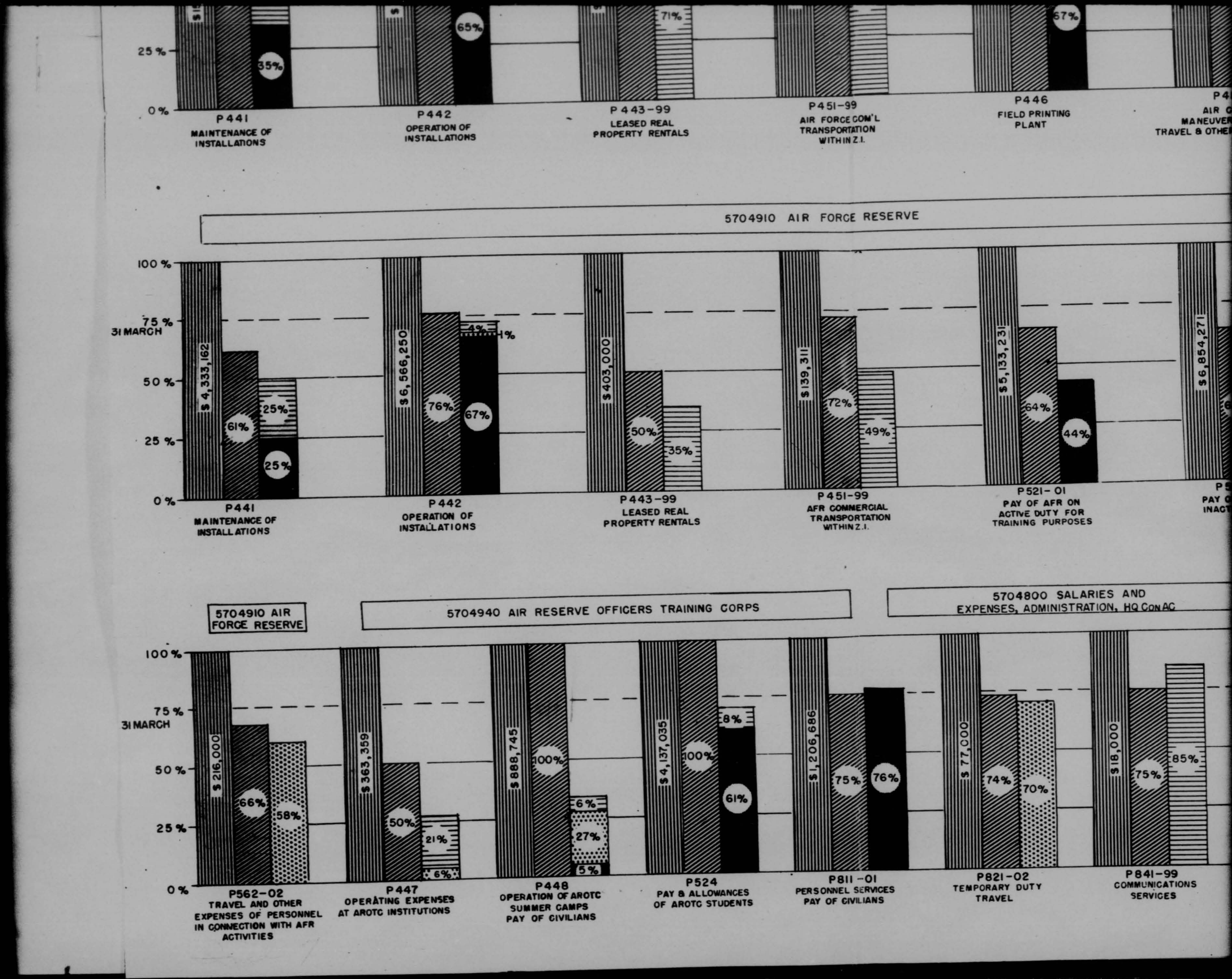
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LEASED REAL PROPERTY RENTALS
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AIR FORCE COM'L TRANSPORTATION WITHIN Z.I.
P446
FIELD PRINTING PLANT
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LEASED REAL PROPERTY RENTALS
P451-99
AFR COMMERCIAL TRANSPORTATION WITHIN Z.I.
P521-01
PAY OF AFR ON ACTIVE DUTY FOR TRAINING PURPOSES
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P524
PAY & ALLOWANCES OF AROTC STUDENTS
P811-01
PERSONNEL SERVICES PAY OF CIVILIANS
P821-02
TEMPORARY DUTY TRAVEL
P841-99
COMMUNICATIONS SERVICES

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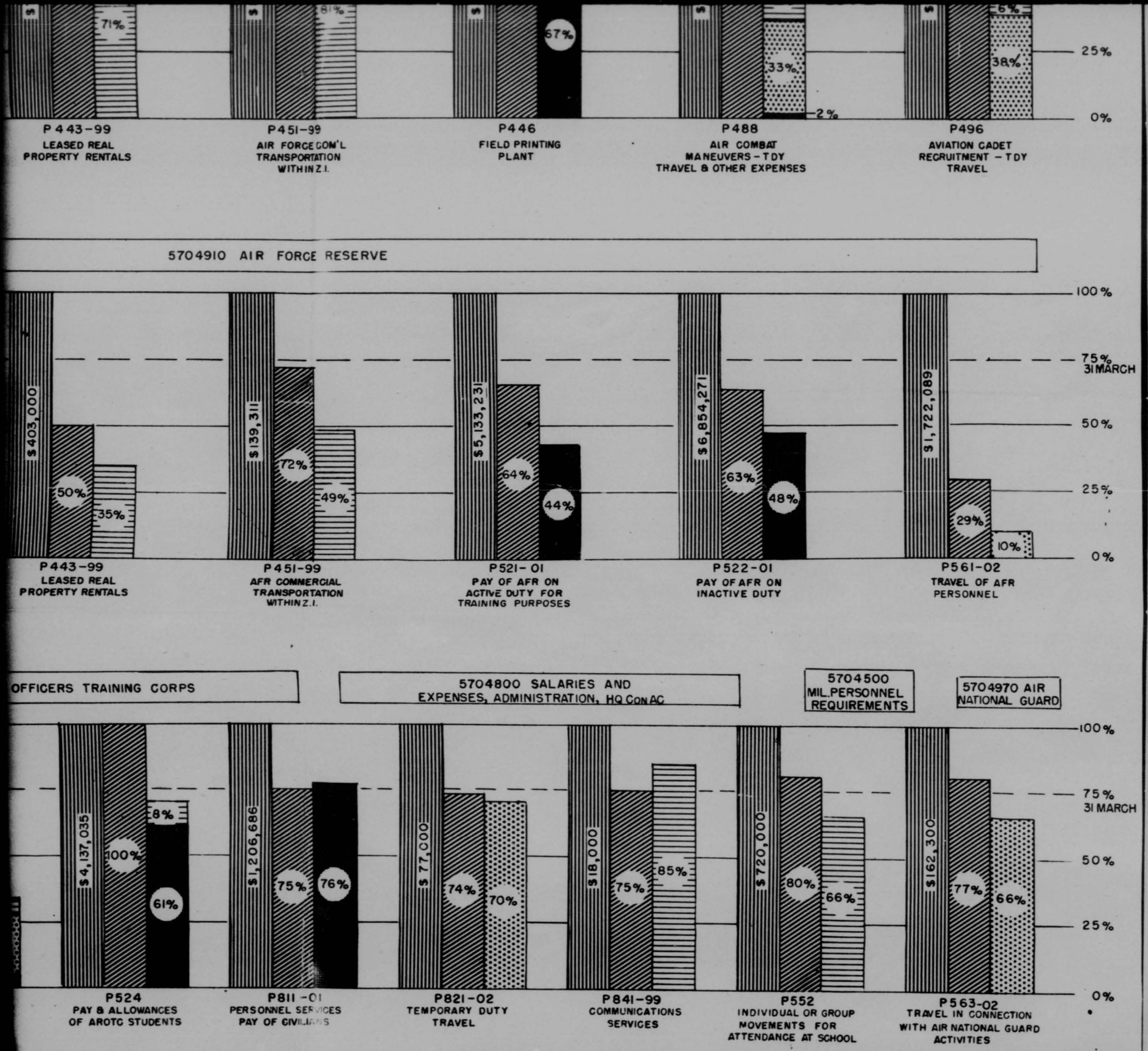
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LEASED REAL PROPERTY RENTALS
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FIELD PRINTING PLANT
P488
AIR COMBAT MANEUVERS - TDY TRAVEL & OTHER EXPENSES
P496
AVIATION CADET RECRUITMENT - TDY TRAVEL
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LEASED REAL PROPERTY RENTALS
P451-99
AFR COMMERCIAL TRANSPORTATION WITHIN Z.I.
P521-01
PAY OF AFR ON ACTIVE DUTY FOR TRAINING PURPOSES
P522-01
PAY OF AFR ON INACTIVE DUTY
P561-02
TRAVEL OF AFR PERSONNEL
OFFICERS TRAINING CORPS
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P821-02
TEMPORARY DUTY TRAVEL
P841-99
COMMUNICATIONS SERVICES
P552
INDIVIDUAL OR GROUP MOVEMENTS FOR ATTENDANCE AT SCHOOL
P563-02
TRAVEL IN CONNECTION WITH AIR NATIONAL GUARD ACTIVITIES

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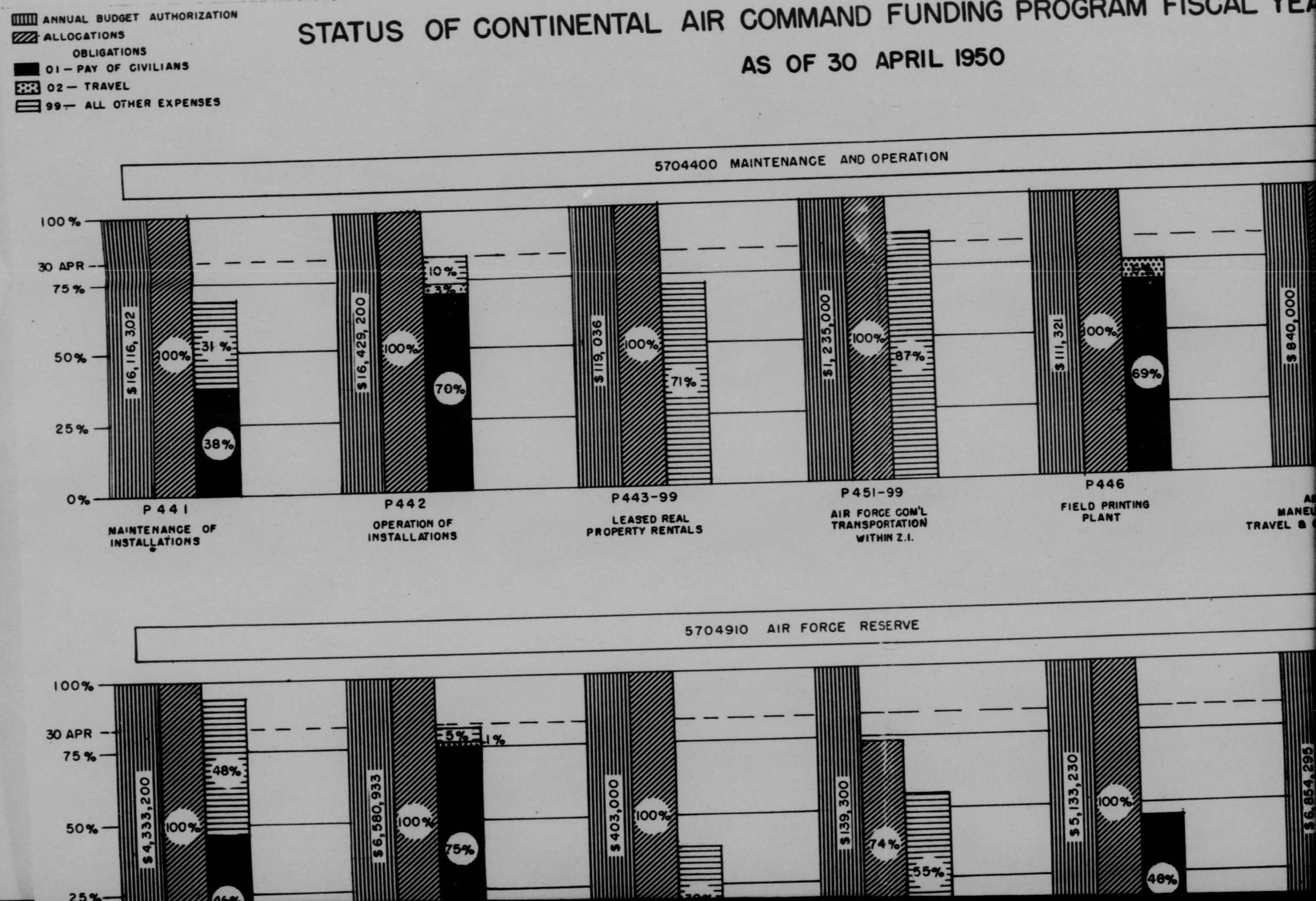
STATUS OF CONTINENTAL AIR COMMAND FUNDING PROGRAM FISCAL YEA

AS OF 30 APRIL 1950



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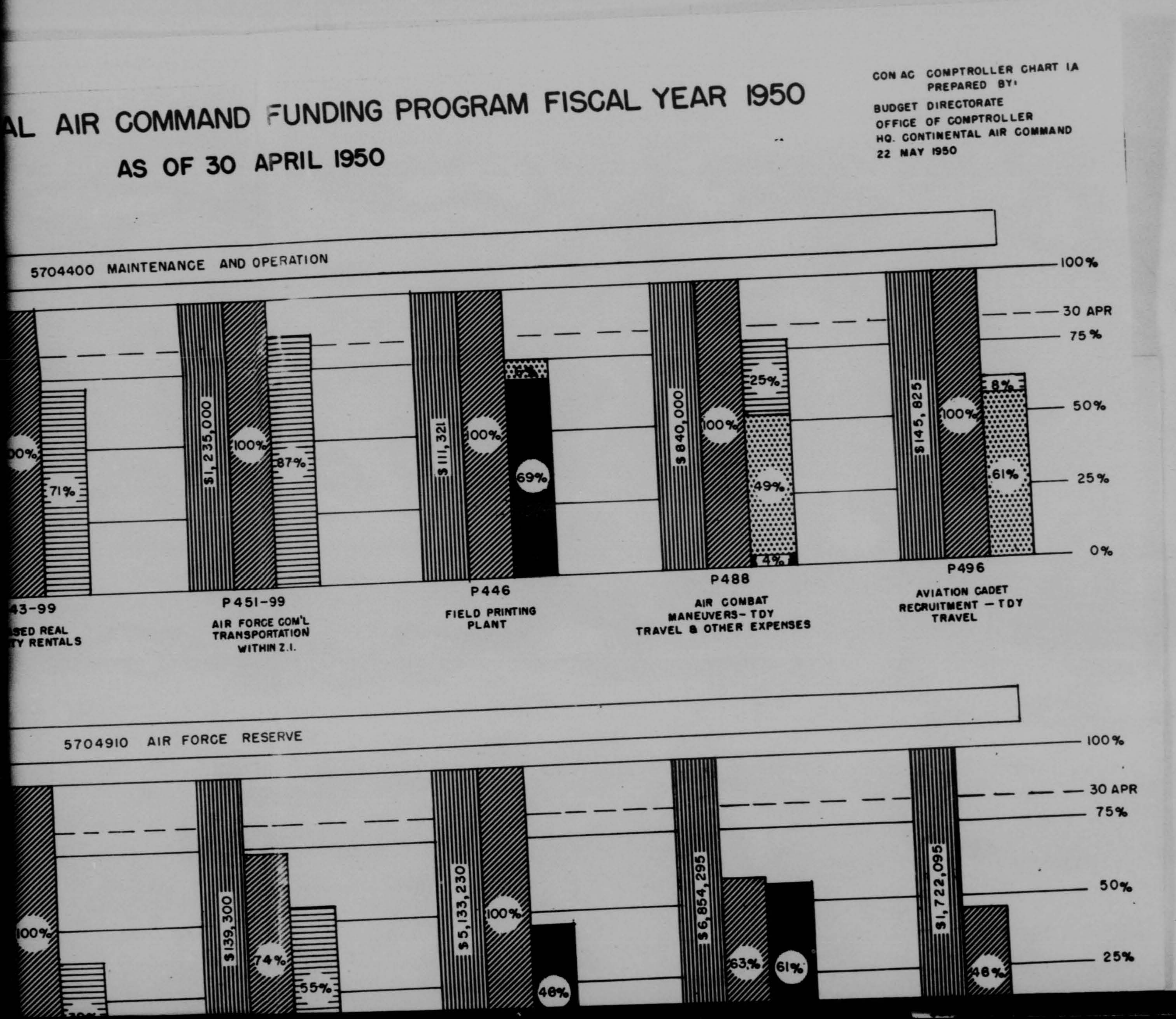

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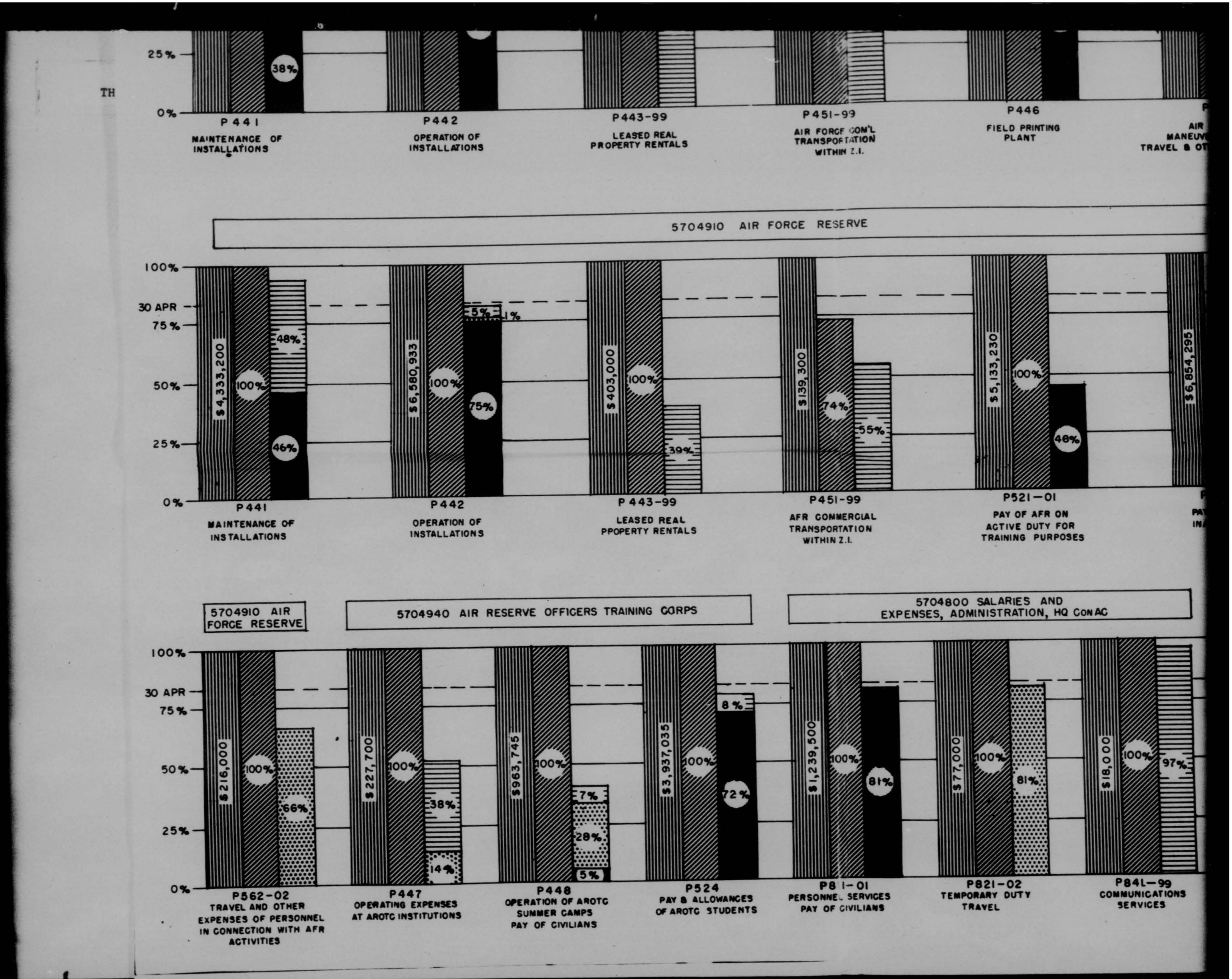
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P441
MAINTENANCE OF INSTALLATIONS
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OPERATION OF INSTALLATIONS
P443-99
LEASED REAL PROPERTY RENTALS
P451-99
AIR FORCE COM'L TRANSPORTATION WITHIN Z.I.
P446
FIELD PRINTING PLANT
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P443-99
LEASED REAL PPOPERTY RENTALS
P451-99
AFR COMMERCIAL TRANSPORTATION WITHIN Z.I.
P521-01
PAY OF AFR ON ACTIVE DUTY FOR TRAINING PURPOSES
5704910 AIR FORCE RESERVE
5704940 AIR RESERVE OFFICERS TRAINING CORPS
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PERSONNEL SERVICES PAY OF CIVILIANS
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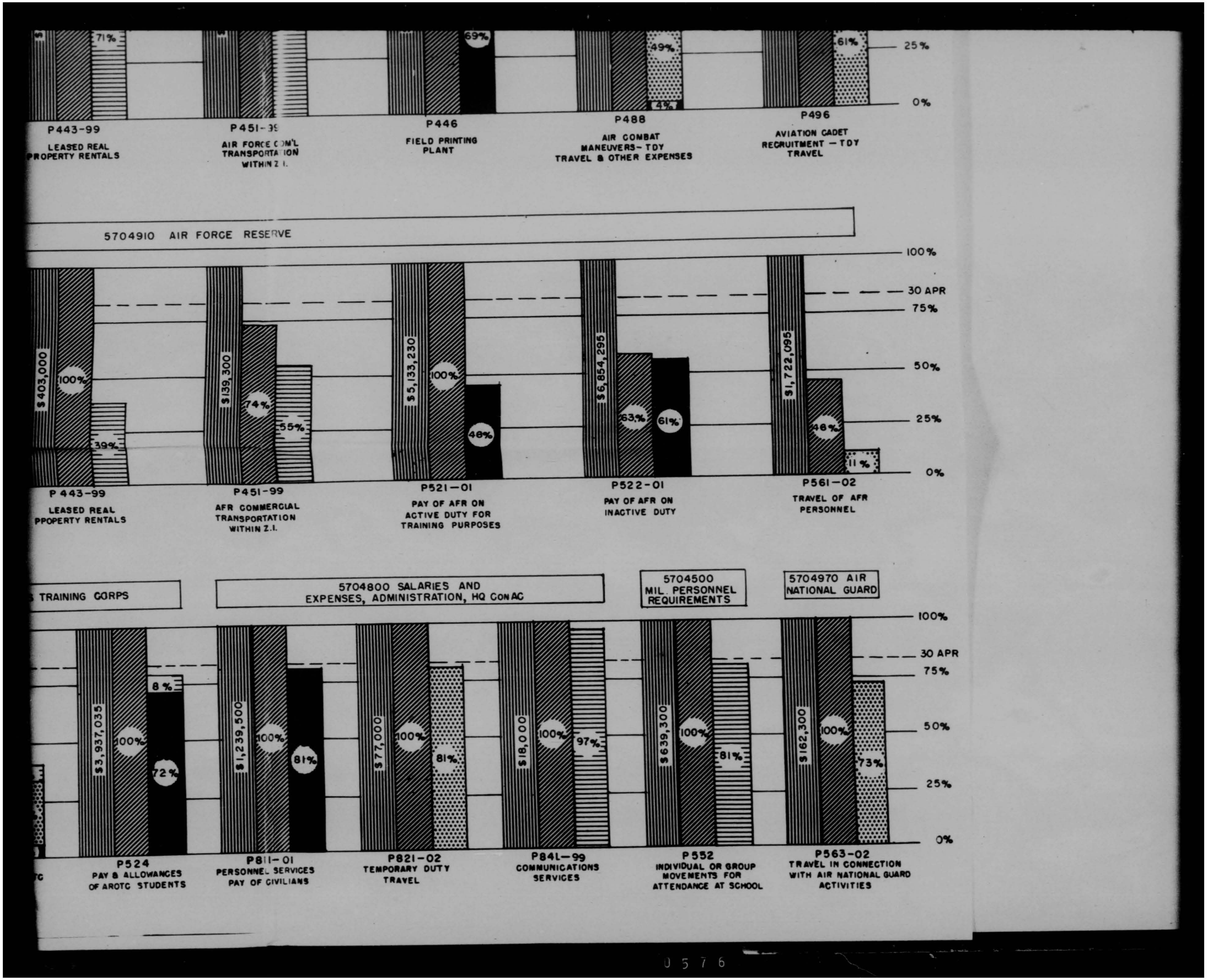
0575



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AIR FORCE COM'L TRANSPORTATION WITHIN Z.I.
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P496
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P522-01
PAY OF AFR ON INACTIVE DUTY
P561—02
TRAVEL OF AFR PERSONNEL
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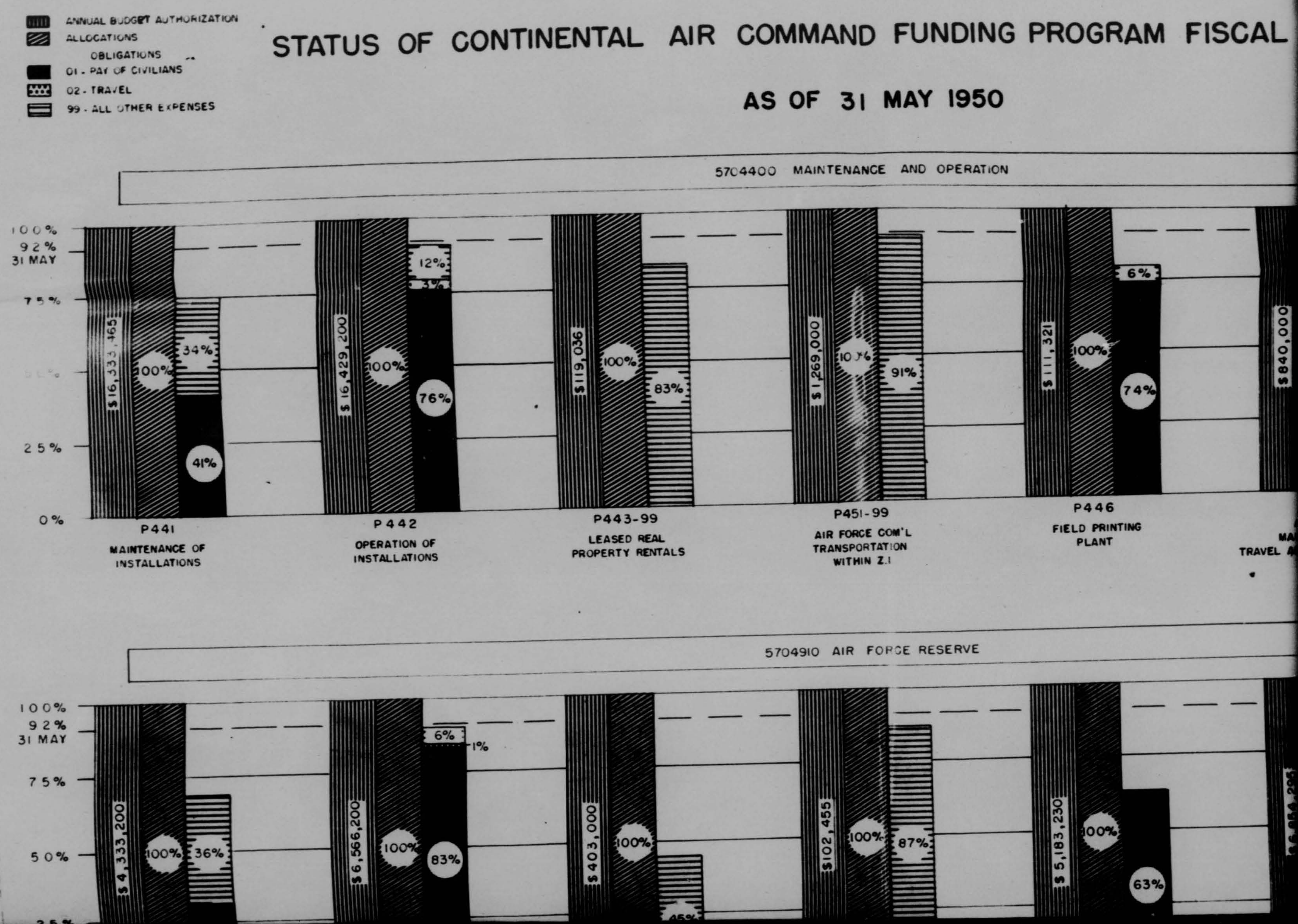

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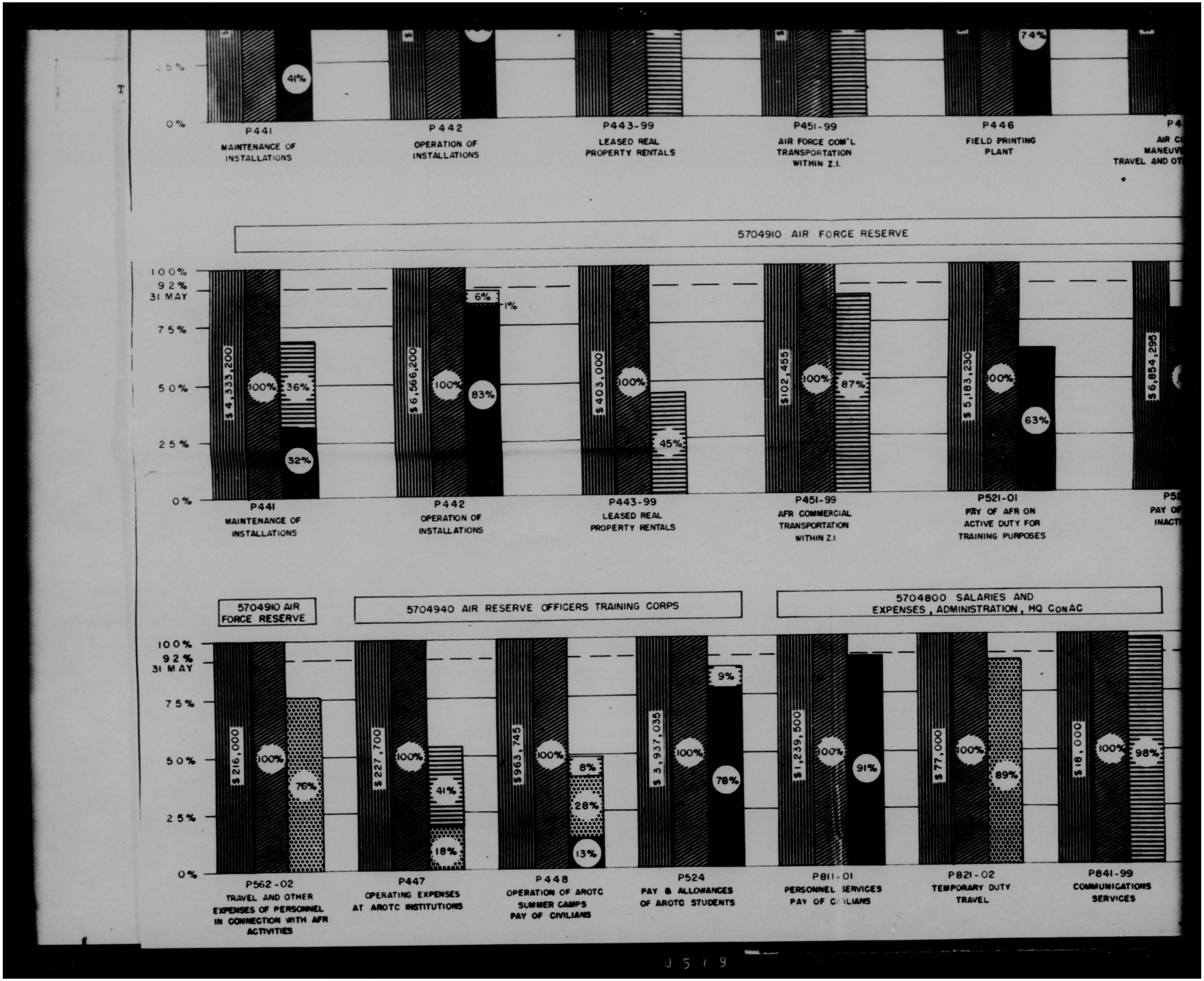
ENTAL AIR COMMAND FUNDING PROGRAM FISCAL YEAR 1950

AS OF 31 MAY 1950

CONAC COMPTROLLER CHART IA
PREPARED BY:
BUDGET DIRECTORATE
OFFICE OF COMPTROLLER
HQ CONTINENTAL AIR COMMAND
12 JUN 50

0578



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MAINTENANCE OF INSTALLATIONS
P442
OPERATION OF INSTALLATIONS
P443-99
LEASED REAL PROPERTY RENTALS
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AFR COMMERCIAL TRANSPORTATION WITHIN Z.I
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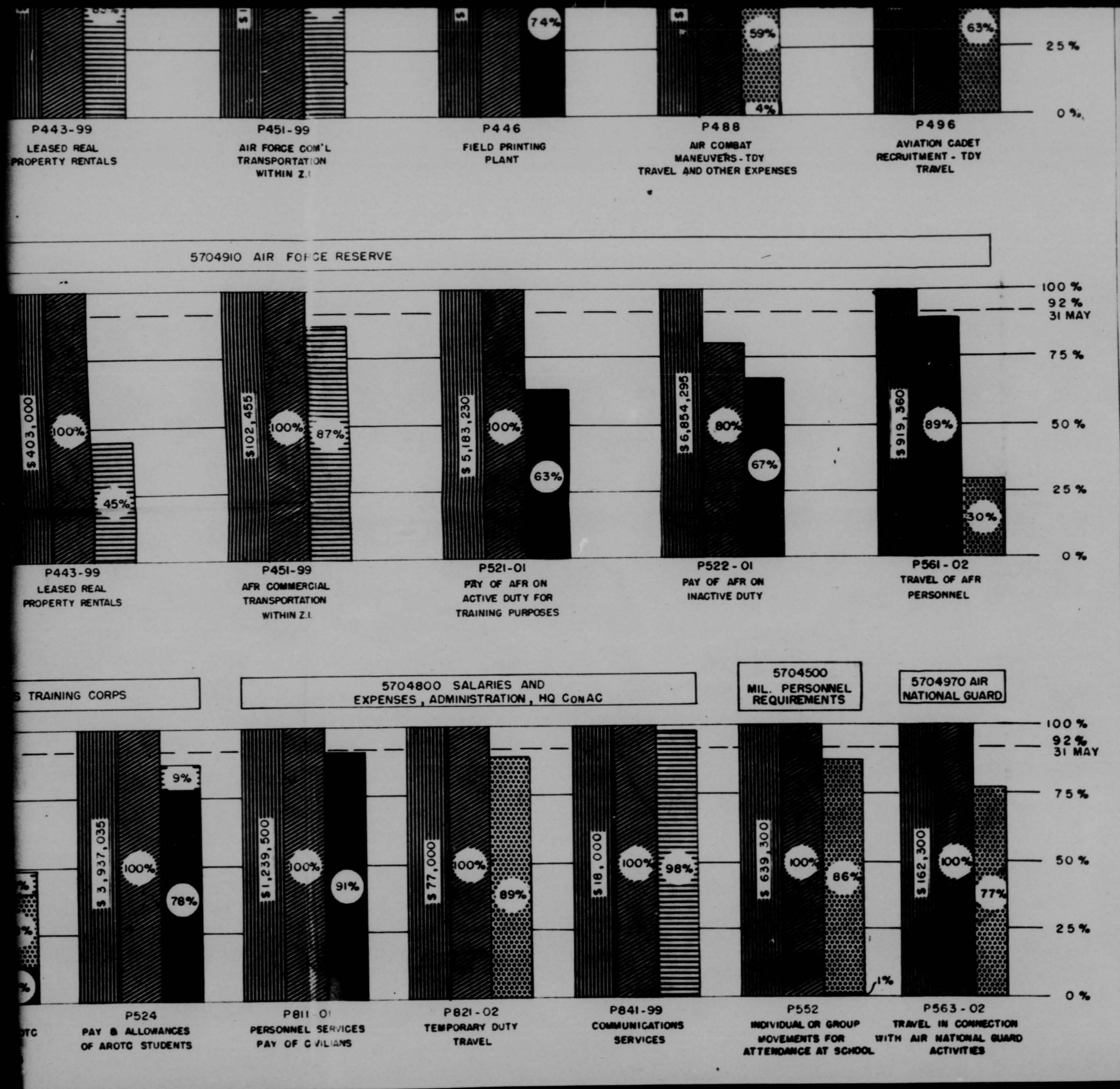
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P496
AVIATION CADET RECRUITMENT - TDY TRAVEL
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PAY OF AFR ON INACTIVE DUTY
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TRAVEL OF AFR PERSONNEL
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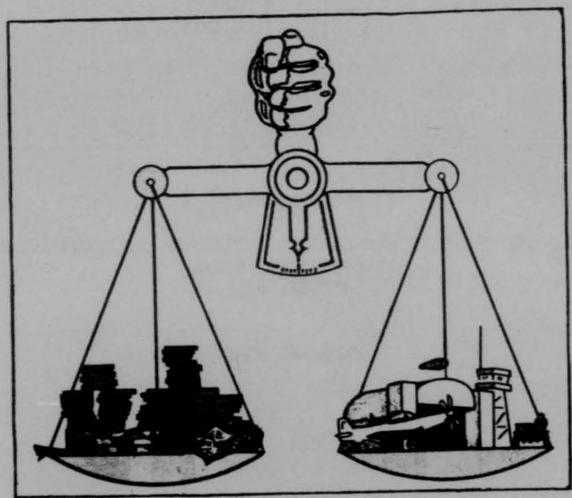
CONTINENTAL AIR COMMAND

MANAGEMENT ANALYSIS REVIEW

JANUARY 1950



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PREPARED BY:

DIRECTOR, PROGRAMS AND COSTS - OFFICE OF THE COMPTROLLER
HEADQUARTERS, CONAC
MITCHEL AFB

FEBRUARY 1950

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I N T R O D U C T I O N

THE PURPOSE OF THE CONAC MANAGEMENT ANALYSIS REVIEW IS TO PROVIDE COMMANDERS AND THEIR STAFFS WITH ANALYSES AND SELECTED DATA WHICH, WHEN PROPERLY INTERPRETED, WILL INDICATE ACHIEVEMENT WITHIN SPECIFIC FUNCTIONS OF THEIR ACTIVITY.

IT IS INTENDED THAT THIS REVIEW PRESENT FACTS IN SUCH A MANNER THAT COMMANDERS AND THEIR STAFFS CAN EVALUATE THE CONSISTENCY OF THEIR OPERATING ACTIONS, THE EFFICIENT AND ECONOMICAL USE OF RESOURCES AND THE PROGRESS OF THEIR VARIOUS ACTIVITIES TOWARD AUTHORIZED OBJECTIVES.

THE CONTENTS OF THIS REVIEW WILL VARY FROM MONTH TO MONTH. THIS WILL PERMIT GREATER COVERAGE OF COMMAND ACTIVITIES AND CONCENTRATION ON CURRENT ITEMS OF COMMAND INTEREST.

THE PRESENCE OF EXTREME CONDITIONS ARE READILY APPARENT TO COMMANDERS WHEN PROPERLY SHOWN IN GRAPHIC PRESENTATIONS. MANY OF THE EXTREME CONDITIONS INDICATED HEREIN MAY BE JUSTIFIED BY LOCAL SITUATIONS AND THE NATURE OF ASSIGNED MISSIONS. THESE ANALYSES, HOWEVER, SERVE AS A GUIDE TO AREAS AND ACTIVITIES WHERE FURTHER INVESTIGATIONS AND CORRECTIVE ACTIONS MAY RESULT IN BETTER MANAGEMENT.

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EXPLANATION OF GRAPHIC PRESENTATION ON

TOTAL COSTS OF CONTINENTAL AIR COMMAND BY FUNCTIONAL GROUPING - MONTHLY PERCENTAGE DISTRIBUTION

The following activities are included in the functional groupings as shown on the chart:

COMMAND GROUP

Hq & Hq Sq Continental Air Command
Hq & Hq Sq Air Defense Command
Hq & Hq Sq Tactical Air Command
Hq & Hq Sq Air Defense Force
Hq & Hq Sq ConAC numbered Air Forces
Hq & Hq Sq Air Divisions (Air Defense and Tactical)
2220th Extension Group (Less Extension Course Activity)
Hq & Hq Sq ConAC Combat Wings

OPERATIONS GROUP

Combat - Total Operating Costs of Fighter Groups, Troop Carrier Groups, Tactical Recon Group, Bomb Squadrons (L), Assault Squadron.
Combat Support - Total Operating Costs of Liaison Flights, Aircraft Control & Warning Groups, Tactical Control Groups, Shoran Beacon Unit.

SERVICE GROUP

Total operating costs of ConAC organizations less those included in Command, Operations and other Mission Groups.

OTHER MISSION GROUP

Air Force Reserve (AFRTC's only)
Air National Guard (Instructor Personnel only)
Air ROTC (Instructor Personnel only)
Military Liaison personnel with Army, Navy and other agencies
Air Force Overseas Replacement Depots
Extension Course Activity of 2220th Extension Group
All other (minor activities)

ADDITIONAL CHARGES

Cost of excess personnel and recruits awaiting shipment, AFORD Casuals, Detachment of Patients, Lump Sum Payments, reenlistment bonuses, initial issue of clothing, PCS, Supplies & Services furnished others, parts to salvage, and extraordinary repairs.

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TOTAL COSTS OF CONTINENTAL AIR COMMAND *
BY FUNCTIONAL GROUPING
MONTHLY PERCENTAGE DISTRIBUTION

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
FEBRUARY 1950

FUNCTIONS	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
COMMAND GROUP	$ 1,816,461	$ 1,919,419	$ 1,961,647	$ 1,947,073	$ 1,965,721	$ 2,079,877	$ 2,152,739	$ 2,136,114	$ 2,120,784	$ 2,445,143	$ 2,496,347	$ 2,478,004
OPERATIONS GROUP	2,524,207	2,618,283	2,917,193	2,726,755	2,731,591	2,701,818	2,706,975	2,933,863	2,833,337	2,726,337	2,811,496	2,896,492
SERVICES GROUP	8,465,088	8,513,579	8,962,626	8,208,906	7,692,718	7,814,751	7,519,660	7,438,453	7,390,023	8,404,340	8,127,669	7,828,588
OTHER MISSION GROUP	4,751,429	4,934,486	5,102,166	5,279,341	5,081,649	4,911,676	4,247,759	4,516,720	4,393,566	4,910,512	4,731,555	4,895,072
ADDITIONAL CHARGES	4,509,649	4,330,951	4,068,097	3,439,331	2,886,070	3,187,339	2,706,436	3,428,366	3,773,511	4,758,284	4,742,454	4,857,157
TOTAL COST	$ 22,066,834	$ 22,316,718	$ 23,011,729	$ 21,601,406	$ 20,357,749	$ 20,695,461	$ 19,333,569	$ 20,453,516	$ 20,511,221	$ 23,244,616	$ 22,899,521	$ 22,943,313

SOURCE: COST CONTROL REPORT, AF FORM 321,
RCS AF-FO-F22C

* CHART IS ONE MONTH IN ARREARS DUE TO MACHINE PROCESSING SCHEDULE

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EXPLANATION OF GRAPHIC PRESENTATION ON

COSTS OF OFFICE OF COMPTROLLER, HQ CONAC AND HQ NUMBERED AIR FORCES

This chart depicts the personnel costs only, of the Office of the Comptroller function included in the presentation on Page 5 (Costs by Functional Grouping).

Costs of the following activities are included in the Office of the Comptroller, Hq ConAC and Hq Numbered Air Forces:

COMPTROLLER

Personnel Costs of the Office of the Comptroller, Assistant and office staff.

DIRECTOR OF BUDGET

Personnel Costs of the Directorate of Budget.

DIRECTOR OF AUDITS

Personnel Costs of the Directorate of Audits.

DIRECTOR OF STATISTICAL SERVICES

Personnel Costs of the Directorate of Statistical Services.

DIRECTOR OF FINANCE

Personnel Costs of the Directorate of Finance.

DIRECTOR OF PROGRAMS AND COSTS

Personnel Costs of the Directorate of Programs and Costs.

Costing of staff activities referred to is in accordance with ConAC Ltr 170-7.

COMMENT

TOTAL COSTS OF COMPTROLLER ACTIVITY IN CONTINENTAL AIR COMMAND DECREASED $1420 IN JANUARY 1950 OVER THE PREVIOUS MONTH. ANALYSIS OF THE COST REVEALS AN INCREASE IN THE OFFICE OF THE COMPTROLLER, HQ FIRST AIR FORCE, OF $605. AN INCREASE OF $2789 IS NOTED FOR THE STATISTICAL SERVICE FUNCTION, THE MAJOR PORTIONS BEING AT HQ FIRST AIR FORCE ($1492) AND AT HQ FOURTH AIR FORCE ($349).

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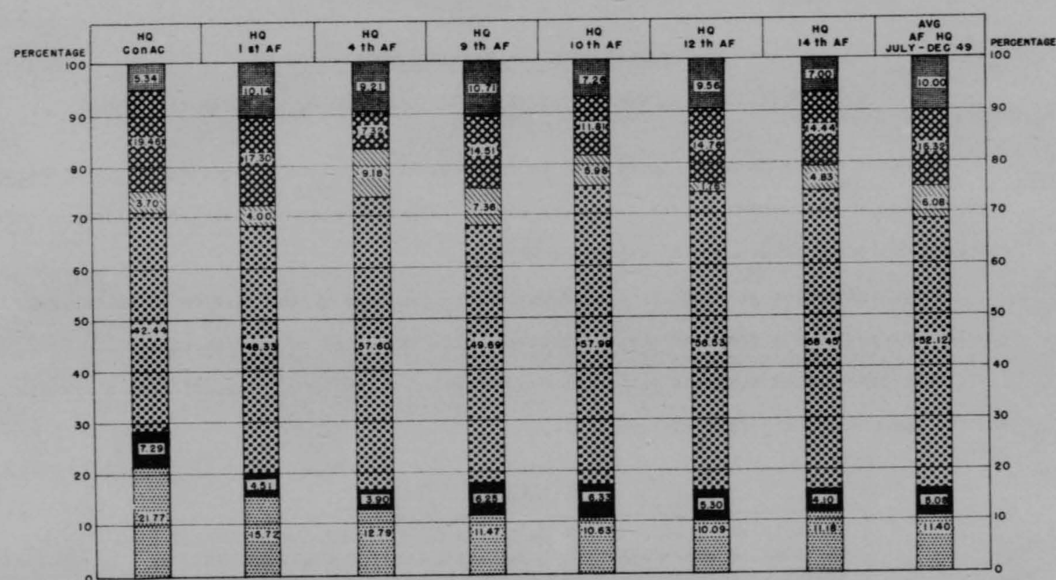
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
FEBRUARY 1950

COSTS OF OFFICE OF COMPTROLLER *

HQ ConAC AND HQ NUMBERED AIR FORCES

JANUARY 1950



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	HQ ConAC	HQ 1st AF	HQ 4th AF	HQ 9th AF	HQ 10th AF	HQ 12th AF	HQ 14th AF	AVG AF HQ JULY-DEC 49
COMPTROLLER	$ 3,122	$ 2,370	$ 1,827	$ 2,363	$ 924	$ 1,578	$ 1,409	$ 1,748
DIRECTOR OF BUDGET	11,373	4,065	1,453	3,203	1,502	2,435	2,907	2,676
DIRECTOR OF AUDITS	2,164	935	1,821	1,625	760	290	972	1,062
DIR OF STATISTICAL SERVICES	24,808	11,300	11,432	10,964	7,376	9,655	11,765	9,107
DIRECTOR OF FINANCE	4,262	1,055	774	1,380	805	875	826	887
DIR OF PROGRAMS AND COSTS	12,722	3,676	2,534	2,532	1,352	1,664	2,249	1,993
TOTAL COMPTROLLER COSTS	$ 58,451	$ 23,381	$ 19,846	$ 22,067	$ 12,719	$ 16,497	$ 20,128	$ 17,473

* PERSONNEL COSTS ONLY

SOURCE: COST CONTROL REPORT, AF FORM 321, RCS-AF-FO-F22C

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EXPLANATION OF GRAPHIC PRESENTATION ON

COST OF CONTRACTUAL COMMUNICATIONS - HQ CONAC AND HQ NUMBERED AIR FORCES

The cost of Contractual Communications reflects all payments to commercial organizations for services and includes charges for telephone calls, telegraph and cable service, teletype service and charges for rental of commercial telephone service.

Where commercial service for a headquarters is paid for by the base on which located, the headquarters proportionate share of the contractual costs is posted to this account.

This time series analysis indicates the variation in costs with relation to a six month period wherein the most recent data was available.

COMMENT

EMPHASIS WAS PLACED ON THE REDUCTION OF COSTS OF COMMUNICATION SERVICES IN SEPTEMBER 1949. THIS PRESENTATION MEASURES THE EFFECT OF THIS EMPHASIS IN HQ CONAC AND EACH AIR FORCE HEADQUARTERS. THERE IS INDICATED THAT THERE HAS BEEN A 40% REDUCTION IN COSTS FOR ALL HEADQUARTERS OVER THE SIX MONTHS PERIOD, RANGING FROM 64% AT HQ NINTH AIR FORCE TO 5% AT HQ FOURTEENTH AIR FORCE.

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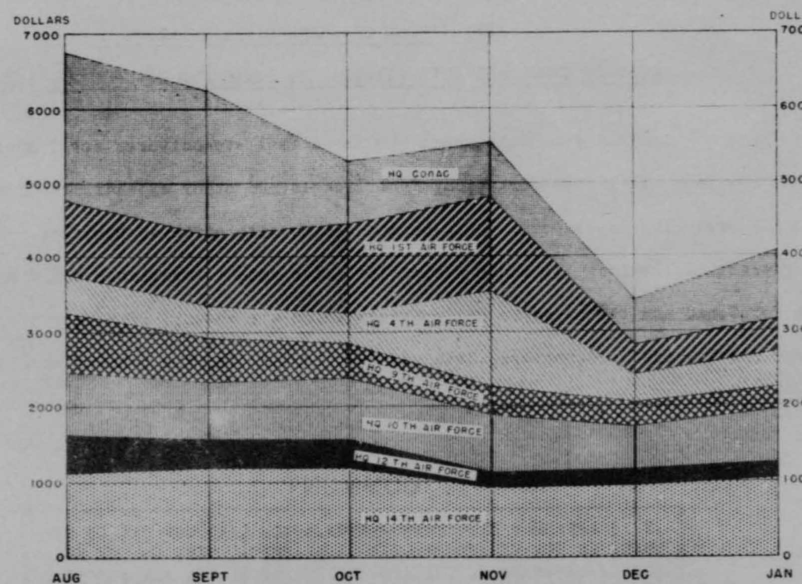
PREPARED BY
DIRECTOR, PROGRAM & COSTS
HQ, ConAC
FEBRUARY 1950

COST OF CONTRACTUAL COMMUNICATIONS

HQ ConAC AND HQ NUMBERED AIR FORCES

AUGUST 1949 – JANUARY 1950



-LEGEND-

	AUG	SEPT	OCT	NOV	DEC	JAN
HQ ConAC	$ 1,953	$ 1,950	$ 866	$ 761	$ 577	$ [illegible]
HQ 1st AF	991	937	1,202	1,319	387	427
HQ 4th AF	335	413	355	1,242	385	508
HQ 9th AF	[illegible]	638	490	394	348	253
HQ 10th AF	[illegible]	751	429	784	530	668
HQ 12th AF	499	375	377	199	228	227
HQ 14th AF	1,168	1,174	1,175	911	952	1,036
TOTAL	$ 6,733	$ 6,234	$ 5,298	$ 5,602	$ 3,409	$ 4,073

SOURCE: COST CONTROL REPORT, AF FORM 321, RCS - AF - FO - F22C

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EXPLANATION OF GRAPHIC PRESENTATION ON

COST OF TEMPORARY DUTY TRAVEL - HQ CONAC AND HQ NUMBERED AIR FORCES

The costs indicated on this chart are the normal expenditures for Temporary Duty Travel and include Per Diem, Rail Transportation, Meal Tickets and other expenditures for civilian or military personnel traveling on temporary duty in connection with official business. This chart is plotted with respect to the last six month period for which data is available and demonstrates the trend of costs for ConAC and the separate headquarters which are shown. If a more precise examination is desired for any one headquarters, data can be selected from the tabular section and compared on an individual basis.

COMMENT

IT IS APPARENT FROM THIS PRESENTATION THAT THE USE OF TDY FUNDS IS NOT RELATED TO THE GEOGRAPHICAL SIZE OR THE NUMBER OF SEPARATE ACTIVITIES SUPERVISED BY THE AIR FORCES. COMPTROLLER CHART #5, REVISED 31 DECEMBER 1949, GIVES A GENERAL PICTURE OF THE COMPARATIVE SUPERVISORY WORKLOAD OF EACH NUMBERED AIR FORCE.

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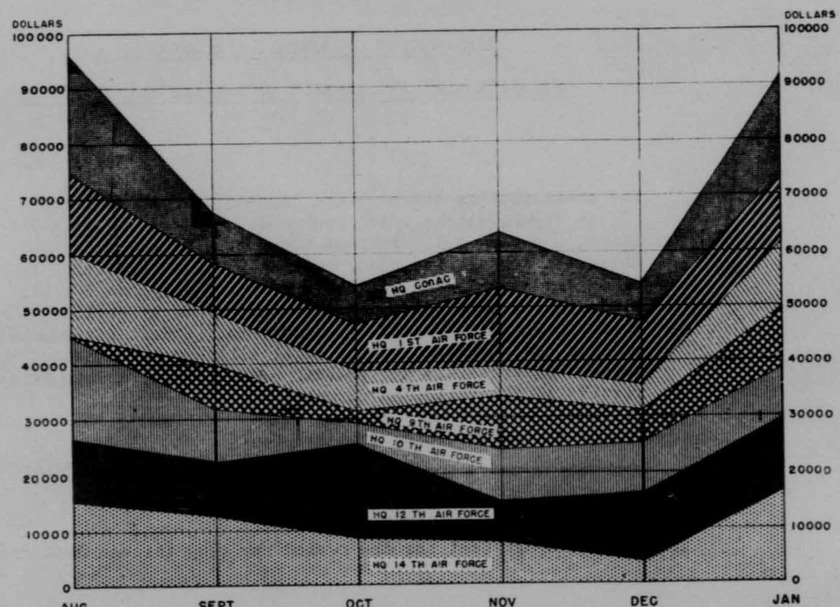
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, ConAC
FEBRUARY 1950

COST OF TEMPORARY DUTY TRAVEL

HQ ConAC AND HQ NUMBERED AIR FORCES

AUGUST 1949 — JANUARY 1950



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	AUG	SEPT	OCT	NOV	DEC	JAN
HQ ConAC	$ 21,299	$ 9,229	$ 7,24[illegible]	$ 9,557	$ 7,255	$ 17,581
HQ 1st AF	14,240	8,926	[illegible],415	14,492	11,529	11,822
HQ 4th AF	15,087	9,632	7,4[illegible]	5,286	4,696	12,203
HQ 9th AF	50	8,222	1,993	9,575	5,798	11,172
HQ 10th AF	18,698	9,406	13,469	9,365	9,051	8,570
HQ 12th AF	11,524	9,839	7,513	7,499	12,198	13,199
HQ 14th AF	15,238	12,433	8,624	7,408	3,979	16,498
TOTAL	$ 96,136	$ 67,687	$ 54,265	$ 63,172	$ 54,565	$ 91,015

SOURCE: COST CONTROL REPORT, AF FORM 321,
RCS - AF - FO - F22C

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EXPLANATION OF GRAPHIC PRESENTATION ON

RELATIVE WORK PERFORMANCE OF A-1 AND S-1 FUNCTIONS

The costs include the combined costs of all the A-1 and S-1 staffs of the organizations which operated the base. On Wing-Base installations, the Wing A-1, Air Base Group A-1, Combat Group S-1, and M & S Group S-1 are all included. Normally, on a base which is operated by an Air Base Group, or an Air Base Sq, only one S-1 will be included. The work performance is determined by dividing the total cost of all base A-1 and S-1 functions, (except intermediate and command headquarters) by the total military personnel of the base (except intermediate and command headquarters) and applying the results in the following formula:

$$\frac{\text{United States Air Force Standard Cost}}{\text{Actual Cost of Base Activity}} \times 100 = \text{Work Performance Rating.}$$

The ConAC Average Cost for the period May 1949 through January 1950 is $1.51.

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PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
FEBRUARY 1950

RELATIVE WORK PERFORMANCE OF A-1 AND S-1 FUNCTIONS

JANUARY 1950

COST PER PERSON (MILITARY PERSONNEL): $ 3.00 · 2.50 · 2.00 · 1.50 · 1.00 · .50

ConAC Avg $1.51

USAF Standard $1.22

DEVIATION FROM STANDARD: BELOW STANDARD 50 · 0 · ABOVE STANDARD 50 · 100 · 150

USAF Standard Work Performance Rating of 100. Based on Costs of $1.22 per Person.

COST PER PERSON	BASE	WORK PERFORMANCE RATING	RATIO OF PERSONS SERVING TO PERSONS SERVICED
	WINGS		
$ .72	20th Ftr Bmr Wg - Shaw AFB	169	1: 353
.99	31st Ftr Bmr Wg - Turner AFB	123	1: 207
1.07	78th Ftr Intcp Wg - Hamilton AFB	114	1: 175
1.57	325th Ftr All Wea Wg-Moses Lake AFB	78	1: 104
1.58	33rd Ftr Intcp Wg - Otis AFB	77	1: 138
1.61	52nd Ftr All Wea Wg - McGuire AFB	76	1: 145
1.67	56th Ftr Intcp Wg - Selfridge AFB	73	1: 131
2.02	314th Tr Carr Wg - Smyrna AFB	60	1: 102
2.20	4th Ftr Incp Wg - Langley AFB	55	1: 100
2.45	62nd Tr Carr Wg - McChord AFB	50	1: 87
	AIR BASE GPS AND SQS		
$ .59	2463rd AB Gp - Benj Harrison AFB	207	1: 311
.82	2595th AB Gp - Brooks AFB	149	1: 310
1.29	4405th AB Sq - Sherman AFB	95	1: 187
1.96	4400th AB Gp - Stewart AFB	62	1: 208
2.73	2600th AB Sq - Pope AFB	45	1: 65
3.07	2500th AB Gp - Mitchel AFB	40	1: 77
	AFRTC's		
$ .71	2596th AFRTC - Hensley Field	172	1: 560
.79	2239th AFRTC - Str Pitt Apt	154	1: 559
.97	2584th AFRTC - Memphis Mun Apt	12b	1: 455
.99	2347th AFRTC - Long Beach Mun Apt	123	1: 378
1.09	2471st AFRTC - O'Hare Intl Apt	112	1: 312
1.17	2585th AFRTC - Miami Intl Apt	104	1: 555
1.33	2234th AFRTC - Hanscom Apt	92	1: 435
1.39	2237th AFRTC - Reading Mun Apt	88	1: 241
1.39	2587th AFRTC - Birmingham Mun Apt	88	1: 240
1.70	2589th AFRTC - Dobbins AFB	72	1: 170
2.05	2230th AFRTC - Floyd Bennett NAS	60	1: 155

SOURCE: WORK PERFORMANCE REPORT, AF FORM 323, RCS-AF-FO-F30

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EXPLANATION OF GRAPHIC PRESENTATION ON

RELATIVE WORK PERFORMANCE OF ALL SQUADRON ADMINISTRATIVE OVERHEAD

The costs include the combined costs of (a) the Hq & Hq Squadron Administrative Overhead at Wing-Base, (b) Administrative Overhead of Air Base Squadrons, (c) Administrative Overhead of the Maintenance Sq, and the Supply Squadron of the Maintenance and Supply Group, and Squadron Administrative Overhead of the Combat Group. The work performance is determined by dividing the total costs of the above mentioned activities by the total military personnel of all organizations on the base (except intermediate and command headquarters), and applying the results in the formula below:

$$\frac{\text{United States Air Force Standard Cost}}{\text{Actual Cost of Base Activity}} \times 100 = \text{Work Performance Rating}$$

The ConAC Average Cost for the period May 1949 through January 1950 is $8.32.

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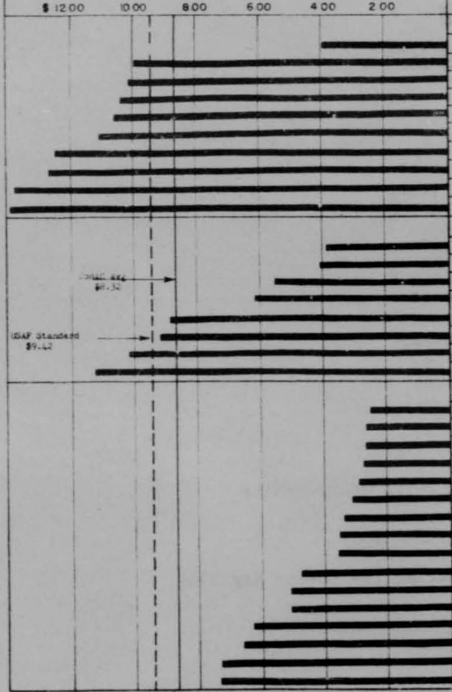
RELATIVE WORK PERFORMANCE OF ALL SQUADRON ADMINISTRATIVE OVERHEAD

JANUARY 1950

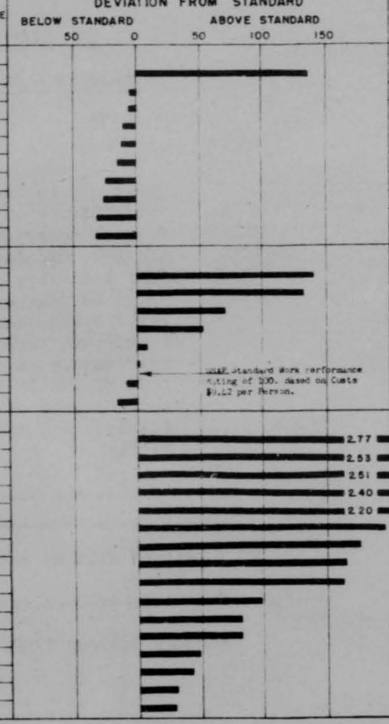
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
FEBRUARY 1950

COST PER PERSON (MILITARY PERSONNEL)



COST PER PERSON	BASE	WORK PERFORMANCE RATING	RATIO OF PERSONS SERVING TO PERSONS SERVICED
	WINGS		
3.95	78th Ftr Intcp Wg - Hamilton AFB	239	1: 39.6
9.98	4th Ftr Intcp Wg - Langley AFB	94	1: 17.7
10.15	20th Ftr Bmr Wg - [illegible] AFB	93	1: 16.6
10.46	62nd Tr Carr Wg - McChord AFB	90	1: 17.9
10.63	314th Tr Carr Wg - [illegible] AFB	89	1: 15.[illegible]
11.14	31st Ftr Bmr Wg - Turner AFB	85	1: 16.8
12.49	33rd Ftr Intcp Wg - Otis AFB	75	1: 11.9
12.69	325th Ftr All Wea Wg Moses Lake	74	1: 12.3
13.71	56th Ftr Intcp Wg - Selfridge AFB	69	1: 13.4
13.89	52nd Ftr All Wea Wg - McGuire AFB	68	1: 12.2
	AIR BASE GPS AND SQS		
3.87	4400th AB Gp - Marshall AFB	243	1: 35.8
4.03	4405th AB Sq - Sherman AFB	234	1: 62.3
5.53	2500th AB Gp - Mitchel AFB	170	1: 27.6
6.16	2463rd AB Sq - Benj Harrison AFB	153	1: 24.9
8.84	4400th AB Sp - Stewart AFB	107	1: 18.3
9.23	4408th AB Sq - Lawson AFB	102	1: 24.3
10.16	2595th AB Sq - Brooks AFB	93	1: 7.9
11.28	2600th AB Sq - Pope AFB	84	1: 13.3
	AFRTC's		
2.53	2472nd AFRTC - Fairfax Field	372	1: 93.1
2.67	2590th AFRTC - [illegible] Field	353	1: 70.0
2.68	2587th AFRTC - Birmingham Mun Apt	351	1: 47.9
2.77	2471st AFRTC - O'Hare Intl Apt	343	1: 69.3
2.96	2239th AFRTC - [illegible] Apt	320	1: 46.6
3.19	2460th AFRTC - [illegible] AFB	295	1: 40.6
3.43	2234th AFRTC - [illegible] Apt	275	1: 54.4
3.57	2585th AFRTC - Miami Intl Apt	264	1: 68.0
3.60	2465th AFRTC - Gold Chamberlain	262	1: 63.3
4.79	2232th AFRTC - [illegible] Mun Apt	197	1: 32.1
5.18	2343rd AFRTC - Portland Apt	182	1: 36.1
5.18	2589th AFRTC - [illegible] AFB	182	1: 31.8
6.36	2347th AFRTC - Long Beach Mun Apt	148	1: 26.0
6.55	2584th AFRTC - Memphis Mun Apt	142	1: 28.4
7.32	2230th AFRTC - Floyd Bennett NAS	129	1: 23.3
7.34	2230th AFRTC - Godman AFB	128	1: 19.3

DEVIATION FROM STANDARD



SOURCE: WORK PERFORMANCE REPORT, AF FORM 323, RCS- [illegible] -FO-F30

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EXPLANATION OF GRAPHIC PRESENTATION ON

RELATIVE WORK PERFORMANCE OF PERSONNEL SERVICES

The costs include the expense of the Special Services Officer, Information and Education Officer, Post Exchange Officer, Theater Officer, Billeting Officer, Off-Base Housing Officer, and staffs; Administrative personnel of Central Post Fund; personnel and expenses of Base newspaper, library, guest house, service clubs and recreation centers (when paid from appropriated funds). The work performance is determined by dividing the total cost of the Personnel Services function by the total number of military personnel stationed on the base and applying the results in the formula below:

$$\frac{\text{United States Air Force Standard Cost}}{\text{Actual Cost of Base Activity}} \times 100 = \text{Work Performance Rating}$$

The ConAC Average is derived from data reported during the period May 1949 through January 1950.

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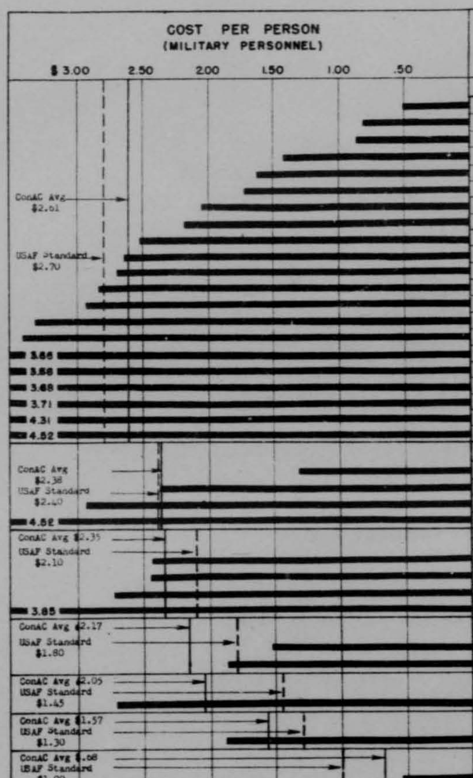
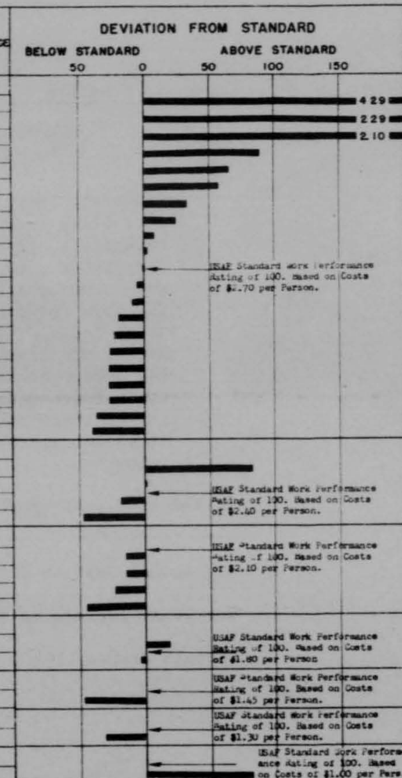
RELATIVE WORK PERFORMANCE OF PERSONNEL SERVICES

JANUARY 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
FEBRUARY 1950



COST PER PERSON	BASE	WORK PERFORMANCE RATING	RATIO OF PERSONS SERVING TO PERSONS SERVICED
	UNDER 1,000 PERSONNEL		
.51	2239th AFRTC - Gtr Pitt Apt.	529	1:279.5
.82	2230th AFRTC - Floyd Bennett NAS	329	1:155.3
.87	4405th AB Sq - Sherman AFB	310	1:187.9
1.43	4406th AB Sq - Marshall AFB	189	1: 71.7
1.63	2471st AFRTC - O'Hare Intl Apt	166	1: 49.1
1.73	2465th AFRTC - Wold Chamberlain Fld	156	1:147.7
2.05	2466th AFRTC - Atterbury AFB	132	1: 88.0
2.18	2472nd AFRTC - Fairfax Field	124	1: 58.3
2.52	4408th AB Sq - Lawson AFB	107	1: 79.4
2.65	2585th AFRTC - Miami Intl Apt	102	1: 68.0
2.70	2237th AFRTC - Reading Mun Apt	100	1: 53.4
2.84	2236th AFRTC - Godman AFB	95	1: 67.5
2.94	2596th AFRTC - Hensley Field	92	1: 56.0
3.31	2589th AFRTC - Dobbins AFB	82	1: 72.7
3.40	2347th AFRTC - Long Beach Mun Apt	79	1: 62.9
3.66	2587th AFRTC - Birmingham Mun Apt	74	1: 59.9
3.66	2234th AFRTC - Hanscom Apt	73	1: 65.0
3.68	2584th AFRTC - Memphis Mun Apt	73	1: 62.1
3.71	2463rd AB Gp - Ben Harrison AFB	73	1: 41.4
4.31	4400th AB Gp - Stewart AFB	63	1: 32.3
4.52	2343rd AFRTC - Portland Apt	60	1: 72.3
	1,000-1,999 PERSONNEL		
1.31	2600th AB Sq - Pope AFB	183	1:145.7
2.37	2595th AB Gp - Brooks AFB	101	1: 82.9
2.94	325th Ftr All WeaWg-Moses Lake AFB	82	1: 52.1
4.52	52nd Ftr All Wea Wg-McGuire AFB	53	1: 18.3
	2,000-2,999 PERSONNEL		
2.44	20th Ftr Bmr Wg - Shaw AFB	86	1: 91.2
2.45	314th Trp Carr Wg - Smyrna AFB	86	1: 63.2
2.71	31st Ftr Bmr Wg - Turner AFB	77	1: 73.8
3.85	33rd Ftr Intcp Wg - Otis AFB	55	1: 57.4
	3,000-3,999 PERSONNEL		
1.53	62nd Trp Carr Wg - McChord AFB	118	1:127.2
1.87	56th Ftr Intcp Wg - Selfridge AFB	96	1:119.2
	5,000-5,999 PERSONNEL		
2.72	2500th AB Gp - Mitchel AFB	53	1: 40.2
	6,000-6,999 PERSONNEL		
1.88	4th Ftr Intcp Wg - Langley AFB	69	1:116.6
	OVER 10,000 PERSONNEL		
.55	78th Ftr Intcp Wg - Hamilton AFB	182	1:275.7



SOURCE: WORK PERFORMANCE REPORT, AF FORM 323, RCS-AF-FO-F30

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EXPLANATION OF GRAPHIC PRESENTATION ON

RELATIVE WORK PERFORMANCE OF SUPPLY ACTIVITY

The costs include the combined costs of all supply activities such as (a) Supply Control, (b) Supply Warehouses, (c) Subsistence Handling, (d) Commissary Sales, (e) Purchasing and Contracting, (f) Salvage & Surplus Property, (g) Laundry & Dry Cleaning. The Work Performance is determined by dividing the total costs of the base supply activity by the total number of personnel, both civilian and military of the base. In addition, if a major or intermediate command headquarters is located on the base, personnel of those commands are added. The results of the above calculation will be applied to the formula below:

$$\frac{\text{United States Air Force Standard Cost}}{\text{Actual Cost of Activity}} \times 100 = \text{Work Performance Rating}$$

The ConAC Average is derived from data reported during the period May 1949 through January 1950

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RELATIVE WORK PERFORMANCE OF SUPPLY ACTIVITY

JANUARY 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
FEBRUARY 1950

COST PER PERSON (MILITARY AND CIVILIAN PERSONNEL): $ 24.00 · 20.00 · 16.00 · 12.00 · 8.00 · 4.00

DEVIATION FROM STANDARD: BELOW STANDARD 50 · 0 · ABOVE STANDARD 50 · 100 · 150

COST PER PERSON	BASE	WORK PERFORMANCE RATING	RATIO OF PERSONS SERVING TO PERSONS SERVICED
	UNDER 1,000 PERSONNEL		
13.13	2239th AFRTC - Gtr Pitt Apt	129	1: 14.3
13.51	2463rd AB Gp - Benj Harrison AFB	126	1: 12.2
14.34	2347th AFRTC - Long Beach Mun Apt	119	1: 14.5
15.28	2596th AFRTC - Hensley Field	111	1: 12.8
16.19	2472nd AFRTC - Fairfax Field	105	1: 11.6
16.77	2236th AFRTC - Godman AFB	102	1: 12.8
17.21	4406th AB Sq - Marshall AFB	99	1: 12.3
17.30	2466th AFRTC - Atterbury AFB	98	1: 11.2
18.47	2234th AFRTC - Hanscom Apt	92	1: 13.0
18.56	2587th AFRTC - Birmingham Mun Apt	92	1: 10.6
19.26	2589th AFRTC - Dobbins AFB	88	1: 11.0
19.55	4430th AB Sq - Stewart AFB	87	1: 12.9
19.64	2585th AFRTC - Miami Intl Apt	87	1: 12.9
19.79	2237th AFRTC - Reading Mun Apt	86	1: 9.4
20.07	2465th AFRTC - Wold Chamberlain Fld	85	1: 9.7
20.15	2564th AFRTC - Memphis Mun Apt	84	1: 10.8
20.19	2343rd AFRTC - Portland Apt	84	1: 9.8
21.78	4408th AB Sq - Lawson AFB	78	1: 10.8
22.24	2230th AFRTC - Floyd Bennett NAS	76	1: 9.6
23.81	4405th AB Sq - Sherman AFB	71	1: 10.6
25.55	2471st AFRTC - O'Hare Intl Apt	67	1: 9.4
	1,000-1,999 PERSONNEL		
13.14	2605th AB Sq - Pope AFB	110	1: 15.0
16.84	52nd Ftr All Wea - McGuire AFB	86	1: 13.6
	2,000-2,999 PERSONNEL		
10.40	314th Tr Carr Wg - Smyrna AFB	121	1: 17.9
11.19	2595th AB Gp - Brooks AFB	113	1: 17.8
12.42	33rd Ftr Intcp Wg - Otis AFB	101	1: 16.0
13.48	325th Ftr All Wea Wg - Moses Lake	93	1: 14.1
14.03	31st Ftr Esc Wg - Turner AFB	90	1: 12.0
	3,000-3,999 PERSONNEL		
10.22	56th Ftr Intcp Wg - Selfridge AFB	108	1: 19.6
10.61	62nd Tr Carr Wg - McChord AFB	104	1: 19.3
15.52	20th Ftr Bmr Wg - Shaw AFB	71	1: 15.1
	6,000-6,999 PERSONNEL		
9.05	2500th AB Gp - Mitchel AFB	97	1: 25.4
	7,000-7,999 PERSONNEL		
9.72	4th Ftr Intcp Wg - Langley AFB	87	1: 20.9
	OVER 10,000 PERSONNEL		
5.15	78th Ftr Intcp Wg - Hamilton AFB	156	1: 38.5

Under 1,000 Personnel: ConAC Avg $18.50; USAF Standard $17.00. USAF Standard Work Performance Rating of 100. Based on Costs of $17.00 per Person.

1,000-1,999 Personnel: ConAC Avg $13.34; USAF Standard $14.50. USAF Standard Work Performance Rating of 100. Based on Costs of $14.50 per Person.

2,000-2,999 Personnel: ConAC Avg $11.89; USAF Standard $12.60. USAF Standard Work Performance Rating of 100. Based on Costs of $12.60 per Person

3,000-3,999 Personnel: ConAC Avg $12.20; USAF Standard $11.05. USAF Standard Work Performance Rating of 100. Based on Costs of $11.05 per Person.

6,000-6,999 Personnel: ConAC Avg $10.12; USAF Standard $8.80. USAF Standard Work Performance Rating of 100. Based on Costs of $8.80 per Person.

7,000-7,999 Personnel: ConAC Avg $9.16; USAF Standard $8.45. USAF Standard Work Performance Rating of 100. Based on Costs of $8.45 per Person.

Over 10,000 Personnel: ConAC Avg $5.34; USAF Standard $7.95. USAF Standard Work Performance Rating of 100. Based on Costs of $7.95 per Person.

SOURCE: WORK PERFORMANCE REPORT, AF FORM 323,
RCS AF-FO-F30

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EXPLANATION OF GRAPHIC PRESENTATION ON

COMPARATIVE COST OF MOTOR POOL ACTIVITY

The Motor Pool Account includes the following costs of operation: Cost of Motor Pool Officer, Refueling Officer, dispatchers, clerks, drivers, service personnel and cost of fuels and lubricants used. The "cost per vehicle mile operated" is determined by dividing the cost of the above activities by the number of miles operated as reported on AF Form 122 A.

The average cost per mile for each group type was determined by dividing the total of average costs by the total of average miles operated for each period.

COMMENT

OF THE THIRTY-THREE CONAC BASES CURRENTLY REPORTING MOTOR POOL COSTS, ONLY FOUR SHOW A REDUCTION OF COST PER MILE OPERATED IN JANUARY 1950 AS COMPARED TO THE PRIOR SIX MONTHS AVERAGE.

THE BASES SHOWING IMPROVED OPERATIONS ARE:

2500TH AB GP - MITCHEL AFB
52ND FTR INTCP WG - MCGUIRE AFB
4406TH AB SQ - MARSHALL AFB
2585TH AFRTC - MIAMI INT'L APT

INCREASES IN COST PER MILE OPERATED REVEAL A HIGH OF 21.7¢ PER MILE ALONG WITH INCREASES AT FOUR OTHER BASES OF OVER 100% OF THE SIX MONTH AVERAGE COST PER MILE. THESE STATIONS ARE:

BASES	6 MONTHS AVG.	JAN 50	INCREASE	PERCENT
FAIRFAX FIELD	$.123	$.305	$.182	148.0%
SHAW AFB	.156	.329	.173	110.9%
MCCHORD AFB	.157	.326	.169	107.6%
MEMPHIS MUN. APT.	.156	.314	.158	101.3%
O'HARE INT'L. APT.	.232	.449	.217	93.5%

INVESTIGATION AND FURTHER ANALYSIS IS REQUIRED AT OPERATING LOCATIONS TO DETERMINE WHERE COST INCREASES HAVE ARISEN AND IF THESE INCREASES ARE JUSTIFIED.

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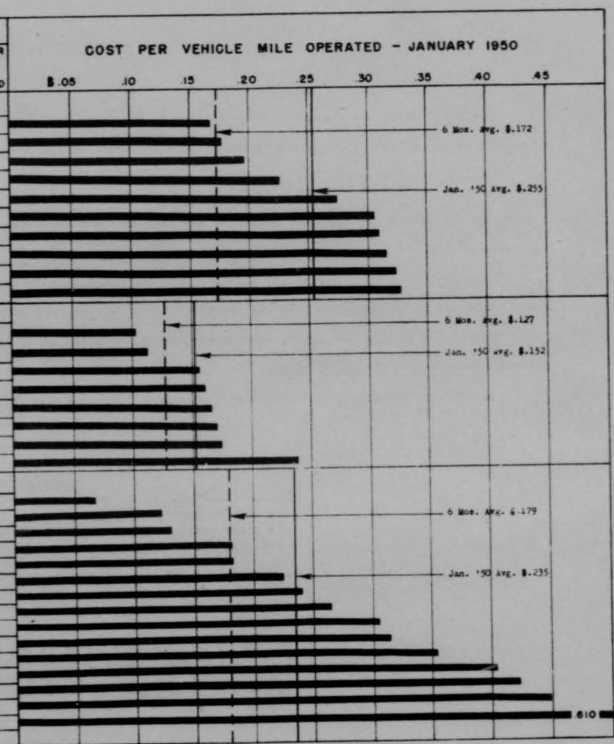
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
FEBRUARY 1950

COMPARATIVE COST OF MOTOR POOL ACTIVITY

MONTHLY AVERAGE OF 1 JULY TO 31 DEC 49 COMPARED WITH JANUARY 1950

MONTHLY AVG FOR THE PERIOD 1 JULY - 31 DEC 1949			BASE	JANUARY 1950		
MOTOR POOL COSTS	VEHICLE MILES OPERATED	COST PER VEHICLE MILE OPERATED		MOTOR POOL COSTS	VEHICLE MILES OPERATED	COST PER VEHICLE MILE OPERATED
			WINGS			
$21,005	175,408	$ .120	4th Ftr Intcp Wg - Langley AFB	$24,902	147,326	$ .169
7,391	48,009	.154	314th Tr Carr Wg - Smyrna AFB	9,270	52,347	.177
10,177	74,815	.136	33rd Ftr Intcp Wg - Otis AFB	11,932	60,507	.197
10,149	70,035	.145	31st Ftr Bmr Wg - Turner AFB	12,381	54,500 E	.227
11,453	23,851	.480	52nd Ftr All Wea Wg - McGuire AFB	10,773	39,090	.276
11,881	68,091	.174	325th Ftr All Wea Wg - Moses Lake AFB	13,027	42,507	.306
15,858	60,277	.263	56th Ftr Intcp Wg - Selfridge AFB	19,882	64,064	.310
25,716	120,989	.213	78th Ftr Intcp Wg - Hamilton AFB	28,866	90,993	.317
18,297	116,695	.157	62nd Tr Carr Wg - McChord AFB	19,854	60,995	.326
16,982	108,592	.156	20th Ftr Bmr Wg - Shaw AFB	23,993	73,009	.329
			AIR BASE GPS AND SQS			
$ 8,775	111,735	$ .079	2595th ABGp - Brooks AFB	$ 7,870	77,191	$ .102
771	5,548	.139	4400th ABSq - Marshall AFB	877	7,762	.113
10,551	92,033	.114	2463rd ABGp - Benj Harrison AFB	7,760	50,184	.155
20,486	98,063	.209	2500th ABGp - Mitchel AFB	21,156	132,496	.160
1,409	11,475	.123	4405th ABSq - Sherman AFB	1,451	8,749	.166
7,525	69,886	.108	2600th ABSq - Pope AFB	7,393	43,395	.170
5,069	46,906	.108	4400th ABGp - Stewart AFB	5,108	29,466	.171
3,853	22,947	.168	4408th ABSq - Lawson AFB	4,255	17,908	.238
			AFRTC's			
$ 2,258	28,583	$ .079	2585th AFRTC - Miami Int Apt	$ 2,874	42,610	$ .067
1,945	21,555	.090	2596th AFRTC - Hensley Field	2,619	21,216	.123
4,107	31,629	.130	2466th AFRTC - Atterbury AFB	3,892	29,888	.130
4,410	26,756	.165	2237th AFRTC - Reading Mun Apt	4,354	24,067	.181
4,122	31,983	.129	2589th AFRTC - Dobbins AFB	5,447	30,000 E	.182
3,052	17,969	.170	2587th AFRTC - Birmingham Mun Apt	3,962	17,624	.224
2,757	16,306	.169	2230th AFRTC - Floyd Bennett NAS	3,440	14,281	.241
3,718	18,977	.196	2234th AFRTC - Hanscom Apt	3,397	12,789	.266
2,067	16,798	.123	2472nd AFRTC - Fairfax Field	2,980	9,784	.305
3,903	24,993	.156	2584th AFRTC - Memphis Mun Apt	5,036	16,063	.314
2,594	10,484	.247	2465th AFRTC - Wold-Chamberlain Field	3,582	10,106	.354
4,918	21,249	.231	2343rd AFRTC - Portland Apt	5,114	12,614	.405
5,630	21,446	.263	2239th AFRTC - Gtr Pittsburgh Apt	6,657	15,752	.423
6,651	28,662	.232	2471st AFRTC - O'Hare Int Apt	7,729	17,204	.449
6,267	13,645	.459	2236th AFRTC - Godman AFB	5,434	8,911	.610
9,223	47,298	.195	2347th AFRTC - Long Beach Mun Apt	9,481	NA	-



NA - LONG BEACH MUN APT "VEHICLE MILES OPERATED" NOT AVAILABLE FOR JANUARY
E - JANUARY "VEHICLE MILES OPERATED" ESTIMATED ON AF FORM 122A

SOURCE: COST CONTROL REPORTS, AF FORMS 320, 321, 322, RCS-AF-FO-F22C
USAF GROUND ACCIDENT EXPERIENCE SUMMARY AND ANALYSIS, AF FORM 122A, RCS-AF-AP-U8

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EXPLANATION OF GRAPHIC PRESENTATION ON

COST OF SERVING THE RATION

This chart shows the cost of serving rations at all Continental Air Command bases reporting Food Service, Subsistence Handling and Subsistence Costs. Costs of the Food Supervisor, Hq ConAC and Hq each numbered Air Force are not included since these functions service all units of the respective commands and do not materially affect the function described in this presentation.

The Food Service account includes the cost of the Base Food Supervisor and personnel necessary to direct and operate dining halls for airmen, the officers mess and other central food activities such as bakeries. The Subsistence Handling account includes the costs incurred in the receipt, issue and distribution of subsistence. The Subsistence account includes the cost of the ration; this cost was not added as a cost, to the cost of serving the ration but was used as explained below. Subsistence costs of headquarters, tenant and special mission organizations as described in AF M 170-5 are reported under the organization providing the services, such as the Wings, Air Base Groups or Squadrons or AFRTC's.

The number of rations served was obtained from the Commissary Operating Statement (WD AGO Form 10-133) for those bases submitting this statement. Where bases did not submit the Commissary Operating Statement, the number of rations was computed by dividing the total cost of subsistence by the ration value. If the field ration values were not available, the garrison ration value was used.

The cost of serving the ration was computed by dividing the total cost of the function (Food Service costs plus Subsistence Handling costs) by the number of rations served. The cost of the ration furnished is not included in costs of the function presented here, but was used to determine the number of rations served as explained above.

Averages for the six month period and for January 1950 were computed after eliminating the "extreme deviations from averages" as indicated on the chart.

COMMENT

THE COST OF SERVING THE RATION INCREASED IN JANUARY OVER THE PREVIOUS SIX MONTH AVERAGE AT ALL BASES EXCEPT THREE AFRTC'S, FLOYD BENNETT, MIAMI AND BIRMINGHAM.

A NUMBER OF BASES SHOW INCREASES IN PERSONNEL FOR JANUARY COMPARED WITH THE SIX MONTH AVERAGE. LARGE INCREASES AT MCGUIRE AND MITCHEL AFB REFLECT THE AUGMENTATION OF THE FUNCTION AFTER TRANSFER OR ACTIVATION.

BECAUSE OF THE INCREASED PAY UNDER THE CAREER COMPENSATION ACT, IT IS REASONABLE TO EXPECT SOME INCREASE IN JANUARY OVER THE SIX MONTH AVERAGE; HOWEVER, THIS SHOULD NOT HAVE EXCEEDED APPROXIMATELY 15%. INVESTIGATION IS WARRANTED AT THOSE BASES WHERE THE INCREASE IS IN EXCESS OF 15%.

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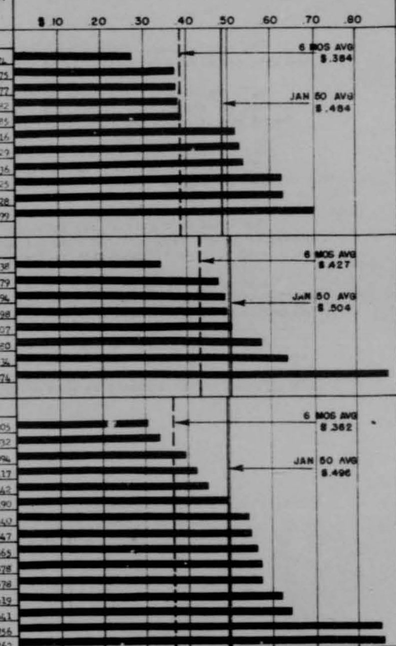
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
FEBRUARY 1950

COST OF SERVING THE RATION

MONTHLY AVERAGE OF 1 JULY TO 31 DEC 1949 COMPARED WITH JANUARY 1950

MONTHLY AVERAGE FOR THE PERIOD 1 JULY – 31 DECEMBER 1949				BASE	JANUARY 1950				COST OF SERVING THE RATION	
NUMBER OF PERSONNEL IN FUNCTION	TOTAL COST OF FUNCTION	AVG COST PER PERSON	NUMBER OF RATIONS SERVED		NUMBER OF PERSONNEL IN FUNCTION	TOTAL COST OF FUNCTION	AVG COST PER PERSON	NUMBER OF RATIONS SERVED	AVG SIX MONTHS 1 JULY, 31 DEC 1949	JANUARY 1950
				WINGS						
213	$ 28,683	$ 135	118,431	78th Ftr-Intcp Wg Hamilton AFB	219	$ 34,932	$ 161	127,606	$ .242	$ .274
89	10,939	123	31,827	33rd Ftr-Intcp Wg Otis AFB	76	11,655	153	31,066	.344	.375
111	12,613	114	42,376	325th Ftr-All Wea Wg Moses Lake AFB	93	11,830	127	31,393	.298	.377
76	8,848	117	25,207	81st Ftr-Intcp Wg Kirtland AFB	82	10,322	126	27,015	.351	* .382
117	14,235	122	37,042	56th Ftr-Intcp Wg Selfridge AFB	114	16,062	141	41,752	.384	.385
131	15,745	121	41,093	62nd Tr Carr Wg McChord AFB	148	21,016	142	40,765	.383	.516
93	12,119	130	29,654	20th Ftr-Bmr Wg Shaw AFB	120	18,295	152	34,564	.409	.529
(1) 67	8,669	129	25,116	52nd Ftr-All Wea Wg McGuire AFB	95	13,083	138	24,422	.345	* .536
83	10,016	121	20,225	314th Tr Carr Wg Smyrna AFB	125	16,315	131	26,083	.495	.625
214	28,737	134	55,911	4th Ftr-Intcp Wg Langley AFB	254	38,936	153	62,039	.514	.628
89	12,515	140	25,520	31st Ftr-Bmr Wg Turner AFB	114	16,471	144	23,547	.490	.699
				AIR BASE GPS AND SQS						
10	$ 1,168	$ 115	4,124	4406th AB Gp Marshall AFB	11	$ 1,471	$ 134	4,357	$ .283	* $ .338
42	5,737	136	14,542	4400th AB Gp Stewart AFB	30	4,330	144	9,038	.395	* .479
(1) 144	19,571	136	58,876	2500th AB Gp Mitchel AFB	202	28,703	142	58,092	.332	.494
56	7,503	134	16,310	2463rd AB Gp Ben Harrison AFB	57	9,031	158	18,132	.460	.498
69	9,385	136	22,256	2595th AB Gp Brooks AFB	66	10,850	164	21,381	.422	.507
8	981	131	2,132	4405th AB Sq Sherman AFB	5	849	** 170	1,463	.460	* .580
71	9,891	139	20,831	2600th AB Sq Pope AFB	74	12,526	169	19,758	.475	* .634
17	2,177	131	3,679	4408th AB Sq Lawson AFB	14	2,651	** 189	3,033	.592	* ** .874
				AFRTC's						
15	$ 2,220	$ 145	7,194	2230th AFRTC Floyd Bennett NAS	15	$ 2,303	$ 154	7,548	$ .309	* $ .305
13	1,624	130	6,256	2237th AFRTC Reading Mun Apt	19	2,571	135	7,738	.260	* .332
12	1,542	134	7,022	2234th AFRTC Hanscom Apt	13	2,267	** 174	5,759	.220	* .394
16	2,295	142	7,504	2236th AFRTC Godman AFB	17	2,639	155	6,324	.306	* .417
24	2,459	113	7,174	2239th AFRTC Gtr Pitts Apt	26	3,406	131	7,701	.343	* .442
18	2,232	123	5,375	2584th AFRTC Memphis Mun Apt	19	2,849	150	5,811	.415	* .490
16	2,140	132	6,459	2589th AFRTC Dobbins AFB	26	2,814	108	5,209	.331	* .540
22	2,763	124	10,902	2347th AFRTC Long Beach Mun Apt	29	3,685	127	6,737	.253	* .547
23	3,307	144	5,559	2585th AFRTC Miami Int'l Apt	25	3,575	143	6,322	.595	.565
(2) 22	2,749	127	5,075	2596th AFRTC Hensley Fld	26	3,718	143	6,437	.541	* .578
24	3,193	134	16,881	2466th AFRTC Atterbury AFB	25	4,144	166	7,164	.189	* .578
12	1,498	121	3,009	2472nd AFRTC Fairfax Fld	16	2,340	146	3,780	.498	* .619
24	2,917	122	7,433	2471st AFRTC O'Hare Int'l Apt	28	3,898	139	6,062	.392	* .641
25	4,635	** 187	4,533	2587th AFRTC Birmingham Mun Apt	28	4,176	149	4,876	** 1.023	** .856
(2) 29	4,108	142	5,285	2343rd AFRTC Portland Apt	34	5,457	161	6,333	** .777	** .862

COST OF SERVING THE RATION - JANUARY 1950



SOURCE: COST CONTROL REPORT, AF FORM 320, 321, 322, RCS: AF-FO-F22C
COMMISSARY OPERATING STATEMENT, WD AGO FORM 10-133, RCS: QMG-1

NOTE: (1) THREE MONTHS AVERAGES
(2) FIVE MONTHS AVERAGES

* GARRISON RATION VALUE USED FOR THESE BASES
** EXTREME DEVIATIONS FROM AVERAGES.

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EXPLANATION OF GRAPHIC PRESENTATION ON
COST OF STRUCTURAL FIRE PROTECTION

The monthly cost of Structural Fire Protection includes the cost of required and regularly assigned personnel and all operating and training supplies, (as distinguished from maintenance supplies) necessary in the accomplishment of the structural fire protection mission.

Also included are the costs of fire protection systems. This involves all interior and exterior components of sprinkler systems, automatic and manual type fire alarm systems, carbon dioxide systems, foam systems, standpipes, and similar fixed type systems and devices provided specifically for fire protection purposes.

Further included are costs incurred in the Equipment account specifically for structural fire protection. This includes all fire vehicles, extinguishers, hose appliances, and devices except fixed-type fire protection systems and devices, assigned and peculiar to and used specifically for accomplishment of the structural fire protection mission. The proportion used in computing these costs is the same as the proportion of structural fire vehicles is of the total of structural and crash vehicles reported in this account.

The ConAC average cost per 1,000 sq ft was determined by dividing the total of the average monthly cost of all bases by the total number of square feet of floor area for all bases. The average cost per 1,000 sq ft of floor area for one month was determined by dividing the total cost for one month by the total number of sq ft of floor area.

Although costs of Structural Fire Protection are presented on this chart in relation to square feet of floor area, there are other determining factors involved in the high or low cost of such protection. Among these factors are the size and physical layout of the base, the number and distribution of off-post facilities, the type of occupancy, and the terrain and climatic conditions prevailing at the base.

The work unit quantity reported in the building account on AF Form 329 for Fairfax Field (73,000 sq ft) is erroneous. The figure used in computing the average monthly cost per 1,000 sq ft of floor area was based on work unit quantities reported in the Interior Water Distribution System account (121,000 sq ft) of the cost report. 2,013,000 sq ft of buildings in the modification and assembly areas are not included in the workload because of uncertainty as to structural fire protection responsibility.

COMMENT

OF THE TWENTY-SEVEN BASES LISTED, FIFTEEN SHOW INCREASES IN COST PER K SQ FT RANGING FROM 1.2% FOR FAIRFAX FIELD TO 64.3% FOR OSCODA AFB. TEN BASES SHOW DECREASES RANGING FROM 1.6% FOR ATTERBURY AFB, TO 51.7% FOR LONG BEACH MUN. APT. TWO BASES, DOBBINS AND OTIS AFB, NO LONGER SUBMIT REAL ESTATE FACILITIES MONTHLY COST REPORTS.

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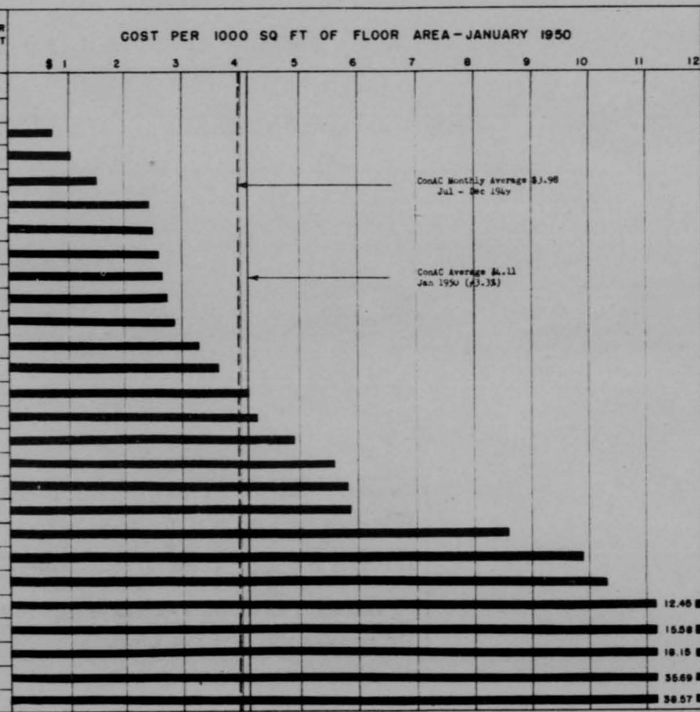
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
FEBRUARY 1950

COST OF STRUCTURAL FIRE PROTECTION

SELECTED INSTALLATIONS

JANUARY 1950

BASE	AVG MONTHLY COST JULY-DEC 49	TOTAL COST JAN 1950	AVG MONTHLY COST PER 1000 SQ FT JULY-DEC 49	COST PER 1000 SQ FT JAN 1950	PERCENTAGE VARIATION OF CURRENT COSTS
Dobbins Air Force Base	$ 894	$ NR *	$ 1.37	$ NR	-
Otis Air Force Base	4,439	NR	4.54	NR	-
Long Beach Municipal Airport	864	402	1.51	.73	- 51.7%
McGuire Air Force Base	889	808	1.13	1.03	- 8.8%
O'Hare International Airport	3,333	3,441	1.44	1.49	≠ 3.5%
Portland Airport	4,170	2,764	3.68	2.44	- 33.7%
Brooke Air Force Base	3,548	3,700	2.39	2.49	≠ 4.2%
Mitchel Air Force Base	5,153	6,567	2.06	2.63	≠ 27.7%
Selfridge Air Force Base	3,215	4,952	1.74	2.67	≠ 53.4%
McChord Air Force Base	8,980	4,799	5.11	2.73	- 46.6%
Bentley Field	1,107	683	4.65	2.87	- 38.3%
Stewart Air Force Base	3,619	3,533	3.34	3.26	- 2.4%
Hamilton Air Force Base	9,912	9,597	3.75	3.63	- 3.2%
Langley Air Force Base	12,862	13,560	3.90	4.12	≠ 5.6%
Moses Lake Air Force Base	5,535	5,443	4.33	4.26	- 1.6%
Turner Air Force Base	4,839	5,396	4.34	4.89	≠ 12.7%
Memphis Municipal Airport	2,252	2,562	4.93	5.58	≠ 13.6%
Shaw Air Force Base	6,230	6,386	5.66	5.80	≠ 2.5%
Oscoda Air Force Base	900	1,479	3.56	5.85	≠ 64.3%
Smyrna Air Force Base	7,967	10,355	6.62	8.60	≠ 29.9%
Reading Municipal Airport	1,630	1,337	12.64	9.90	- 21.7%
Birmingham Municipal Airport	2,829	2,949	9.89	10.31	≠ 4.2%
Wold-Chamberlain Field	1,838	2,178	10.50	12.45	≠ 18.6%
Atterbury Air Force Base	4,544	4,471	15.83	15.58	- 1.6%
Hanscom Field	4,128	4,247	17.64	18.15	≠ 2.9%
Fairfax Field	4,265	4,318	35.25	35.69	≠ 1.2%
Greater Pittsburgh Airport	2,806	3,741	28.93	38.57	≠ 33.3%



SOURCE: REAL ESTATE FACILITIES MONTHLY COST REPORT
AF FORM 329, RCS AF-MD-F33A

* NR - REPORTS RECEIVED DO NOT CONTAIN PERTINENT INFORMATION

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EXPLANATION OF GRAPHIC PRESENTATION ON
AIRCRAFT CRASH RESCUE OPERATIONS

The designation "Aircraft Crash Rescue Operations" includes the cost of the proportionate required and regularly assigned personnel and all operating and training supplies, as distinguished from maintenance supplies, primarily necessary in the performance of the aircraft crash rescue mission.

The costs include the costs reported in the Aircraft Crash Rescue Operations account and a proportionate part of the Equipment account. The costs in the latter account were distributed to Structural Fire Protection Operations and to Aircraft Crash Rescue Operations in proportion to the number of vehicles in each activity as reported in the Equipment account.

Although costs for this activity are related to the number of landings and takeoffs in this chart, it is well to be cognizant of various other factors that influence manning, equipping and costs of crash rescue activities. Among these factors are size and physical layout of the airfield, assigned mission of the base, type of aircraft assigned, and terrain and climatic conditions of the airfield.

The average cost was determined by dividing the total cost by the number of bases involved.

The average cost per landing and takeoff was determined by dividing the total costs for all bases reporting landings and takeoffs, by the total of the number of landings and takeoffs. Bases reporting landings and takeoffs are the ones with control towers manned by AACS personnel. Bases not reporting are generally at municipal airports where towers are operated and manned by CAA personnel.

COMMENT

THE JANUARY AVERAGE COST PER BASE $6,952, SHOWS AN INCREASE OF $327 (4.9%) OVER THE AVERAGE MONTHLY COST PER BASE FOR THE SIX MONTH PERIOD FROM 1 JULY TO 31 DECEMBER 1949 ($6,625).

THE JANUARY AVERAGE COST PER TAKEOFF AND LANDING $3.53, SHOWS AN INCREASE OF $1.24 (54.1%) OVER THE AVERAGE MONTHLY COST FOR THE SIX MONTH PERIOD FROM 1 JULY TO 31 DECEMBER 1949 ($2.29).

THE VARIATION IN THE PERCENTAGE INCREASES OF THESE TWO FACTORS REFLECTS PRIMARILY, DECREASES IN ACTIVITY WITH RESPECT TO TAKE-OFFS AND LANDINGS DUE TO SEASONAL EFFECTS.

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PREPARED BY:
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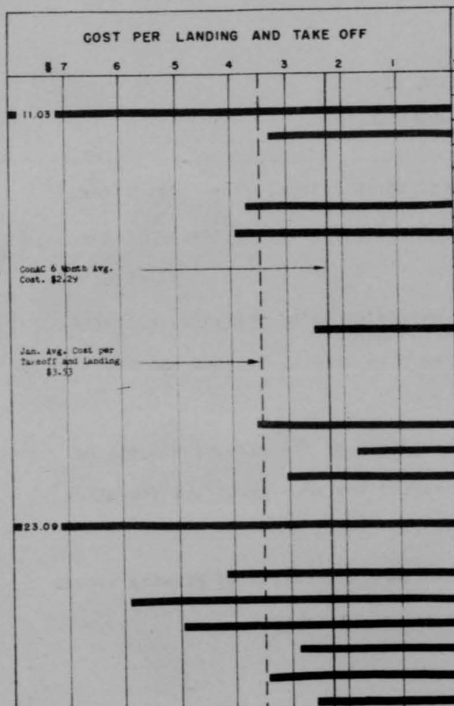
HQ, CONAC
FEBRUARY 1950

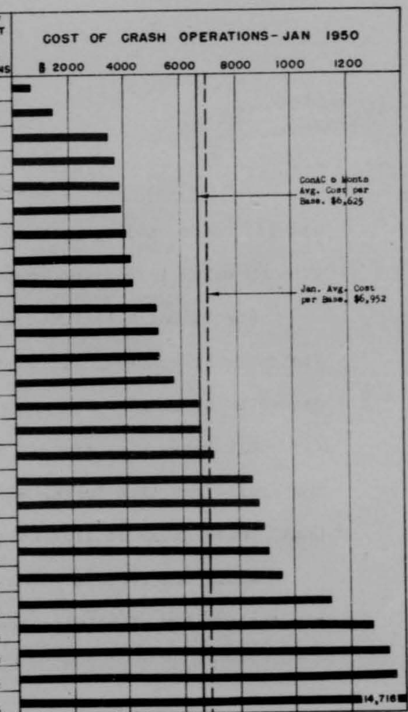
COST OF AIRCRAFT CRASH RESCUE OPERATIONS

SELECTED INSTALLATIONS

JANUARY 1950



COST PER LANDING AND TAKE OFF	BASE	NUMBER OF LANDINGS AND TAKE OFFS	COST OF AIRCRAFT CRASH RESCUE OPERATIONS
$ NR *	Miami International Airport	$ NR	$ 58
11.03	Oscoda Air Force Base	133	1,467
3.33	Stewart Air Force Base	1,022	3,400
NR	Portland Airport	NR	3,684
3.73	Atterbury Air Force Base	1,030	3,847
3.91	McChord Air Force Base	1,006	3,934
NR	Long Beach Municipal Airport	NR	4,046
NR	Hanscom Airport	NR	4,212
NR	Fairfax Field	NR	4,281
NR	Memphis Municipal Airport	NR	5.098
2.51	Turner Air Force Base	2,033	5,102
NR	Reading Municipal Airport	NR	5,184
NR	Hensley Field	NR	5,799
NR	Wold-Chamberlain Field	NR	6,537
3.59	Brooks Air Force Base	1,859	6,681
1.80	Shaw Air Force Base	3,904	7,017
3.06	Selfridge Air Force Base	2,767	8,465
NR	Birmingham Municipal Airport	NR	8,681
23.09	Moses Lake Air Force Base	385	8,886
NR	O'Hare International Airport	NR	9,034
4.18	McGuire Air Force Base	2,291	9,565
5.89	Greater Pittsburgh Airport	1,914	11,255
4.96	Smyrna Air Force Base	2,588	12,826
2.85	Hamilton Air Force Base	4,679	13,339
3.46	Mitchel Air Force Base	3,945	13,637
2.60	Langley Air Force Base	5,651	14,716



SOURCE: REAL ESTATE FACILITIES MONTHLY COST REPORTS - AF FORM 329, RCS AF-MD-F33A 31 JAN 1950
MONTHLY RUNWAY TRAFFIC REPORT OF AIRPLANE LANDINGS & TAKE OFFS, RCS AF-SC-T-47A

* NR - NO TRAFFIC REPORT AVAILABLE

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EXPLANATION OF GRAPHIC PRESENTATION ON

COST OF MAINTENANCE OF IMPROVED GROUNDS

The designation "Improved Grounds" includes grounds adjacent to buildings, other structures, street, roads, walks, parkways and similar facilities within the developed areas of the installation on which intensive ground maintenance is performed.

Specifically included are lawns, installation cemeteries, parade grounds, parkways, athletic fields, golf courses, rifle ranges, grassed, cultivated or similar fire breaks, beaches and the operation of greenhouses and plant nurseries.

All bases were divided into three groups depending upon the length of the growing season, or the frost-free time during which plants grow. An average was computed for each group and for all ConAC bases under consideration.

Among the factors which may influence cost in addition to acreage and length of growing season are the quality of maintenance, and the topography of the ground under cultivation.

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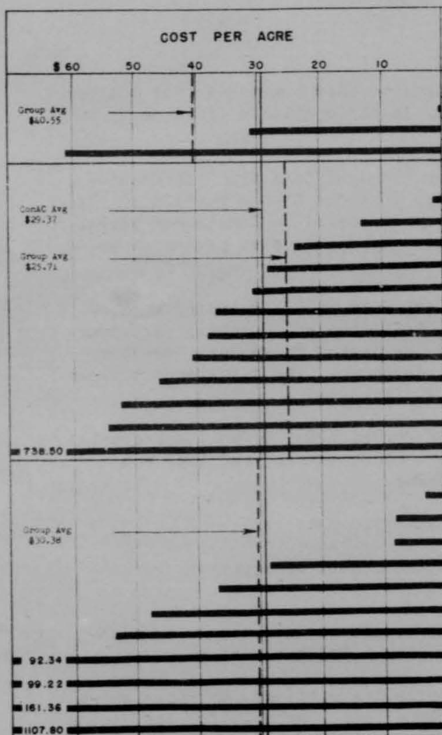
COST OF MAINTENANCE OF IMPROVED GROUNDS

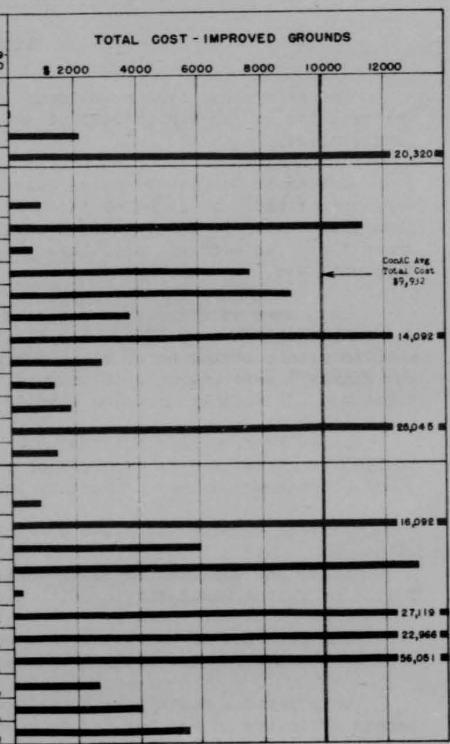
SELECTED INSTALLATIONS

JULY 1949 - JAN 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
FEBRUARY 1950



COST PER ACRE JULY 1949-JAN 1950	BASE	IMPROVED GROUND ACREAGE	TOTAL COST JULY 1949-JAN 1950
GROWING SEASON - UNDER 160 DAYS			
$ .54	Oscoda AFB	154	$ 83
31.23	Hanscom Apt	70	2,186
61.02	Selfridge AFB	333	20,320
GROWING SEASON - 160 - 210 DAYS			
$ 1.65	Atterbury AFB	641	$ 1,060
13.55	McGuire AFB	833	11,283
24.22	Wold-Chamberlain Field	32	775
29.11	Moses Lake AFB	263	7,656
31.16	Smyrna AFB	286	8,913
37.20	Gtr Pittsburgh Apt	101	3,757
38.50	Mitchel AFB	366	14,092
40.94	O'Hare Int Apt	70	2,869
46.57	Reading Mun Apt	30	1,397
52.46	Memphis Mun Apt	35	1,836
54.56	Stewart AFB	459	25,045
738.50	Fairfax Field	2	1,477
GROWING SEASON - OVER 210 DAYS			
$ 3.43	Portland Apt	248	$ 850
8.16	Shaw AFB	2,071	16,902
8.67	Turner AFB	697	6,043
29.27	Brooks AFB	447	13,083
37.17	Birmingham Mun Apt	6	223
48.00	McChord AFB	565	27,119
54.68	Hamilton AFB	420	22,966
92.34	Langley AFB	607	56,051
99.22	Hensley Field	27	2,679
161.36	Miami Int Apt	25	4,034
1,107.80	Long Beach Mun Apt	5	5,539



SOURCE: REAL ESTATE FACILITIES MONTHLY COST REPORT, AF-FORM 329 RCS: AF-MD-F33A

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EXPLANATION OF TABULAR PRESENTATION ON

PAY OFF PROJECT

ESTIMATED ANNUAL SAVINGS RESULTING FROM ANALYSIS

ORIGINATED BY HQ FOURTH AIR FORCE

The data shown herein was compiled by Headquarters Fourth Air Force to show how management action has resulted in the achievement of economy through increased efficiency in the operation of sales commissaries.

Costed to Commissary Sales (Account 05408) are only those persons "engaged full time" in commissary operations. In light of this, it is not only possible but entirely probable that a portion of the personnel costed to Subsistence Handling (Account 05406) should properly be costed to Commissary Sales. Since these two accounts are closely related and overlapping, the latter account is also presented in this analysis.

Data were selected from a period of seven (7) months beginning with July 1949 and ending with, and including, January 1950. The first four (4) months (July, August, September and October) were averaged to obtain status prior to analysis. The last three (3) months of the period (November, December and January) were averaged to measure results after corrective action was taken. The difference between these two (2) monthly averages were then projected to estimate an annual savings.

Sales figures were obtained from Monthly Commissary Operating Statements (RCS: OQMG-1) and consist of Line 12 minus Line 5. Sources of payroll figures were Accounts 05406 (Subsistence Handling) and 05408 (Commissary Sales) of Monthly Cost Control Reports (RCS: AF-FO-F22C).

Payroll - Sales Ratio was obtained by dividing Commissary Sales payroll by sales.

Sales per employee is the result of dividing Commissary Sales by the number of employees working full time in the Commissary.

The per cent of sales increase was arrived at by dividing the difference between the sales averages of the two periods (July - October and November - January) by the July - October average.

Only payroll costs were considered in this study. To compensate for the military pay raise which became effective in October and to achieve a basis for more accurate comparison, payrolls for the months of July, August and September were arbitrarily adjusted upwards by a conservative ten per cent (10%).

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PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
FEBRUARY 1950

PAY-OFF PROJECT
ESTIMATED ANNUAL SAVINGS RESULTING FROM ANALYSIS OF FOURTH AIR FORCE COMMISSARY SALES
NOV 49 - JAN 50 COMPARED WITH JULY-OCT 49

	HAMILTON AFB			McCHORD AFB			MOSES LAKE AFB			TOTAL 4 AF		
	4 Mo Avg Jul-Oct	3 Mo Avg Nov-Jan	12 Mo Projection of Difference	4 Mo Avg Jul-Oct	3 Mo Avg Nov-Jan	12 Mo Projection of Difference	4 Mo Avg Jul-Oct	3 Mo Avg Nov-Jan	12 Mo Projection of Difference	4 Mo Avg Jul-Oct	3 Mo Avg Nov-Jan	12 Mo Projection of Difference
1. Payroll-05408 (Commissary Sales)	$ 4,199	$ 2,661	18,456	$ 2,670	$ 1,954	$ 8,592	$ 2,265	$ 1,308	$ 11,484	$ 9,134	$ 5,923	$ 38,532
2. Sales	40,844	44,986	(10.14%) (Increase)	23,973	27,704	(15.56%) (Increase)	10,770	15,498	(43.90%) (Increase)	75,587	88,188	
3. Payroll-Sales Ratio-05408	10.3	5.9		11.1	7.1		21.0	8.4		12.1	6.7	
4. Sales per Employee-05408	1,702	2,999		1,499	2,770		769	2,214		1,400	2,756	
5. Estimated Efficiency Savings (Per cent Sales Increase X Payroll)		270	3,240		304	3,648		574	6,891		1,148	13,779
6. TOTAL COMMISSARY SAVINGS			$ 21,696			$ 12,240			$ 18,375			$ 52,311
7. Payroll-05406 (Subsistence Handling)	1,741	2,490	(8,988)	1,174	1,578	(4,848)	1,798	786	12,144	4,713	4,854	(1,692)
8. NET SAVINGS PER BASE			$ 12,708			$ 7,392			$ 30,519			

or, AN ESTIMATED ANNUAL SAVING TO THE USAF OF **$ 50,619**

1. Action taken by the CG, 4th Air Force to improve the efficiency of Sales Commissary operations was emphasized after receipt of letter, Hq ConAC, "Excessive Commissary Overhead Costs", 18 November 1949, wherein a minimum standard of $2,000 in sales per employee was specified.

2. It can be noted that Subsistence Handling costs at both Hamilton and McChord AFB's did increase somewhat, but that decreases in Commissary Sales costs were more than double the amount of increases in Subsistence Handling. Moses Lake AFB indicated substantial decreases in both accounts.

3. Estimated Efficiency Savings was computed by multiplying the average monthly Commissary Sales payroll costs for the period November - January by the per cent sales increase. This resulted in a monthly efficiency savings which multiplied by 12 produced a yearly figure.

4. Efficiency savings for the year were estimated to be $13,779. This factor is included since more sales were made with less payroll, thereby precluding additional payroll costs that would have been necessary to handle the increase in volume of sales.

5. Annual direct savings in the Commissary Sales Account (05408) alone are estimated to be $38,532 for the three Fourth Air Force commissaries.

6. Total net savings of $50,619 consists of savings as result of Commissary Sales payroll reductions added to savings from increased efficiency, to which were added or subtracted the Subsistence Handling payroll decreases or increases.

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EXPLANATION OF GRAPHIC PRESENTATION ON

RELATIVE COST OF AIRCRAFT MAINTENANCE FUNCTION (PAYROLL) PER UNIT OF FLYING ACCOMPLISHED

The Aircraft Maintenance Workload Factors are based on the number of T/O&E authorizations in maintenance SSN's (modified for AFRTC), in relation to the number of flying hours expected per aircraft, by type, as specified in Air Force Letter 150-10. In using these factors, the assumption is made that the T/O&E authorizations reflect the approximate requirements necessary to maintain the various types of aircraft.

These factors are based on the following figures, developed by Director, Maintenance, Supply, and Services, Headquarters, Continental Air Command:

11.6 Man Hours of Maintenance = 1 T-6 Flying Hour
15 Man Hours of Maintenance = 1 C-47 Flying Hour
17.6 Man Hours of Maintenance = 1 C-45, T-7, T-11 Flying Hour
18 Man Hours of Maintenance = 1 C-46 Flying Hour
22 Man Hours of Maintenance = 1 B-26 Flying Hour

The B-26 requires the most man hours of maintenance to accomplish one hour of flying. Therefore, for convenience of computation, all factors were expressed as a percentage, with the B-26 figure as 1, or 100%, resulting in the following final Workload Factors:

B - 26	= 1
C - 46	= .82
C - 45, T - 7, T - 11	= .80
C - 47	= .68
T - 6	= .53

"Units of Flying Accomplished" are then computed as follows:

Workload Factor (By type acft) X Actual Hours Flown (By type acft) = Total Units of Flying Accomplished

EXAMPLE:

C - 47 - 147 hrs x .68 = 99.96
T - 7 - 196 hrs x .80 = 156.80
T - 6 - 239 hrs x .53 = 126.67
TOTAL UNITS OF FLYING ACCOMPLISHED = 383.43

DEFINITIONS: "Cost of Maintenance Function (Payroll)" is the cost shown in payroll column of Cost Account Code 07110.

"Tenant AFRTC's" are those which are located on regular Air Force or Navy Installations. Base Services, or a proportionate part of Base Services are provided by the unit operating the installation.

COMMENT

THE DOLLAR VALUE IS USED IN THIS PRESENTATION AS A UNIT OF MEASURE. THE RELATIVE EFFICIENCY OF EACH AFRTC VARIES ONLY SLIGHTLY WHEN CALCULATED ON A "UNIT OF FLYING ACCOMPLISHED PER PERSON ENGAGED IN THE FUNCTION." USING THIS METHOD, THE RELATIVE STANDINGS ARE: FLOYD BENNETT (3.2 TO 1), TINKER (3.7 TO 1), OFFUTT (3.7 TO 1), SCOTT (3.8 TO 1), CLEVELAND (5.6 TO 1), SELFRIDGE (6.3 TO 1), HENSLEY (7.4 TO 1) AND HAMILTON (8.3 TO 1). HOWEVER, ON THIS BASIS, THE RELATIVE EFFICIENCY IN USE OF RESOURCES IN ACCOMPLISHING ONE UNIT OF FLYING AT FLOYD BENNETT, TINKER, OFFUTT AND SCOTT IS NOT REDUCED. THIS REAFFIRMS THE NEED FOR INVESTIGATION INTO MANNING VS WORKLOAD AT THESE FOUR AFRTC'S.

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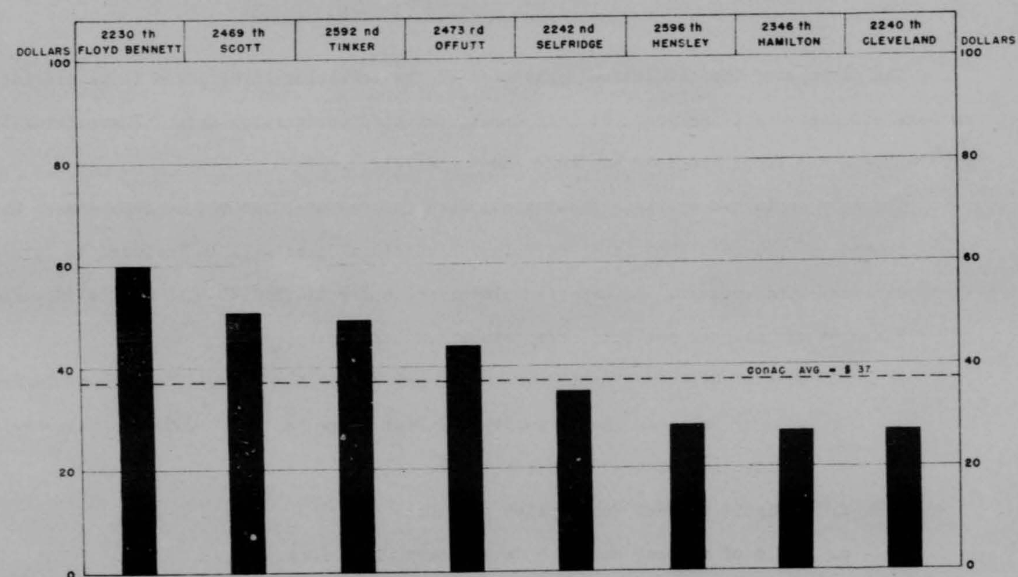
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, ConAC
FEBRUARY 1950

RELATIVE COST OF AIRCRAFT MAINTENANCE FUNCTION (PAYROLL) PER UNIT OF FLYING ACCOMPLISHED

TENANT AFRTC's

7 MO. AVERAGES

1 JULY 49 - 31 JANUARY 50



AVG MO COST OF ACFT MAINT (PAYROLL)	$ [illegible]	$ 27,339	$ 25,582	$ 22,996	$ 32,181	$ 28,959	$ [illegible]	$ 14,947
AVG UNITS OF FLYING ACCOMPLISHED PER MO*	[illegible]	537	639	523	930	1,036	[illegible]	697
AVG MO COST PER UNIT OF FLYING	$ [illegible]	$ 51	$ [illegible]	$ [illegible]	$ 35	$ 28	$ 27	$ 27
AVG MONTHLY HOURS FLOWN	[illegible]	760	727	734	[illegible]	1,336	[illegible]	[illegible]
AVG NO PERSONNEL IN FUNCTION	203	142	167	[illegible]	147	139	144	124

SOURCE: A. ACTUAL COST: COST CONTROL REPORT, RCS AF-FO-F22C
B. WORKLOAD FACTORS: STD ORGN MAINT HRS VS FLYING HRS, DIV MS & S, HQ ConAC 3 NOV 49
C. HOURS FLOWN: AF FORM 110A, RCS AFW-SC-A1

* UNITS OF FLYING ACCOMPLISHED ARE THE NO OF HRS FLOWN, BY TYPE ACFT MULTIPLIED BY THE APPROPRIATE "MAINTENANCE WORKLOAD FACTOR" (SEE OPPOSITE PAGE)

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EXPLANATION OF TABULATIONS OF COMPARATIVE DATA FOR PROGRESS AND MANAGEMENT ANALYSIS, COMBAT GROUPS, SEPARATE SQUADRONS AND AIR FORCE RESERVE TRAINING CENTERS

The purpose of the tabulations presented on the following three pages is to provide, to commanders and management analysts, at unit level, selected performance data. These tabulations provide a basis for local progress and management analysis.

The data contained in these tabulations does not replace, but rather supplements Comptroller Chart #6 and the presentations in this Review. Additional data will be included in future issues of this Review upon request. Information classified above RESTRICTED will not be included.

Examples of analyses possible from data shown here are:

a. Cost of Organizational Maintenance per Flying Hour (ConAC Cost Analysis Review, August).

b. Cost of Fuels and Lubes per Flying Hour (Page 16, ConAC Cost Analysis Review, July).

c. Utilization of in-commission rates.

d. Analysis of Fuel Consumption per hour.

e. Ratio of weather hours to total hours flown (Col. 11).

f. Cost of organizational maintenance per unit of flying, AFRTC (Page 11, ConAC Cost Analysis Review, November).

g. Hours flown per person assigned to organizational maintenance function.

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COMPARATIVE DATA FOR PROGRESS AND MANAGEMENT ANALYSIS

COMBAT GROUPS AND SEPARATE SQUADRONS

CONTINENTAL AIR COMMAND

JANUARY 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
FEBRUARY 1950

AIRCRAFT — FLYING HOUR FACTORS

COLUMN	1	2	3	4	5	6	7	8	9	10	11	12	13
COMBAT GROUP	AIR FORCE	TYPE ACFT	AV NO ACFT ON HAND	AV NO ACFT IN COMM	AV NO ACFT OUT (MAINT)	AV NO ACFT OUT (T.O. COMP)	AV NO ACFT OUT (AOCP)	AV NO ACFT OUT (OTHER)	TOTAL HRS FLOWN	HRS FLOWN PER ACFT (ON HAND)	WEATHER HRS FLOWN	HOOD HRS FLOWN	GALLONS FUEL PER HR
52 nd FTR A/W GP	1	F-82	43	15	5	----	3	----	517	22	6	75	129
325 th FTR A/W GP *	4	F-82	36	8	18	----	7	1	252	7	12	53	169
20 th FTR BMR GP	14	F84D	74	42	30	----	2	----	2052	28	83	154	342
31 st FTR BMR GP	14	F84E	55	32	19	----	6	----	1297	24	27	152	350
33 rd FTR INTCP GP	1	F86A	47	28	13	----	4	2	770	16	9	86	349
78 th FTR INTCP GP	4	F80	53	29	20	----	2	2	1001	19	8	95	365
4 th FTR INTCP GP	9	F86A	69	25	28	6	7	3	691	10	----	----	380
56 th FTR INTCP GP	10	F80A	72	46	10	11	3	2	715	10	31	32	368
81 st FTR INTCP GP	12	F86A	77	41	21	* 3	12	----	1380	18	11	69	329
363 rd TAC RCN GP	9	RB-26	17	9	4	----	2	2	182	11	15	60	147
161 st TAC RCN GP	14	RF-80	7	5	1	----	1	----	212	30	28	----	381
62 nd TRP CARR GP	4	C-54D	31	14	12	----	5	----	1450	47	400	40	222
314 th TRP CARR GP (H)	14	C-119B C-82A	17 33	7 11	9 18	---- 1	1 1	---- 2	743 580	44 18	148 72	21 13	246 162
316 th TRP CARR GP (H) **	14	C-82A	25	11	12	----	2	----	636	25	91	25	176
84 th BMB SQ (L)	9	B-45A	18	4	7	0	1	----	212	12	6	81	1317
85 th BMB SQ (L)	9	B-45A	16	4	6	3	7	----	182	11	8	28	1295

PERSONNEL FACTORS

COLUMN	14	15	16	17	18	19
COMBAT GROUP	NUMBER OFF AUTH	NUMBER OFF ASGD	NUMBER AM AUTH	NUMBER AM ASGD	TOTAL PERS ASGD	% AUTH PERS ASGD
52 nd FTR A/W GP	78	67	219	227	296	99%
325 th FTR A/W GP *	111	91	316	298	389	91%
20 th FTR BMR GP	101	128	367	369	497	106%
31 st FTR BMR GP	101	127	367	364	491	105%
33 rd FTR INTCP GP	102	119	367	376	495	106%
78 th FTR INTCP GP	101	124	367	305	429	92%
4 th FTR INTCP GP	101	106	349	385	491	109%
56 th FTR INTCP GP	101	97	349	383	480	107%
81 st FTR INTCP GP	101	112	349	380	492	109%
363 rd TAC RCN GP	78	43	176	192	235	93%
161 st TAC RCN GP	28	30	115	106	136	95%
62 nd TRP CARR GP	142	167	456	386	553	93%
314 th TRP CARR GP (H)	206	194	486	370	564	82%
316 th TRP CARR GP (H) **	99	106	306	243	349	86%
84 th BMB SQ (L)	55	38	193	189	227	92%
85 th BMB SQ (L)	55	41	193	190	231	93%

COST - FACTORS

COLUMN	20	21	22	23	24	25	26	27	28
COMBAT GROUP	TOTAL PERS ORG MAINT (7110)	PAYROLL COST ORG MAINT (7110)	TOTAL PERS UNIT OVERHEAD (7061)	PAYROLL COST (7061)	COST OF FUEL CMBT ACFT (7102)	TOTAL PERS CMBT UNIT (7270)	PAYROLL COST-COMBAT UNIT (7270)	TOTAL PERS SHOP MAINT (5160)	PAYROLL COST - SHOP MAINT (5160)
52 nd FTR A/W GP	177	27644	58	12934	10275	283	60863	125	21886
325 th FTR A/W GP *	224	31407	63	13005	7709	389	86485	65	14800
20 th FTR BMR GP	291	41830	73	15156	104805	478	105940	106	18526
31 st FTR BMR GP	277	39189	51	8454	73894	472	104247	96	19258
33 rd FTR INTCP GP	267	39272	63	11624	40044	447	93095	153	22268
78 th FTR INTCP GP	261	39490	51	11146	65161	423	96487	246	46570
4 th FTR INTCP GP	268	40813	73	14927	43732	458	102555	269	48137
56 th FTR INTCP GP	292	43710	70	15750	45709	441	93297	112	22075
81 st FTR INTCP GP	303	44530	61	12522	61410	474	101724	149	24973
363 rd TAC RCN GP	85	14202	56	15875	5920	218	48153	----	----
161 st TAC RCN GP	60	8925	21	5370	12753	116	23608	----	----
62 nd TRP CARR GP	229	35283	60	13824	70926	344	133379	152	32947
314 th TRP CARR GP (H)	232	33087	65	12957	54878	363	141050	131	21265
316 th TRP CARR GP (H) **	149	20170	46	11393	22898	323	74378	----	----
84 th BMB SQ (L)	142	23022	15	2395	36497	207	44075	----	----
85 th BMB SQ (L)	145	23719	17	2279	31424	210	45077	----	----

SOURCE: A. USAF COST CONTROL REPORTS, AF FORM 320 & 320 A, 322 & 322A
B. ACFT STATUS & FLYING TIME REPORT, AF FORM 110 A
C. CONAC PERSONNEL REPORT (P-17)
* ALL DATA INCLS 318 th SQ. MCCHORD AFB
** DOES NOT INCL ASSAULT SQ (L)

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COMPARATIVE DATA FOR PROGRESS AND MANAGEMENT ANALYSIS

TENANT AIR FORCE RESERVE TRAINING CENTERS

CONTINENTAL AIR COMMAND

JANUARY 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
FEBRUARY 1950

AIRCRAFT - FLYING HOUR FACTORS

COLUMN	1	2	3	4	5	6	7	8	9	10	11	12	13
AFRTC	AIR FORCE	TYPE AIRCRAFT	AVG NO ACFT ON HAND	AVG NO ACFT IN COMM	AVG NO ACFT OUT (MAINT)	AVG NO ACFT OUT (T. O. COMP)	AVG NO ACFT OUT (AOGP)	AVG NO ACFT OUT (OTHER)	TOTAL HRS FLOWN	HRS FLOWN PER ACFT (ON HAND)	WEATHER HRS FLOWN	HOOD HRS FLOWN	GALLONS FUEL PER HR
2230 th FLOYD BENNETT	1	C-47 T-7 T-11 T-6	13 15 16	13 13 14	3 1 2	0 1 0	0 0 0	0 0 0	666 422 348	51 28 22	20 6 0	234 186 111	91 43 29	
2233 rd MITCHEL	1	C-46 T-7 T-11 T-6	14 16 10	9 13 8	3 2 2	0 0 0	2 1 0	0 0 0	276 297 147	20 19 15	7 0 0	27 54 23	150 38 29	
2346 th HAMILTON	4	C-46 T-7 T-11 T-6	16 12 23	13 11 22	2 1 0	0 0 0	1 0 0	0 0 1	724 371 90	45 31 4	20 16 0	305 186 0	144 42 29	
2240 th CLEVELAND	9	C-46 T-7 T-11 T-6	17 15 14	14 12 13	2 2 1	0 0 0	1 1 0	0 0 0	480 218 122	28 15 9	69 16 1	63 73 44	132 37 24	
2242 nd SELFRIDGE	10	C-46 T-7 T-11 T-6	16 16 23	11 10 21	3 5 2	1 0 0	1 1 0	0 0 0	414 199 101	26 12 4	57 7 0	106 94 12	170 45 35	
2469 th SCOTT	10	C-46 T-7 T-11 T-6	17 15 13	11 10 11	6 5 2	0 0 0	0 0 0	0 0 0	344 258 94	20 17 7	28 3 2	40 67 11	154 41 31	
2473 rd OFFUTT	10	C-46 T-7 T-11 T-6	16 11 13	14 9 11	2 2 2	0 0 0	0 0 0	0 0 0	265 181 158	17 16 12	20 0 0	58 67 37	150 43 30	
2592 nd TINKER	12	B-26 T-7 T-11 T-6	19 17 12	13 8 9	5 8 3	0 0 0	1 1 0	0 0 0	285 360 30	15 21 3	6 11 0	89 126 10	153 36 40	
2596 th HENSLEY	12	C-46 T-7 T-11 T-6	16 15 10	12 9 10	3 3 0	0 0 0	1 3 0	0 0 0	636 419 43	40 28 4	47 39 2	154 82 4	151 40 28	

PERSONNEL FACTORS / COST - FACTORS

COLUMN	14	15	16	17	18	19	20	21	22	23	24	25
AFRTC	NUMBER OFF AUTH	NUMBER OFF ASGD	NUMBER AM AUTH	NUMBER AM ASGD	TOTAL MIL PERS ASGD	% AUTH MIL PERS ASGD	TOTAL NO CIV EMPLOYED	TOTAL PERS ORGN MAINT (7110)	PAYROLL COST ORGN MAINT (7110)	COST OF FUEL - ASSIGNED ACFT (7102)	TOTAL PERS - MAINT & TNG FUNCTION (7270)	PAYROLL COST - MAINT & TNG FUNCTION (7270)
2230 th FLOYD BENNETT	32	30	368	402	432	108%	127	195	$38,106	$17,664	205	$41163
2233 rd MITCHEL	24	25	215	245	270	113%	33	170	$31,824	$11,965	173	$33185
2346 th HAMILTON	24	20	215	205	225	94%	56	153	$34,932	$24,465	158	$36118
2240 th CLEVELAND	32	21	286	311	332	104%	8	151	$24,31[illegible]	$17,842	160	$[illegible]53
2242 nd SELFRIDGE	24	22	215	222	244	102%	51	159	$35,47[illegible]	$19,138	177	$40239
2469 th SCOTT	24	21	215	270	291	122%	48	176	$33,47[illegible]	$14,824	195	$36221
2473 rd OFFUTT	24	21	215	234	255	107%	36	158	$26,746	$13,550	181	$32295
2592 nd TINKER	24	27	225	335	362	145%	46	226	$40,251	$14,385	244	$45074
2596 th HENSLEY	32	31	368	498	529	132%	88	200	$40,42[illegible]	$25,886	224	$46619

SOURCE: A. USAF COST CONTROL REPORTS, AF FORM 320 & 322
B. ACFT STATUS & FLYING TIME REPORT, AF FORM 110A
C. CONAC PERSONNEL REPORT (RCS-FS-P17)

* SEE EXPLANATION ON PAGE 34

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COMPARATIVE DATA FOR PROGRESS AND MANAGEMENT ANALYSIS

NON-TENANT AIR FORCE RESERVE TRAINING CENTERS

CONTINENTAL AIR COMMAND

JANUARY 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
FEBRUARY 1950

	AIRCRAFT - FLYING HOUR FACTORS													PERSONNEL FACTORS							COST-FACTORS				
COLUMN	1	2	3	4	5	6	7	8	9*	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
AFRTC	AIR FORCE	TYPE AIRCRAFT	AVG NO ACFT ON HAND	AVG NO ACFT IN COMM	AVG NO ACFT OUT (MAINT)	AVG NO ACFT OUT (T. O. COMP)	AVG NO ACFT OUT (AOCP)	AVG NO ACFT OUT (OTHER)	TOTAL HRS FLOWN	HRS FLOWN PER ACFT (ON HAND)	WEATHER HRS FLOWN	HOOD HRS FLOWN	GALLONS FUEL PER HR	NUMBER OFF AUTH	NUMBER OFF ASGD	NUMBER AM AUTH	NUMBER AM ASGD	TOTAL MIL PERS ASGD	% AUTH MIL PERS ASGD	TOTAL NO CIV EMPLOYED	TOTAL PERS ORGN MAINT (7110)	PAYROLL COST ORGN MAINT (7110)	COST OF FUEL - ASSIGNED ACFT (7102)	TOTAL PERS - MAINT & TNG FUNCTION (7270)	PAYROLL COST - MAINT & TNG FUNCTION (7270)
2234 th HANSCOM	1	C-46 T-7 T-11 T-6	16 16 17	14 14 14	1 1 3	0 0 0	1 1 0	0 0 0	451 427 220	28 27 13	22 7 1	101 68 9	154 31 22	33	33	373	416	449	111%	148	201	$38,440	$21,143	205	$40,350
2343 rd PORTLAND	4	C-46 T-7 T-11 T-6	17 17 14	10 13 13	4 4 1	1 0 0	2 0 0	0 0 0	283 2 6	17 - 1	56 0 0	22 0 2	167 40 27	35	38	398	445	483	112%	112	192	$43,317	$12,224	192	$43,317
2347 th LONG BEACH	4	B-26 T-7 T-11 T-6	34 31 26	21 16 17	7 13 7	0 0 0	6 2 2	0 0 0	353 632 347	10 20 13	4 10 4	24 133 59	140 40 25	42	53	588	663	718	114%	117	329	$60,003	$10,882	340	$70,979
2236 th GODMAN	9	C-47 T-7 T-11 T-6	16 16 15	10 9 9	2 3 3	0 0 0	4 4 3	0 0 0	445 178 80	28 11 5	39 5 0	58 24 4	106 47 30	32	28	300	349	377	114%	96	127	$29,290	$12,811	130	$30,816
2237 th READING	9	C-46 T-7 T-11 T-6	16 19 9	11 10 7	3 6 2	0 0 0	2 3 0	0 0 0	238 302 69	15 16 8	9 4 1	19 45 14	130 40 28	32	20	368	442	462	116%	86	147	$28,662	$10,324	154	$30,640
2239 th GR PITTSBURGH	9	C-46 T-7 T-11 T-6	12 11 12	8 6 9	3 1 2	0 0 0	1 4 1	0 0 0	488 316 211	41 29 18	26 7 1	78 81 47	133 31 27	32	27	368	474	501	125%	99	189	$36,828	$15,799	208	$43,593
2465 th WOLD-CHAMBERLAIN	10	C-46 T-7 T-11 T-6	14 14 15	6 7 10	5 6 2	0 0 0	3 1 0	0 0 3	405 385 82	29 28 5	36 3 0	72 150 42	151 39 29	32	33	368	384	417	108%	82	155	$30,688	$19,055	183	$36,184
2466 th ATTERBURY	10	C-46 T-7 T-11 T-6	17 22 24	7 8 13	6 13 9	0 0 0	4 1 2	0 0 0	263 225 140	15 10 6	35 7 0	33 49 38	148 44 31	32	36	393	454	490	115%	96	157	$29,444	$12,165	175	$34,753
2471 st O'HARE	10	C-46 T-7 T-11 T-6	36 28 23	24 18 19	9 6 2	0 1 0	2 3 1	1 0 1	888 405 218	45 17 9	159 2 5	145 167 34	150 40 33	42	46	498	517	563	106%	337	228	$52,847	$31,100	278	$63,787
2472 nd FAIRFAX	10	C-47 T-7 T-11 T-6	13 15 10	11 12 8	2 2 1	0 0 0	0 1 1	0 0 0	672 470 227	52 31 23	68 39 13	235 148 19	100 35 29	32	25	368	421	446	112%	87	165	$32,303	$18,361	189	$37,106
2584 th MEMPHIS	14	C-46 T-7 T-11 T-6	17 15 10	14 13 9	2 1 1	0 0 0	1 0 0	0 1 0	491 162 18	29 11 2	105 6 1	78 34 0	159 43 32	32	32	348	398	430	108%	108	168	$35,002	$19,157	170	$36,547
2585 th MIAMI	14	C-46 T-7 T-11 T-6	14 13 9	10 9 7	4 3 2	0 0 0	0 1 0	0 0 0	482 427 113	34 33 24	14 9 2	92 113 10	135 50 30	32	44	368	445	489	112%	101	190	$34,913	$15,238	208	$39,986
2587 th BIRMINGHAM	14	B-26 C-46 T-7 T-11 T-6	17 7 13 10	9 3 7 9	3 2 5 1	0 0 0 0	5 2 1 0	0 0 0 0	189 53 387 144	11 8 30 14	24 22 47 1	0 4 87 47	155 156 35 26	32	27	368	425	452	113%	100	173	$35,901	$12,130	186	$38,854
2589 th DOBBINS	14	B-26 T-7 T-11 T-6	18 13 26	12 9 24	2 1 1	0 0 0	2 1 0	2 2 1	319 557 230	18 43 9	12 37 3	10 79 32	158 41 30	32	32	378	417	449	110%	71	153	$30,324	$15,572	163	$32,830

SOURCE: A. USAF COST CONTROL REPORTS, AF FORM 320 & 322
B. ACFT STATUS & FLYING TIME REPORT, AF FORM 110A
C. CONAC PERSONNEL REPORT (RCS-FS-P17)

* SEE EXPLANATION ON PAGE 34

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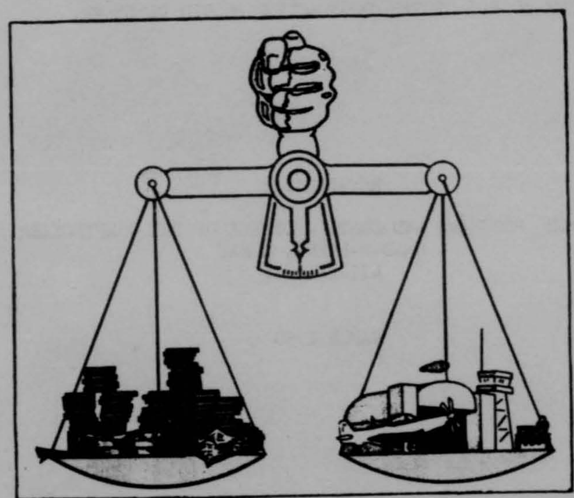
CONTINENTAL AIR COMMAND

MANAGEMENT ANALYSIS REVIEW

FEBRUARY 1950



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REST)

IN THE EVENT ANY INFORMATION CONTAINED HEREIN IS EXTRACTED OR THE PUBLICATION IS REPRODUCED IN ANY WAY THE SOURCE OF THE INFORMATION SHOULD BE SHOWN.

PREPARED BY:

DIRECTOR, PROGRAMS AND COSTS - OFFICE OF THE COMPTROLLER
HEADQUARTERS, CONAC
MITCHEL AFB

MARCH 1950

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TABLE OF CONTENTS

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INTRODUCTION

THE PURPOSE OF THE CONAC MANAGEMENT ANALYSIS REVIEW IS TO PROVIDE COMMANDERS AND THEIR STAFFS EACH MONTH WITH ANALYSES AND SELECTED DATA WHICH, WHEN PROPERLY INTERPRETED, WILL INDICATE ACHIEVEMENT WITHIN SPECIFIC FUNCTIONS OF THEIR ACTIVITY.

IT IS INTENDED THAT THIS REVIEW PRESENT FACTS IN SUCH A MANNER THAT COMMANDERS AND THEIR STAFFS CAN EVALUATE THE CONSISTENCY OF THEIR OPERATING ACTIONS, THE EFFICIENT AND ECONOMICAL USE OF RESOURCES AND THE PROGRESS OF THEIR VARIOUS ACTIVITIES TOWARD AUTHORIZED OBJECTIVES.

THE CONTENTS OF THIS REVIEW WILL VARY FROM MONTH TO MONTH. THIS WILL PERMIT GREATER COVERAGE OF COMMAND ACTIVITIES AND CONCENTRATION ON CURRENT ITEMS OF COMMAND INTEREST.

THE PRESENCE OF EXTREME CONDITIONS ARE READILY APPARENT TO COMMANDERS WHEN PROPERLY SHOWN IN GRAPHIC PRESENTATIONS. MANY OF THE EXTREME CONDITIONS INDICATED HEREIN MAY BE JUSTIFIED BY LOCAL SITUATIONS AND THE NATURE OF ASSIGNED MISSIONS. THESE ANALYSES, HOWEVER, SERVE AS A GUIDE TO AREAS AND ACTIVITIES WHERE FURTHER INVESTIGATIONS AND CORRECTIVE ACTIONS MAY RESULT IN BETTER MANAGEMENT.

THE ANALYSES CONTAINED HEREIN HAVE BEEN DERIVED FROM INFORMATION AS REPORTED TO THIS HEADQUARTERS.

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EXPLANATION OF GRAPHIC PRESENTATION ON

TOTAL COSTS OF CONTINENTAL AIR COMMAND BY FUNCTIONAL GROUPING - MONTHLY PERCENTAGE DISTRIBUTION

The following activities are included in the functional groupings as shown on the chart:

COMMAND GROUP

Hq & Hq Sq Continental Air Command
Hq & Hq Sq Air Defense Command
Hq & Hq Sq Tactical Air Command
Hq & Hq Sq Air Defense Forces
Hq & Hq Sq ConAC numbered Air Forces
Hq & Hq Sq Air Divisions (Air Defense and Tactical)
2220th Extension Group (Less Extension Course Activity)
Hq & Hq Sq ConAC Combat Wings

OPERATIONS GROUP

Combat - Total Operating Costs of Fighter Groups, Troop Carrier Groups, Tactical Recon Group, Bomb Squadrons (L), Assault Squadron.
Combat Support - Total Operating Costs of Liaison Flights, Aircraft Control & Warning Groups, Tactical Control Groups, Shoran Beacon Unit.

SERVICE GROUP

Total operating costs of ConAC organizations less those included in Command, Operations and other Mission Groups.

OTHER MISSION GROUP

Air Force Reserve (AFRTC's only)
Air National Guard (Instructor Personnel only)
Air ROTC (Instructor Personnel only)
Military Liaison personnel with Army, Navy and other agencies
Air Force Overseas Replacement Depots
Extension Course Activity of 2220th Extension Group
All other (minor activities)

ADDITIONAL CHARGES

Cost of excess personnel and recruits awaiting shipment, AFORD Casuals, Detachment of Patients, Lump Sum Payments, reenlistment bonuses, initial issue of clothing, PCS, Supplies & Services furnished others, parts to salvage, and extraordinary repairs.

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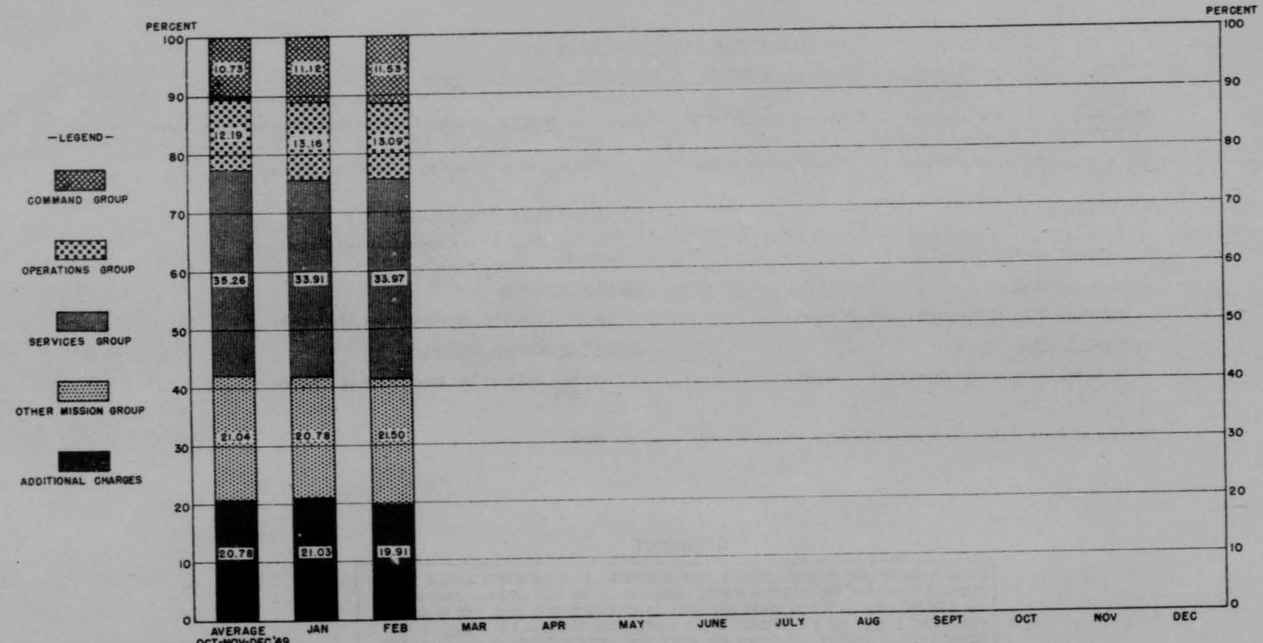
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
MARCH 1950

TOTAL COSTS OF CONTINENTAL AIR COMMAND BY FUNCTIONAL GROUPING

MONTHLY PERCENTAGE DISTRIBUTION



FUNCTIONS	AVERAGE OCT-NOV-DEC '49	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
COMMAND GROUP	$ 2,469,831	$ 2,644,365	$ 2,676,706										
OPERATIONS GROUP	2,808,108	3,127,350	3,038,494										
SERVICES GROUP	8,119,532	8,059,017	7,887,319										
OTHER MISSION GROUP	4,845,713	4,938,632	4,992,491										
ADDITIONAL CHARGES	4,785,965	4,998,770	4,621,056										
TOTAL COST	$ 23,029,149	$ 23,768,134	$ 23,216,066										

SOURCE: COST CONTROL REPORT, AF FORM 321,
RCS: AF-FO-F22C

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EXPLANATION OF GRAPHIC PRESENTATION ON

COSTS OF OFFICE OF COMPTROLLER, HQ CONAC AND HQ NUMBERED AIR FORCES

This Chart depicts the personnel costs only, of the Office of the Comptroller function included in the presentation on Page 5 (Costs by Functional Grouping).

Costs of the following activities are included in the Office of the Comptroller, Hq ConAC and Hq Numbered Air Forces:

COMPTROLLER

Personnel Costs of the Office of the Comptroller, Assistant and office staff.

DIRECTOR OF BUDGET

Personnel Costs of the Directorate of Budget.

DIRECTOR OF AUDITS

Personnel Costs of the Directorate of Audits.

DIRECTOR OF STATISTICAL SERVICES

Personnel Costs of the Directorate of Statistical Services.

DIRECTOR OF FINANCE

Personnel Costs of the Directorate of Finance.

DIRECTOR OF PROGRAMS AND COSTS

Personnel Costs of the Directorate of Programs and Costs.

Costing of staff activities referred to is in accordance with ConAC Ltr 170-7.

COMMENT

TOTAL COSTS OF COMPTROLLER ACTIVITY IN CONTINENTAL AIR COMMAND DECREASED $ 576 IN FEBRUARY 1950 OVER THE PREVIOUS MONTH. ANALYSIS OF THE COST REVEALS INCREASES IN ALL DIRECTORATES OF THE HQ TENTH AIR FORCE IN AN AMOUNT OF $ 4600, THE MAJOR PORTION BEING $ 2100 FOR THE DIRECTORATE OF STATISTICAL SERVICES AND $ 1100 IN THE DIRECTORATE OF BUDGET. HQ FOURTH AIR FORCE ALSO REVEALS INCREASES IN ALL DIRECTORATES, EXCEPT FOR THE DIRECTORATE OF AUDITS, THE TOTAL BEING $ 1900. AN INCREASE OF $ 1096 IS REPORTED BY THE DIRECTORATE OF STATISTICAL SERVICES.

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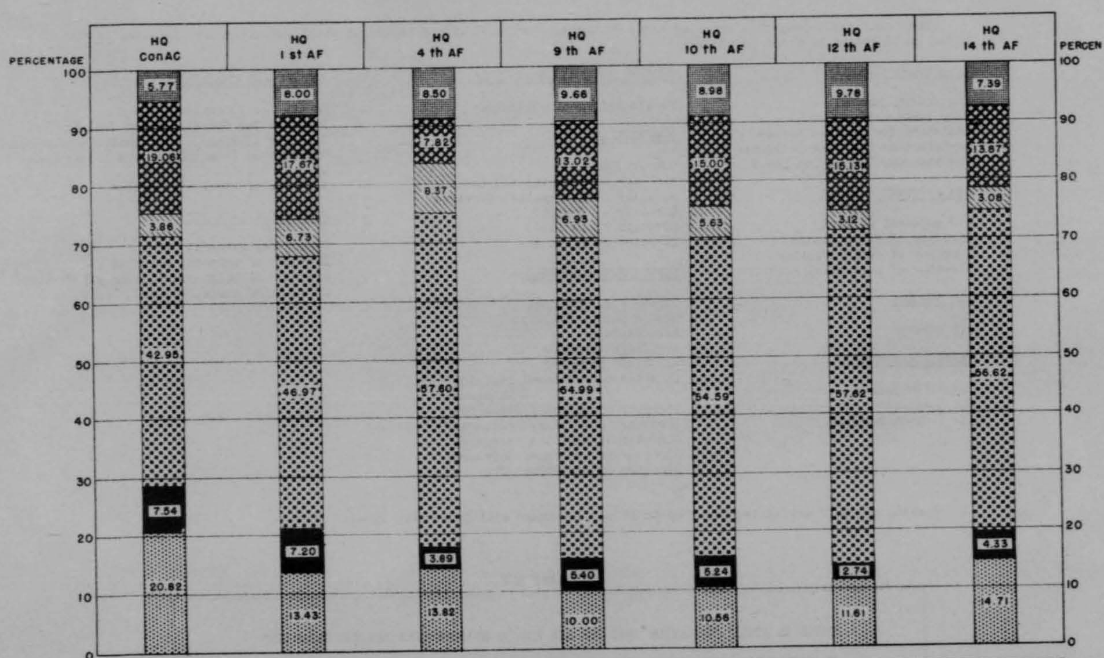
COSTS OF OFFICE OF COMPTROLLER *

HQ ConAC AND HQ NUMBERED AIR FORCES

FEBRUARY 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, ConAC
MARCH 1950



-LEGEND-

	HQ ConAC	HQ 1 st AF	HQ 4 th AF	HQ 9 th AF	HQ 10 th AF	HQ 12 th AF	HQ 14 th AF
COMPTROLLER	$ 3,238	$ 1,735	$ 1,849	$ 1,964	$ 1,561	$ 1,578	$ 1,409
DIRECTOR OF BUDGET	10,700	3,834	1,700	2,647	2,609	2,443	2,647
DIRECTOR OF AUDITS	2,164	1,461	1,821	1,409	978	503	588
DIR OF STATISTICAL SERVICES	24,102	10,192	12,528	11,182	9,492	9,301	10,802
DIRECTOR OF FINANCE	4,231	1,563	847	1,097	911	442	827
DIR OF PROGRAMS & COSTS	11,685	2,914	3,007	2,034	1,837	1,875	2,806
TOTAL COMPTROLLER COSTS	$ 56,120	$ 21,699	$ 21,752	$ 20,333	$ 17,388	$ 16,142	$ 19,079

* PERSONNEL COSTS ONLY

SOURCE: COST CONTROL REPORT, AF FORM 321,
RCS: AF-FO-F22C

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EXPLANATION OF GRAPHIC PRESENTATION ON

COSTS OF MAJOR STAFF GROUPS HQ CONAC AND HQ NUMBERED AIR FORCES

The total costs (payroll, supplies and contractual services) of the following staff activities are included in the major staff groups as shown on the chart:

COMMANDING GENERAL

Commanding General
Vice Commander
Assistant for Reserve Forces
Assistant to the Vice Commander
The Manpower Evaluation Board

AIR ADJUTANT GENERAL

Air Adjutant General
Director of Publications
Director of Administration
Director of Historical Services

AIR SURGEON

Air Surgeon

INSPECTOR GENERAL

Inspector General
Air Inspector
Air Provost Marshal

PUBLIC INFORMATION OFFICER

Public Information Officer

COMPTROLLER

Comptroller
Director of Programs and Costs
Director of Statistical Services
Director of Budget
Director of Audits
Director of Finance

DEPUTY FOR PERSONNEL

Deputy for Personnel
Ground Safety Division
Air Chaplain
Air Judge Advocate
WAF Staff Director
Director of Personnel Planning and Management
Director of Military Personnel
Director of Military Personnel Procurement
Director of Civilian Personnel
Director of Personnel Services
Director of Air Force ROTC

DEPUTY FOR OPERATIONS

Deputy for Operations
Director for Operations and Training
Director of Plans, Organization & Requirements
Director of Communications & Electronics
Director of Intelligence
Director of Civil Air Defense

DEPUTY FOR MATERIEL

Deputy for Materiel
Director of Materiel Planning
Director of Maintenance, Supply & Services
Director of Installations

Costing of staff activities referred to is in accordance with ConAC Ltr. 170-7.

COMMENT

THERE IS STILL INDICATION THAT THE AIR FORCES HEADQUARTERS ARE NOT ORGANIZED IN COMPLIANCE WITH CONAC REGULATION 21-1. THE COSTS OF THE AAG AND DP IN HQ FIRST AIR FORCE ARE NOT IN LINE WITH THE COSTS OF SIMILAR ACTIVITIES IN THE OTHER AIR FORCE HEADQUARTERS.

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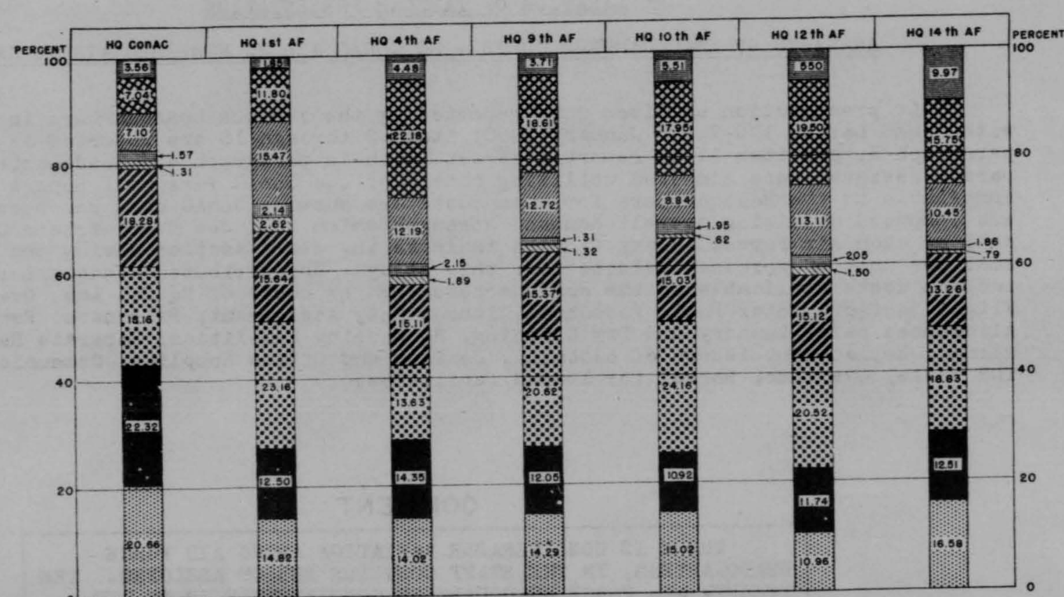
HQ, ConAC
MARCH 1950

COST OF MAJOR STAFF GROUPS

HQ ConAC AND HQ NUMBERED AIR FORCES

FEBRUARY 1950



-LEGEND-

	HQ ConAC	HQ 1st AF	HQ 4th AF	HQ 9th AF	HQ 10th AF	HQ 12th AF	HQ 14th AF
COMMANDING GENERAL	$ 11,838	$ 2,795	$ 7,042	$ 5,358	$ 7,425	$ 6,600	$15,824
AIR ADJUTANT GENERAL	23,378	17,791	34,885	26,874	24,183	23,424	25,003
INSPECTOR GENERAL	23,588	23,335	19,175	18,364	11,918	15,736	16,588
AIR SURGEON	5,226	3,234	3,388	1,898	2,626	2,464	2,957
PUBLIC INFORMATION OFFICER	4,364	3,940	2,975	1,900	831	1,802	1,254
COMPTROLLER	60,718	23,589	23,758	22,200	20,253	18,154	21,054
DEPUTY FOR PERSONNEL	60,307	34,923	21,446	29,778	32,557	24,637	29,897
DEPUTY FOR OPERATIONS	74,111	18,853	22,571	17,401	14,716	14,090	19,857
DEPUTY FOR MATERIEL	68,608	22,349	22,051	20,629	20,240	13,155	26,327
TOTAL	$ 332,138	$ 150,809	$ 157,291	$ 144,402	$ 134,749	$ 120,062	$ 158,761

SOURCE: COST CONTROL REPORT, AF FORM 321,
RCS: AF-FO-F22C

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EXPLANATION OF TABULAR PRESENTATION

ANALYSIS OF HEADQUARTERS COSTS - HQ CONAC AND HQ NUMBERED AIR FORCES

This presentation utilizes data reported by the various headquarters in accordance with ConAC Letter 170-7, 25 January 1950; items 2 through 10 are reported as described in paragraph 3, and item 11 is reported as set forth in paragraph 4. Headquarters costs per person assigned were computed utilizing totals of the ConAC Personnel Report for units comparable to the Headquarters for whom costs are shown. ConAC cost per person assigned was computed utilizing overall command strength which includes Headquarters ConAC as well as each Air Force. Heavy figures indicate the staff section having the highest cost per unit of workload selected for this study. Undistributed Headquarters costs include costs applicable to the Headquarters such as costs of Hq Sq. Adm. Overhead, Hq Flight Section, Motor Pool, Personnel Without Duty Assignment, Prisoners, Rental Allowances paid, Laundry and Dry Cleaning, Hq Messing Facilities, Separate Rations paid airmen, Replacement issues of clothing, Janitor and Office Supplies, Communications, TDY costs, Overtime, Rental for leased facilities.

COMMENT

THERE IS CONSIDERABLE VARIATION AMONG AIR FORCE HEADQUARTERS, IN THE STAFF COST PER PERSON ASSIGNED. THE TWELFTH AIR FORCE HEADQUARTERS CONSISTENTLY SHOWS THE HIGHEST COSTS, WHICH CAN GENERALLY BE ATTRIBUTED TO OVER-STAFFING IN NUMBER OR GRADES OF PERSONNEL WITH RESPECT TO OTHER AIR FORCES FOR THE NUMBER OF MILITARY PERSONNEL ASSIGNED.

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ANALYSIS OF HEADQUARTERS COSTS

HQ ConAC AND HQ NUMBERED AIR FORCES

FEBRUARY 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, ConAC
MARCH 1950

	ASSIGNED STRENGTH						
	ConAC	1 st AIR FORCE	4 th AIR FORCE	9 th AIR FORCE	10 th AIR FORCE	12 th AIR FORCE	14 th AIR FORCE
PERMANENT PARTY TOTAL (LESS PIPELINE)	61,403	12,035	12,224	8,170	8,526	5,492	12,842

COST OF HEADQUARTERS GROUPS

	HQ ConAC	HQ 1st AF	HQ 4 th AF	HQ 9 th AF	HQ 10 th AF	HQ 12 th AF	HQ 14 th AF
2 COMMANDING GENERAL	$ 11,838	$ 2,795	$ 7,042	$ 5,358	$ 7,425	$ 6,600	$ 15,824
3 AIR ADJUTANT GENERAL	23,378	17,791	34,085	26,874	24,183	23,424	25,003
4 INSPECTOR GENERAL	23,588	23,335	19,175	18,364	11,918	15,736	16,588
5 AIR SURGEON	5,226	3,234	3,388	1,898	2,626	2,464	2,957
6 PUBLIC INFORMATION OFFICER	4,364	3,940	2,975	1,900	831	1,802	1,254
7 COMPTROLLER	60,718	23,589	23,758	22,200	20,253	18,154	21,054
8 DEPUTY FOR PERSONNEL	60,307	34,923	21,446	29,778	32,557	24,637	29,897
9 DEPUTY FOR OPERATIONS	74,111	18,853	22,571	17,401	14,716	14,090	19,857
10 DEPUTY FOR MATERIEL	68,608	22,349	22,051	20,629	20,240	13,155	26,327
11 UNDISTRIBUTED HQ COST	138,477	115,519	93,433	154,312	94,916	96,420	153,501
12 TOTAL HEADQUARTERS COSTS	$ 470,615	$ 266,328	$ 250,724	$ 298,714	$ 229,665	$ 216,482	$ 312,262

HEADQUARTERS COST PER PERSON ASSIGNED

	HQ ConAC	HQ 1st AF	HQ 4 th AF	HQ 9 th AF	HQ 10 th AF	HQ 12 th AF	HQ 14 th AF
13 COMMANDING GENERAL	$ .19	$ .23	$ .58	$ .66	$ .87	$ 1.20	$ **1.23**
14 AIR ADJUTANT GENERAL	.38	1.48	2.85	3.29	2.84	**4.27**	1.95
15 INSPECTOR GENERAL	.38	1.94	1.57	2.25	1.40	**2.87**	1.29
16 AIR SURGEON	.09	.27	.28	.23	.31	**.45**	.23
17 PUBLIC INFORMATION OFFICER	.07	**.33**	.24	.23	.10	**.33**	.10
18 COMPTROLLER	.99	1.96	1.94	2.72	2.38	**3.31**	1.64
19 DEPUTY FOR PERSONNEL	.98	2.90	1.75	3.64	3.82	**4.49**	2.33
20 DEPUTY FOR OPERATIONS	1.21	1.57	1.85	2.13	1.73	**2.57**	1.55
21 DEPUTY FOR MATERIEL	1.12	1.86	1.80	**2.52**	2.37	2.40	2.05
22 UNDISTRIBUTED HQ COST	2.26	9.60	7.64	**18.89**	11.13	17.56	11.95
23 TOTAL HEADQUARTERS COSTS (PER PERSON ASSIGNED)	$ 7.66	$ 22.13	$ 20.51	$ 36.56	$ 26.94	$ 39.42	$ 24.32

SOURCE: COST CONTROL REPORT, AF FORM 321, RCS: AF-FO-F22C
ConAC PERSONNEL REPORT, RCS: FS - P17

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EXPLANATION OF GRAPHIC PRESENTATION ON

RELATIVE WORK PERFORMANCE OF A-1 AND S-1 FUNCTIONS

The costs include the combined costs of all the A-1 and S-1 staffs of the organizations which operated the base. On Wing-Base installations, the Wing A-1, Air Base Group A-1, Combat Group S-1, and M & S Group S-1 are all included. Normally, on a base which is operated by an Air Base Group, or an Air Base Sq, only one S-1 will be included. The work performance is determined by dividing the total cost of all base A-1 and S-1 functions, (except intermediate and command headquarters) by the total military personnel of the base (except intermediate and command headquarters) and applying the results in the following formula:

$$\frac{\text{United States Air Force Standard Cost}}{\text{Actual Cost of Base Activity}} \times 100 = \text{Work Performance Rating.}$$

The ConAC Average Cost for the period May 1949 through January 1950 is $1.51.

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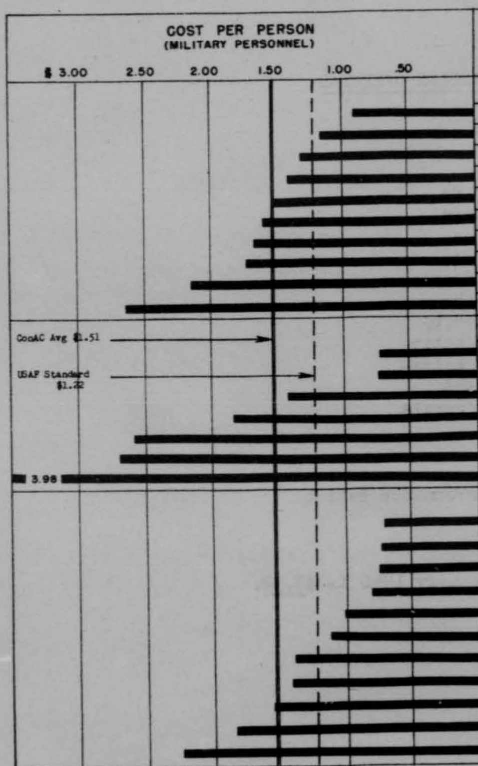
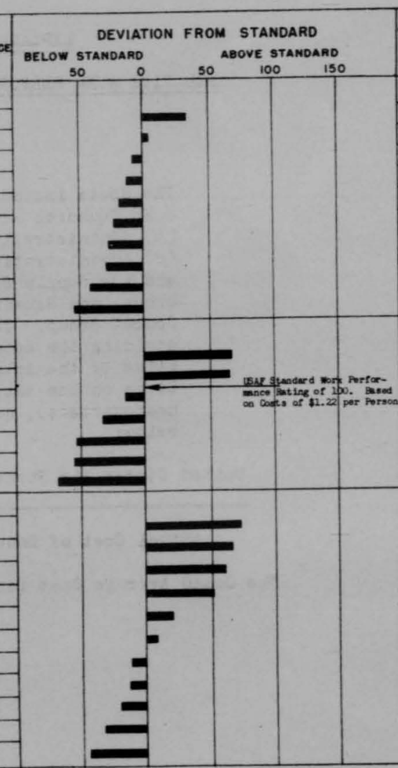
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
MARCH 1950

RELATIVE WORK PERFORMANCE OF A-1 AND S-1 FUNCTIONS

FEBRUARY 1950





COST PER PERSON	BASE	WORK PERFORMANCE RATING	RATIO: OF PERSONS SERVING TO PERSONS SERVICED
	WINGS		
$ .92	78th Ftr Intcp Wg Hamilton AFB	133 *	1:221
1.17	20th Ftr Bmr Wg Shaw AFB	104	1:273
1.31	325th Ftr All Wea Wg Moses Lake AFB	93 *	1:150
1.41	31st Ftr Bmr Wg Turner AFB	87	1:164
1.50	56th Ftr Intcp Wg Selfridge AFB	81 *	1:143
1.58	62nd Tr Carr Wg McChord AFB	77 *	1:144
1.66	33rd Ftr Intcp Wg Otis AFB	73	1:125
1.71	52nd Ftr All Wea Wg McGuire AFB	71	1:135
2.15	4th Ftr Intcp Wg Langley AFB	57 *	1:100
2.65	314th Tr Carr Wg Sewart AFB	46	1: 87
	AIR BASE GPS AND SQS		
$ .73	2463rd AB Gp Benj Harrison AFB	167	1:252
.74	2595th AB Gp Brooks AFB	165 *	1:300
1.43	4405th AB Sq Sherman AFB	85	1:170
1.83	4400th AB Gp Stewart AFB	67 *	1:222
2.59	4406th AB Sq Marshall AFB	47	1:200
2.71	2500th AB Gp Mitchel AFB	45 *	1: 87
3.98	2600th AB Sq Pope AFB	31	1: 56
	AFRTC's		
$ .71	2471st AFRTC O'Hare Int Apt	172 *	1:340
.73	2347th AFRTC Long Beach Mun Apt	167 *	1:757
.75	2596th AFRTC Hensley Field	163	1:532
.81	2239th AFRTC Gtr Pitt Apt	151	1:546
1.02	2584th AFRTC Memphis Mun Apt	120	1:435
1.13	2585th AFRTC Miami Int Apt	108 *	1:492
1.39	2587th AFRTC Birmingham Mun Apt	88	1:245
1.41	2237th AFRTC Reading Mun Apt	87	1:237
1.52	2589th AFRTC Dobbins AFB	80 *	1:181
1.83	2234th AFRTC Hanscom Apt	67	1:226
2.26	2230th AFRTC Floyd Bennett NAS	54	1:141

SOURCE: WORK PERFORMANCE REPORT, AF FORM 323,
RCS: AF-FO-F30

* BASES SHOWING IMPROVED PERFORMANCE OVER JANUARY 1950

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EXPLANATION OF GRAPHIC PRESENTATION ON

RELATIVE WORK PERFORMANCE OF ALL SQUADRON ADMINISTRATIVE OVERHEAD

The costs include the combined costs of (a) the Hq & Hq Squadron Administrative Overhead at Wing-Base, (b) Administrative Overhead of Air Base Squadrons, (c) Administrative Overhead of the Maintenance Sq, and the Supply Squadron of the Maintenance and Supply Group, and Squadron Administrative Overhead of the Combat Group. The work performance is determined by dividing the total costs of the above mentioned activities by the total military personnel of all organizations on the base (except intermediate and command headquarters), and applying the results in the formula below:

$$\frac{\text{United States Air Force Standard Cost}}{\text{Actual Cost of Base Activity}} \times 100 = \text{Work Performance Rating}$$

The ConAC Average Cost for the period May 1949 through January 1950 is $8.32.

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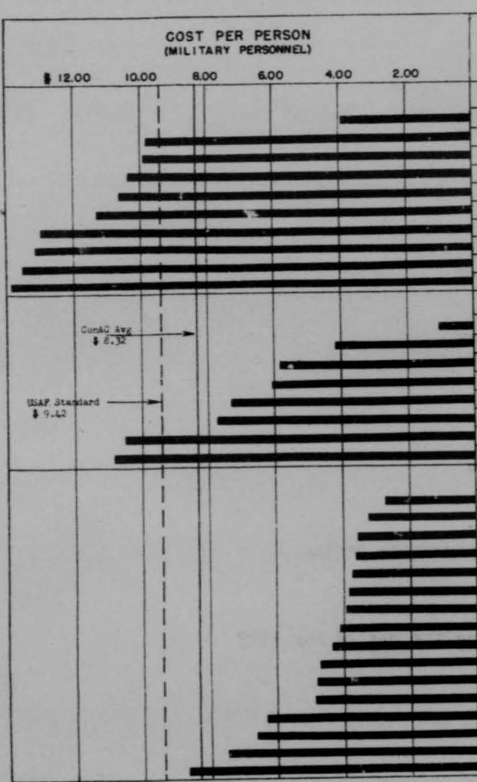
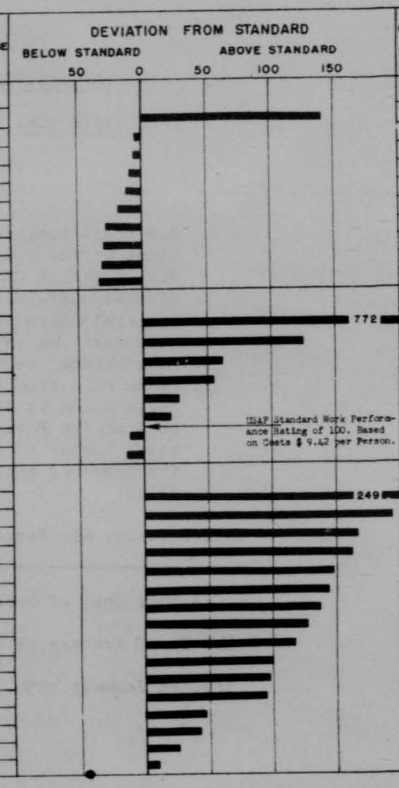
RELATIVE WORK PERFORMANCE OF ALL SQUADRON ADMINISTRATIVE OVERHEAD

FEBRUARY 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
MARCH 1950



COST PER PERSON	BASE	WORK PERFORMANCE RATING	RATIO: OF PERSONS SERVING TO PERSONS SERVICED
	WINGS		
$ 3.91	78th Ftr Intcp Wg - Hamilton AFB	241 *	1: 42
9.85	4th Ftr Intcp Wg - Langley AFB	96 *	1: 18
9.92	62d Tr Carr Wg - McChord AFB	95 *	1: 19
10.38	314th Tr Carr Wg - Sewart AFB	91 *	1: 17
10.68	20th Ftr Bmr Wg - Shaw AFB	88	1: 16
11.33	56th Ftr Intcp Wg - Selfridge AFB	83 *	1: 15
12.97	325th Ftr All Wea Wg-Moses Lake AFB	73	1: 13
13.18	52d Ftr All Wea Wg - McGuire AFB	71 *	1: 14
13.51	31st Ftr Bmr Wg - Turner AFB	70	1: 14
13.85	33d Ftr Intcp Wg - Otis AFB	68	1: 12
	AIR BASE GPS AND SQS		
$ 1.08	4405th ABSq - Sherman AFB	872 *	1: 170
4.16	4406th ABSq - Marshall AFB	226	1: 33
5.81	2500th ABGp - Mitchel AFB	162	1: 27
6.04	4408th ABSq - Lawson AFB	156 *	1: 37
7.35	2463d ABGp - Benjamin Harrison AFB	128	1: 20
7.74	2600th ABSq - Pope AFB	122 *	1: 20
10.48	4400th ABGp - Stewart AFB	90	1: 19
10.83	2595th ABGp - Brooks AFB	87	1: 17
	AFRTC's		
$ 2.70	2239th AFRTC - Gtr Pittsburgh Apt	349 *	1: 55
3.19	2466th AFRTC - Atterbury AFB	295	1: 52
3.51	2465th AFRTC - Wold-Chamberlain Fld	268 *	1: 65
3.58	2596th AFRTC - Hensley Field	263	1: 48
3.80	2472d AFRTC - Fairfax Field	248	1: 68
3.86	2347th AFRTC - Long Beach Mun Apt	244 *	1: 50
3.96	2237th AFRTC - Reading Mun Apt	238 *	1: 37
4.13	2587th AFRTC - Birmingham Mun Apt	228	1: 38
4.35	2585th AFRTC - Miami Int Apt	217	1: 55
4.71	2343d AFRTC - Portland Apt	200 *	1: 37
4.79	2234th AFRTC - Hanscom Apt	197	1: 41
4.82	2471st AFRTC - O'Hare Int Apt	195	1: 49
6.36	2236th AFRTC - Godman AFB	148 *	1: 24
6.64	2589th AFRTC - Dobbins AFB	142	1: 30
7.52	2230th AFRTC - Floyd Bennett NAS	125	1: 25
8.66	2584th AFRTC - Memphis Mun Apt	109	1: 23



SOURCE: WORK PERFORMANCE REPORT, AF FORM 323,
RCS: AF-FO-F30

* BASES SHOWING IMPROVED PERFORMANCE OVER JANUARY 1950

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EXPLANATION OF GRAPHIC PRESENTATION ON

RELATIVE WORK PERFORMANCE OF PERSONNEL SERVICES

The costs include the expense of the Special Services Officer, Information and Education Officer, Post Exchange Officer, Theater Officer, Billeting Officer, Off-Base Housing Officer, and staffs; Administrative personnel of Central Post Fund; personnel and expenses of Base newspaper, library, guest house, service clubs and recreation centers (when paid from appropriated funds). The work performance is determined by dividing the total cost of the Personnel Services function by the total number of military personnel stationed on the base and applying the results in the formula below:

$$\frac{\text{United States Air Force Standard Cost}}{\text{Actual Cost of Base Activity}} \times 100 = \text{Work Performance Rating}$$

The ConAC Average is derived from data reported during the period May 1949 through January 1950.

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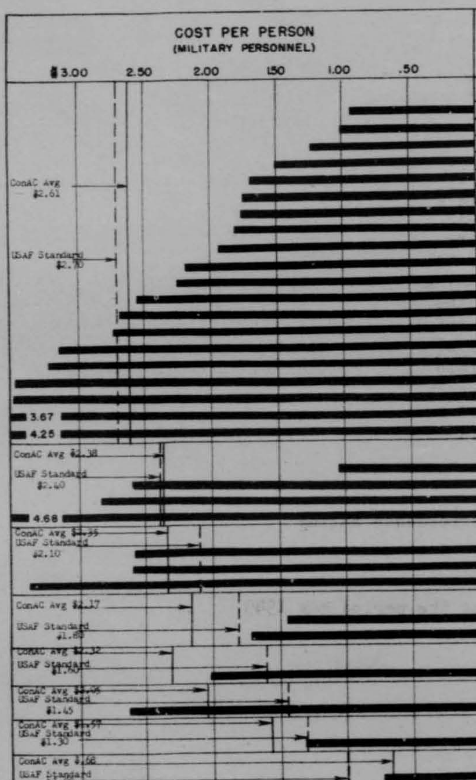
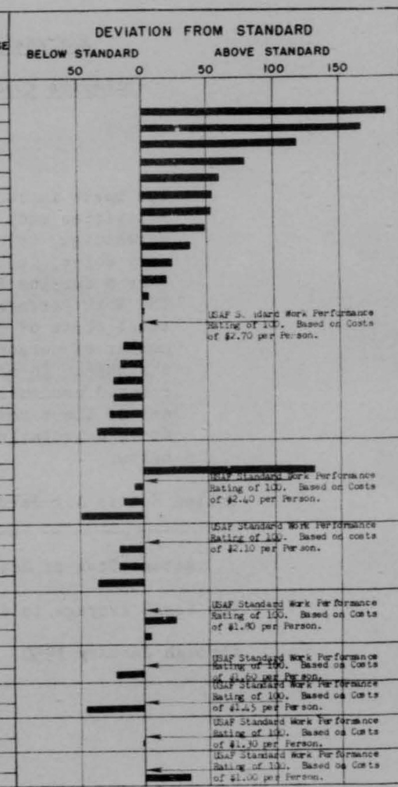
MARCH 1950

RELATIVE WORK PERFORMANCE OF PERSONNEL SERVICES

FEBRUARY 1950



COST PER PERSON	BASE	WORK PERFORMANCE RATING	RATIO: OF PERSONS SERVING TO PERSONS SERVICED
	UNDER 1,000 PERSONNEL		
$ .94	2233th AFRTC Floyd Bennett NAS	287	1:141
1.01	4406th AB Sq Marshall AFB	267*	1:100
1.23	2466th AFRTC Atterbury AFB	220*	1:104
1.51	4405th AB Sq Sherman AFB	179	1: 85
1.69	2465th AFRTC Gold-Chamberlain Fld	160*	1:151
1.75	2472nd AFRTC Fairfax Field	154*	1: 79
1.76	2471st AFRTC O'Hare Int Apt	153	1: 80
1.81	2596th AFRTC Hensley Field	149*	1: 89
1.94	2236th AFRTC Godman AFB	139*	1:108
2.19	2463rd ABGp Benj Harrison AFB	123*	1: 63
2.27	2234th AFRTC Hanscom Apt	119*	1:113
2.56	4408th AB Sq Lawson AFB	105	1: 85
2.68	2585th AFRTC Miami Int Apt	101	1: 70
2.73	2589th AFRTC Dobbins AFB	99*	1: 90
3.15	2237th AFRTC Reading Mun Apt	86	1: 47
3.23	4400th AB Gp Stewart AFB	84*	1: 76
3.47	2343rd AFRTC Portland Apt	78*	1: 80
3.48	2584th AFRTC Memphis Mun Apt	78*	1: 73
3.67	2347th AFRTC Long Beach Mun Apt	74	1: 51
4.25	2587th AFRTC Birmingham Mun Apt	64	1: 61
	1,000-1,999 PERSONNEL		
$ 1.04	2600th AB Sq Pope AFB	231*	1:213
2.59	325th Ftr All Wea Wg Moses Lake AFB	93*	1: 60
2.83	31st Ftr Bmr Wg Turner AFB	85*	1: 69
4.68	52nd Ftr All Wea Wg McGuire AFB	51	1: 48
	2,000-2,999 PERSONNEL		
$ 2.58	20th Bmr Wg Shaw AFB	81	1: 83
2.60	314th Tr Carr Wg Sewart AFB	81	1: 66
3.38	33rd Ftr Intcp Wg Otis AFB	62*	1: 66
	3,000-3,999 PERSONNEL		
$ 1.45	2595th AB Gp Brooks AFB	124	1:141
1.71	62nd Tr Carr Wg McChord AFB	105	1:111
	4,000-4,999 PERSONNEL		
$ 2.02	56th Ftr Intcp Wg Selfridge AFB	79	1: 87
	5,000-5,999 PERSONNEL		
$ 2.64	2500th AB Gp Mitchel AFB	55*	1: 73
	6,000-6,999 PERSONNEL		
$ 1.31	4th Ftr Intcp Wg Langley AFB	99*	1:131
	OVER 10,000 PERSONNEL		
$ .73	78th Ftr Intcp Wg Hamilton AFB	137	1:124



SOURCE: WORK PERFORMANCE REPORT, AF FORM 323, RCS: AF-FO-F30

* BASES SHOWING IMPROVED PERFORMANCE OVER JANUARY 1950

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EXPLANATION OF GRAPHIC PRESENTATION ON

RELATIVE WORK PERFORMANCE OF SUPPLY ACTIVITY

The costs include the combined costs of all supply activities such as (a) Supply Control, (b) Supply Warehouses, (c) Subsistence Handling, (d) Commissary Sales, (e) Purchasing and Contracting, (f) Salvage & Surplus Property, (g) Laundry & Dry Cleaning. The Work Performance is determined by dividing the total costs of the base supply activity by the total number of personnel, both civilian and military of the base. In addition, if a major or intermediate command headquarters is located on the base, personnel of those commands are added. The results of the above calculation will be applied to the formula below:

$$\frac{\text{United States Air Force Standard Cost}}{\text{Actual Cost of Activity}} \times 100 = \text{Work Performance Rating}$$

The ConAC Average is derived from data reported during the period May 1949 through January 1950

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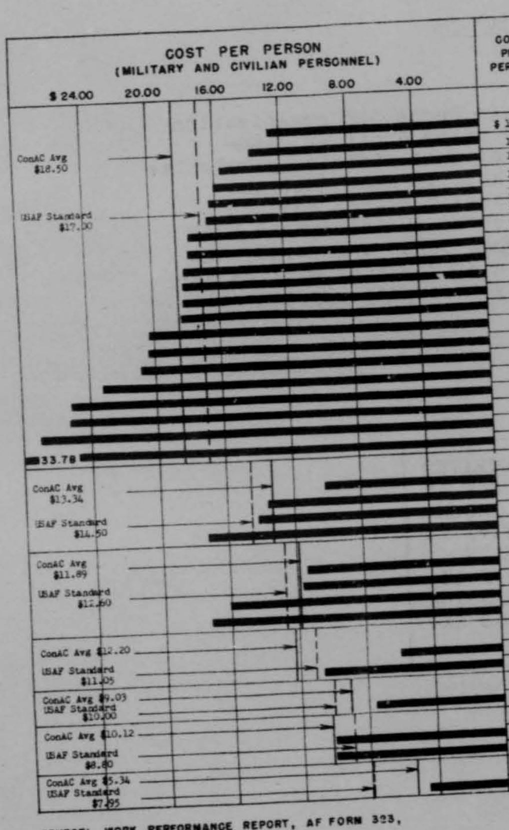
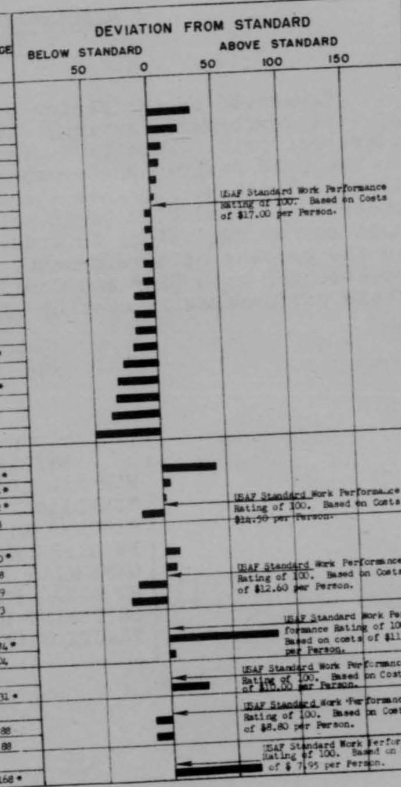
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
MARCH 1950

RELATIVE WORK PERFORMANCE OF SUPPLY ACTIVITY

FEBRUARY 1950



COST PER PERSON	BASE	WORK PERFORMANCE RATING
	UNDER 1,000 PERSONNEL	
$ 12.73	2239th AFRTC Gtr Pitt Apt	134 *
13.84	2463rd AB Gp Benj Harrison AFB	123
15.65	2472nd AFRTC Fairfax Field	109 *
16.03	2596th AFRTC Hensley Field	106
16.41	2347th AFRTC Long Beach Mun Apt	104
16.66	2465th AFRTC Wold-Chamberlain Fld	102 *
17.83	2585th AFRTC Miami Int Apt	95 *
17.86	2234th AFRTC Hanscom Apt	95 *
18.15	2584th AFRTC Memphis Mun Apt	94 *
18.20	2236th AFRTC Godman AFB	93
18.40	2587th AFRTC, Birmingham Mun Apt	92 *
20.28	2589th AFRTC Dobbins AFB	84
20.28	2237th AFRTC Reading Mun Apt	84
20.31	2343rd AFRTC Portland Apt	84
20.78	4405th AB Sq, Sherman AFB	82 *
23.26	2466th AFRTC, Atterbury AFB	73
25.16	2471st AFRTC O'Hare Int Apt	68 *
25.31	4406th AB Sq Marshall AFB	67
26.99	2230th AFRTC Floyd Bennett NAS	63
33.78	4408th AB Sq Lawson AFB	50
	1,000-1,999 PERSONNEL	
$ 10.15	2600th AB Sq Pope AFB	143 *
13.62	325th Ftr All Wea Wg Moses Lake AFB	106 *
14.15	4400th AB Gp Stewart AFB	102 *
17.39	52nd Ftr All Wea Wg McGuire AFB	83
	2,000-2,999 PERSONNEL	
$ 11.42	33rd Ftr Intcp Wg Otis AFB	110 *
11.69	314th Tr Carr Wg Sewart AFB	108
16.04	20th Ftr Bmr Wg Shaw AFB	79
17.27	31st Ftr Bmr Wg Turner AFB	73
	3,000-3,999 PERSONNEL	
$ 5.02	2595th AB Gp Brooks AFB	184 *
10.66	62nd Tr Carr Wg McChord AFB	104
	4,000-4,999 PERSONNEL	
$ 7.66	56th Ftr Intcp Wg Selfridge AFB	131 *
	6,000-6,999 PERSONNEL	
$ 10.02	2500th AB Gp Mitchel AFB	88
10.02	4th Ftr Intcp Wg Langley AFB	88
	OVER 10,000 PERSONNEL	
$ 4.72	78th Ftr Intcp Wg Hamilton AFB	168 *



RATIO: OF PERSONS SERVING TO PERSONS SERVICED	
UNDER 1,000 PERSONNEL	1:15, 1:13, 1:12, 1:13, 1:13, 1:13, 1:12, 1:12, 1:12, 1:13, 1:11, 1:11, 1:10, 1:10, 1:12, 1:11, 1:10, 1:11, 1:10, 1:10
1,000-1,999 PERSONNEL	1:19, 1:15, 1:18, 1:12
2,000-2,999 PERSONNEL	1:18, 1:17, 1:13, 1:10
3,000-3,999 PERSONNEL	1:35, 1:20
4,000-4,999 PERSONNEL	1:26
6,000-6,999 PERSONNEL	1:23, 1:21
OVER 10,000 PERSONNEL	1:44

SOURCE: WORK PERFORMANCE REPORT, AF FORM 323,
RCS: AF-FO-F30

* BASES SHOWING IMPROVED PERFORMANCE OVER JANUARY 1950

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EXPLANATION OF TABULAR PRESENTATION ON WORK PERFORMANCE RATINGS

Presented on the facing page is a tabulation by Air Force and organization of Work Performance ratings extracted from AF Form 323 after audit at Headquarters ConAC. This is designed to permit appraisal of unit efficiency relative to the USAF desired performance of 100. It should be kept in mind that the average ConAC performance standard is not 100 in all cases but does deviate therefrom inasmuch as ConAC units are not representative of the "Average" USAF unit due to variations in mission responsibilities. When ConAC standards, now in the process of development, are established, the standard rating will be expressed for both USAF and ConAC so that ConAC units may more properly control their performance in keeping with the ConAC standard.

COMMENT

EXPLANATIONS HAVE NOT BEEN RECEIVED FOR ALL ABNORMAL RATINGS, THIS IS NOT IN COMPLIANCE WITH ConAC LTR 170-3. THOSE FIGURES WHICH LOCAL ANALYSTS PERCEIVE TO BE DIFFERENT FROM ACTUAL REPORTS HAVE GENERALLY BEEN ADJUSTED DURING AUDIT AT HQ CONAC FOR OMISSION OF SPECIAL MISSION OR TENANT UNIT DATA OR THE ERRONEOUS EXTRACTION OF COSTS.

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WORK PERFORMANCE RATINGS **
CONTINENTAL AIR COMMAND STATIONS

FEBRUARY 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, ConAC
MARCH 1950

BASE	FUNCTION OR GROUP					
	A-1 & S-1	SQ ADM OVERHEAD	PERSONNEL SERVICES	SUPPLY	MOTOR POOL	MAINT-AUTO & G.P.E.
FIRST AIR FORCE						
33rd Ftr-Intcp Wg - Otis AFB	73 *	68	62 *	110	102	66
4400th AB Gp - Stewart AFB	67	90	84	102	109	74
2234th AFRTC - Hanscom Apt	67 *	197 *	119	95	88	80
2230th AFRTC - Floyd Bennett NAS	54 *	125	287 *	63 *	72	47
2500th AB Gp - Mitchel AFB	45	162 *	55 *	88	93	62
52nd Ftr A/W Wg - McGuire AFB	71 *	71 *	51 *	83	75	62
FOURTH AIR FORCE						
78th Ftr-Intcp Wg - Hamilton AFB	133	241	137	168	99	181
62nd Tr Carr Wg - McChord AFB	77	95	105	104	114	102
325th Ftr A/W Wg - Moses Lake AFB	93	73	93	106	254	302
2347th AFRTC - Long Beach Mun Apt	167	244	74	104	67	103
2343rd AFRTC - Portland Apt		200	78	84	84	236
NINTH AIR FORCE						
4th Ftr Intcp Wg - Langley AFB	57 *	96	99	88	85	73
2239th AFRTC - Gtr Pitt Apt	151	349	0	134	76	90
2236th AFRTC - Godman AFB	0	148	139	93	31	57
2237th AFRTC - Reading Mun Apt	87	238	86	84	68	57
TENTH AIR FORCE						
2463rd ABGp - Benjamin Harrison AFB	167	128	123	123	108	142
56th Ftr Intcp Wg - Selfridge AFB	81	83	79	131	91	97
4405th AB Sq - Sherman AFB	85	872	179	82	61	67
4406th AB Sq - Marshall AFB	47	226	267	67	164	198
2471st AFRTC - O'Hare Int Apt	172	195	153	68	80	64
2465th AFRTC - Wold-Chamberlain Fld	0	268	160	102	76	344
2472nd AFRTC - Fairfax Field	0	248 *	154 *	109	67	76
2466th AFRTC - Atterbury AFB	0	295	220	73	51	112
TWELFTH AIR FORCE						
2595th AB Gp - Brooks AFB	165	87	124	184	64	134
2596th AFRTC - Hensley Field	163	263	149	106	83	23
FOURTEENTH AIR FORCE						
314th Tr Carr Wg - Sewart AFB	46	91	81	108	100	111
2600th AB Sq - Pope AFB	31 *	122	231 *	143 *	150	75
20th Ftr-Bmr Wg - Shaw AFB	104	88	81	79	60	73
31st Ftr-Bmr Wg - Turner AFB	87	70 *	85	73 *	74	54
4408th AB Sq - Lawson AFB	0	156	105	50	70	76
2587th AFRTC - Birmingham Mun Apt	88	228	64	92	75	54
2589th AFRTC - Dobbins AFB	80	142	99	84	84	88
2584th AFRTC - Memphis Mun Apt	120	109	78	94	61	155
2585th AFRTC - Miami Int Apt	108	217 *	101	95	93	67

SOURCE: WORK PERFORMANCE REPORT, AF FORM 323
RCS: AF-FO-F30

* EXPLANATION OF ABNORMAL RATINGS NOT AVAILABLE AT HQ ConAC
** STANDARD RATING IS 100

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BACKGROUND OF PAYOFF PROJECT

ESTIMATED ANNUAL SAVINGS RESULTING FROM ANALYSIS

ORIGINATED BY HQ NINTH AIR FORCE

In various cost analyses of Motor Pool operation issued by Headquarters Continental Air Command and Headquarters USAF, using different work load measurements, the 2236th AFRTC, Godman Air Force Base, reflected high operating costs. These various analyses included measurement factors, cost of fuel consumed, miles operated and vehicle credit units. In all cases and in independent analyses by Headquarters Ninth Air Force, this AFRTC maintained a consistently high relative cost of operation of motor pool. This consistency tended to confirm the validity of each separate approach. A complete survey of this activity at Godman Air Force Base was undertaken by the Ninth Air Force to effect economy of operations.

Through using the dollar cost as a comparison, attention was focused on an area that required and received further review and investigation. This in turn, resulted in not only more effective utilization of personnel, but also an estimated dollar savings.

It was determined that the primary cause of disproportionate costs of motor pool operation at this installation was the continued utilization of civilian drivers. With this in mind, investigation was made as to whether conditions warranted their continued employment. It was determined that this function could be adequately staffed with available military personnel and steps were taken to terminate the civilian positions.

Possibly of even greater importance than any dollar savings effected through this action was the better utilization of personnel that resulted. The utilization of civilian personnel in functions where there are not adequate qualified military personnel available, rather than continued employment of civilians in functions for which there are available adequate military personnel, is sound management.

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DIR. PROGRAMS&COSTS
HQ, ConAC
MARCH 1950

PAYOFF PROJECT

ANALYSIS OF SAVINGS IN OPERATION OF

MOTOR POOL AT 2236th AFRTC, GODMAN AFB

JUL - DEC 49 COMPARED WITH JAN - FEB 50

Average monthly total cost of personnel engaged in Motor Pool Activity, 6 month period - July through December 1949. *	$ 6,101.00
Average total cost of personnel engaged in Motor Pool Activity first two months 1950 (January, $5,049 - February $4,276)	$ 4,662.00
Average Monthly Savings	$ 1,439.00
ESTIMATED ANNUAL SAVINGS TO THE USAF OF (Projected monthly average savings)	$ 17,268.00

* Costs for July, August and September adjusted to compensate for payroll increases effected as the result of enactment of Career Compensation Act of 1949 and the Classification Act of 1949. Payroll costs reported were adjusted upward for these months at the rate of 03.25% for civilian and 20% for military.

The average total payroll costs of motor pool operation at this installation for the six month period July through December 1949 is listed, together with the average cost for January and February 1950. The savings already indicated approximate over $1,400 per month, and as the reductions and reassignments planned were not fully reflected until February, it is considered feasible that estimated savings will closely approximate Commander's estimate of $2,000 per month. The average savings already effected, when projected, indicate a savings of $17,268 per year to the USAF.

This payoff project is presented as reported to Hq ConAC by the CG, Ninth Air Force.

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EXPLANATION OF GRAPHIC PRESENTATION ON

COST OF STRUCTURAL FIRE PROTECTION

The monthly cost of Structural Fire Protection includes the cost of required and regularly assigned personnel and all operating and training supplies, (as distinguished from maintenance supplies) necessary in the accomplishment of the structural fire protection mission.

Also included are the costs of fire protection systems. This involves all interior and exterior components of sprinkler systems, automatic and manual type fire alarm systems, carbon dioxide systems, foam systems, standpipes, and similar fixed type systems and devices provided specifically for fire protection purposes.

Further included are costs incurred in the Equipment account specifically for structural fire protection. This includes all fire vehicles, extinguishers, hose appliances, and devices except fixed-type fire protection systems and devices, assigned and peculiar to and used specifically for accomplishment of the structural fire protection mission. The proportion used in computing these costs is the same as the proportion of structural fire vehicles is of the total of structural and crash vehicles reported in this account.

The average cost per thousand square feet of floor area was computed by dividing the total cost of structural fire protection (excluding extremes) by the total number of square feet of floor area of bases considered.

Data reported by Fairfax Field was omitted from all averages because it consisted of an accounting adjustment. The monthly cost for Fairfax Field was reported as a credit of $24,353. Its use would greatly distort the averages for the month.

Although costs of Structural Fire Protection are presented on this chart in relation to square feet of floor area, there are other determining factors involved in the high or low cost of such protection. Among these factors are the size and physical layout of the base, the number and distribution of off-post facilities, the type of occupancy, and the terrain and climatic conditions prevailing at the base.

COMMENT

THE FEBRUARY AVERAGE COST PER BASE, $4,023, SHOWS A DECREASE OF $153 (3.7%) COMPARED TO THE CONAC AVERAGE MONTHLY COST $4,176, FOR THE PERIOD, JULY THROUGH DECEMBER 1949. THE FEBRUARY AVERAGE COST PER THOUSAND SQUARE FEET, $363, IS $.35 (8.6%) LESS THAN THE AVERAGE COST FOR THE PERIOD FROM 1 JULY TO 31 DECEMBER.

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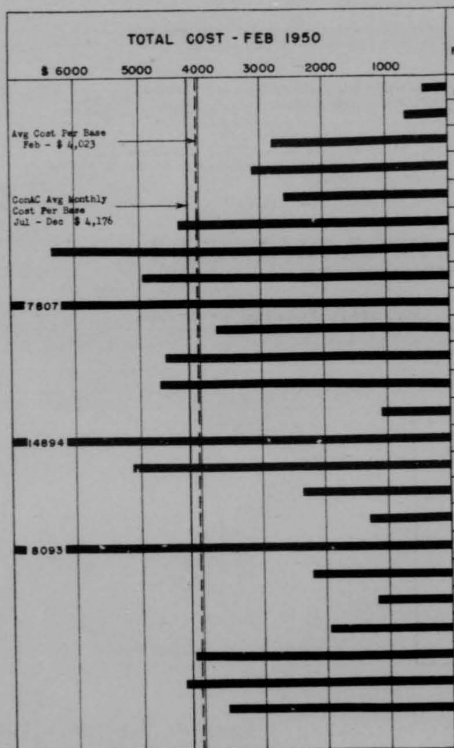
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
MARCH 1950

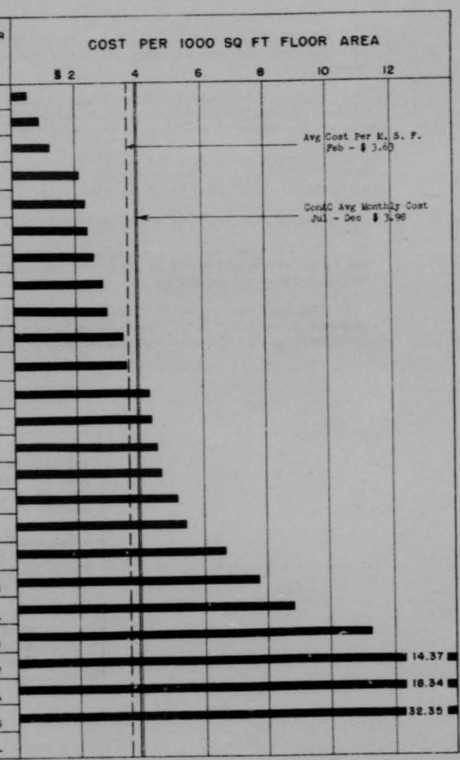
COST OF STRUCTURAL FIRE PROTECTION

SELECTED INSTALLATIONS

FEBRUARY 1950



TOTAL COST FEB 1950	BASE	M SQ FT FLOOR AREA	COST PER M SQ FT
$ 381	Long Beach Mun Apt	552	$ .69
688	McGuire AFB	784	.88
2,806	O'Hare Int Apt	2,315	1.21
3,174	Brooks AFB	1,484	2.14
2,607	Portland Apt	1,131	2.31
4,333 *	Selfridge AFB	1,853	2.34
6,375 *	Mitchel AFB	2,499	2.55
4,959	McChord AFB	1,756	2.82
7,807	Hamilton AFB	2,646	2.95
3,774 *	Stewart AFB	1,083	3.48
4,567	Moses Lake AFB	1,277	3.58
4,744	Turner AFB	1,102	4.30
1,100 *	Oscoda AFB	253	4.35
14,894 *	Langley AFB	3,295	4.52
5,156	Shaw AFB	1,101	4.68
2,367 *	Memphis Mun Apt	459	5.16
1,290 *	Hensley Field	238	5.42
8,093 *	Sewart AFB	1,217	6.65
2,226	Birmingham Mun Apt	286	7.78
1,193	Reading Mun Apt	135	8.84
1,968 *	Wold-Chamberlain Field	175	11.25
4,125	Atterbury AFB	287	14.37
4,292 *	Hanscom Field	234	18.34
3,623 *	Gtr Pittsburgh Apt	112	32.35
Cr 24,353	Fairfax Field	79	-



SOURCE: REAL ESTATE FACILITIES MONTHLY COST REPORT, AF FORM 329, RCS: AF-MD-F33A

* BASES REPORTING HIGHER COSTS FOR FEB THAN FOR JULY-DEC AVERAGE

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EXPLANATION OF GRAPHIC PRESENTATION ON AIRCRAFT CRASH RESCUE OPERATIONS

The designation "Aircraft Crash Rescue Operations" includes the cost of the proportionate required and regularly assigned personnel and all operating and training supplies, as distinguished from maintenance supplies, primarily necessary in the performance of the aircraft crash rescue mission.

The costs include the costs reported in the Aircraft Crash Rescue Operations account and a proportionate part of the Equipment account. The costs in the latter account were distributed to Structural Fire Protection Operations and to Aircraft Crash Rescue Operations in proportion to the number of vehicles in each activity as reported in the Equipment account.

Although costs for this activity are related to the number of landings and takeoffs in this chart, it is well to be cognizant of various other factors that influence manning, equipping and costs of crash rescue activities. Among these factors are size and physical layout of the airfield, assigned mission of the base, type of aircraft assigned, and terrain and climatic conditions of the airfield.

The average cost was determined by dividing the total cost by the number of bases involved.

The average cost per landing and takeoff was determined by dividing the total costs for all bases reporting landings and takeoffs, by the total of the number of landings and takeoffs. Bases reporting landings and takeoffs are the ones with control towers manned by AACS personnel. Bases not reporting are generally at municipal airports where towers are operated and manned by CAA personnel.

The high cost reported by Fairfax Field, $32408, is due to an accounting adjustment made by crediting the Fire Protection account and increasing the Crash Activities account. As a result, the cost for Fairfax is so large that it would unduly affect the average for all bases, if it were used. It has therefor been omitted in the computation of the monthly average.

COMMENT

THE AVERAGE COST PER BASE FOR FEBRUARY, $6,295, IS $330 LESS THAN THE AVERAGE MONTHLY COST PER BASE FOR THE SIX MONTH PERIOD FROM JULY THROUGH DECEMBER 1949. THE FEBRUARY AVERAGE COST PER TAKEOFF AND LANDING, $3.04, SHOWS AN INCREASE OF $.75 OVER THE AVERAGE MONTHLY COST PER TAKEOFF AND LANDING FOR THE SIX MONTH PERIOD FROM JULY THROUGH DECEMBER.

SINCE THE MONTHLY COST PER BASE HAS DECREASED, THE INCREASE IN THE COST PER LANDING AND TAKEOFF MAY BE ATTRIBUTED TO A CORRESPONDINGLY GREATER DECREASE IN FLYING ACTIVITY.

THE FOLLOWING BASES SHOW A HIGHER COST PER TAKEOFF AND LANDING FOR FEBRUARY THAN WAS REPORTED FOR JANUARY 1950:

TURNER AFB INCREASED FROM $2.51 TO $3.48
MCGUIRE AFB INCREASED FROM $4.18 TO $4.46
SEWART AFB INCREASED FROM $4.96 TO $7.01
STEWART AFB INCREASED FROM $3.33 TO $4.45

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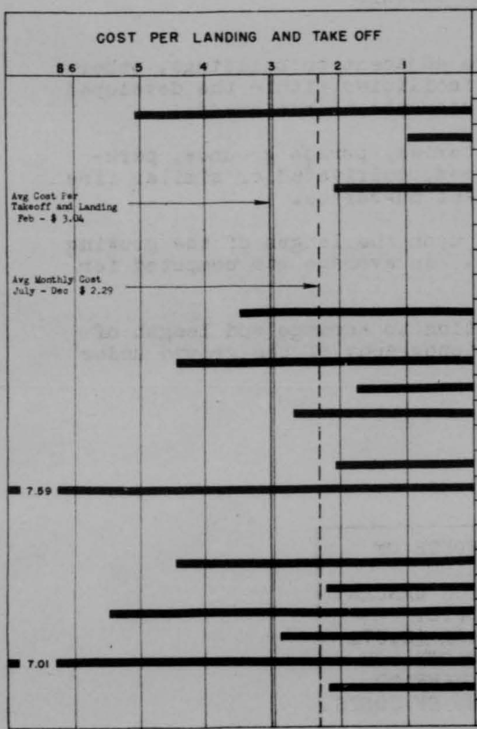
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
MARCH 1950

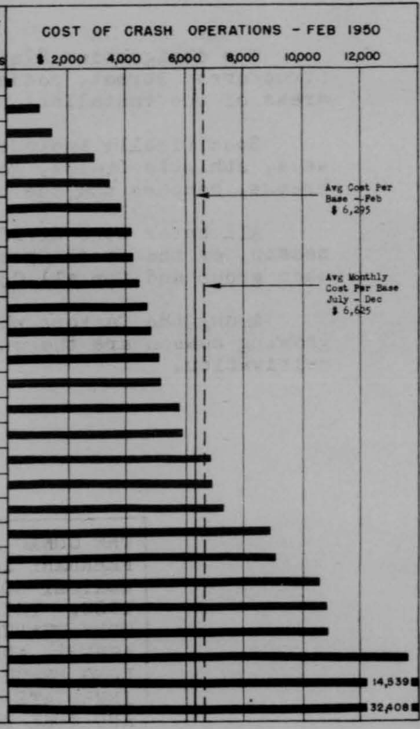
COST OF AIRCRAFT CRASH RESCUE OPERATIONS

SELECTED INSTALLATIONS

FEBRUARY 1950



COST PER LANDING AND TAKE OFF	BASE	NUMBER OF LANDINGS AND TAKE OFFS	COST OF AIRCRAFT CRASH RESCUE OPERATIONS
$ NR	Miami Int Apt	NR	$ 151
5.11	Oscoda AFB	211	1,079
.97	Atterbury AFB	1,605	1,560
NR	Portland Apt	NR	2,973
2.08	McChord AFB	1,672	3,478
NR	Long Beach Mun Apt	NR	3,891
NR	Reading Mun Apt	NR	4,274
NR	Hanscom Apt	NR	4,294
NR	Hensley Field	NR	4,421
3.48	Turner AFB	1,361	4,733
NR	Memphis Mun Apt	NR	4,827
4.45	Stewart AFB	1,154	5,138
1.79	Shaw AFB	2,886	5,179
2.72	Brooks AFB	2,127	5,793
NR	Wold-Chamberlain Field	NR	5,908
2.09	Selfridge AFB	3,310	6,924
7.59	Moses Lake AFB	914	6,934
NR	Birmingham Mun Apt	NR	7,261
NR	O'Hare Int Apt	NR	8,913
4.46	McGuire AFB	2,021	9,009
2.22	Hamilton AFB	4,804	10,662
5.50	Gtr Pittsburgh Apt	1,972	10,849
2.90	Mitchel AFB	3,742	10,863
7.01	Sewart AFB	1,958	13,731
2.19	Langley AFB	6,635	14,539
NR	Fairfax Field	NR	32,408



SOURCE: REAL ESTATE FACILITIES MONTHLY COST REPORT - AF FORM 329 RCS: AF-MD-F33A, 28 FEB 1950
MONTHLY RUNWAY TRAFFIC REPORT OF AIRPLANE LANDINGS & TAKE OFFS, RCS: AF-SC-T-47A

NR - NO TRAFFIC REPORT AVAILABLE

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EXPLANATION OF GRAPHIC PRESENTATION ON COST OF MAINTENANCE OF IMPROVED GROUNDS

The designation "Improved Grounds" includes grounds adjacent to buildings, other structures, street, roads, walks, parkways and similar facilities within the developed areas of the installation on which intensive ground maintenance is performed.

Specifically included are lawns, installation cemeteries, parade grounds, parkways, athletic fields, golf courses, rifle ranges, grassed, cultivated or similar fire breaks, beaches and the operation of greenhouses and plant nurseries.

All bases were divided into three groups depending upon the length of the growing season, or the frost-free time during which plants grow. An average was computed for each group and for all ConAC bases under consideration.

Among the factors which may influence cost in addition to acreage and length of growing season are the quality of maintenance, and the topography of the ground under cultivation.

COMMENT

THE CONAC AVERAGE COST - $913 - FOR THE MONTH OF FEBRUARY IS 36% LOWER THAN THE CONAC AVERAGE MONTHLY COST, $1,416, FOR JULY 1949 THROUGH JANUARY 1950. THIS IS LARGELY DUE TO SEASONAL COSTS. WORK MEASUREMENT UNITS REPORTED BY SHAW AFB (2,071 ACRES), AND THE COST PER ACRE ($126.40) SHOWN FOR LONG BEACH MUNICIPAL APT ARE EXTREME AND WARRANT IMMEDIATE INVESTIGATION INTO THE REPORTING OF COSTS AND WORK UNITS BY THESE TWO BASES.

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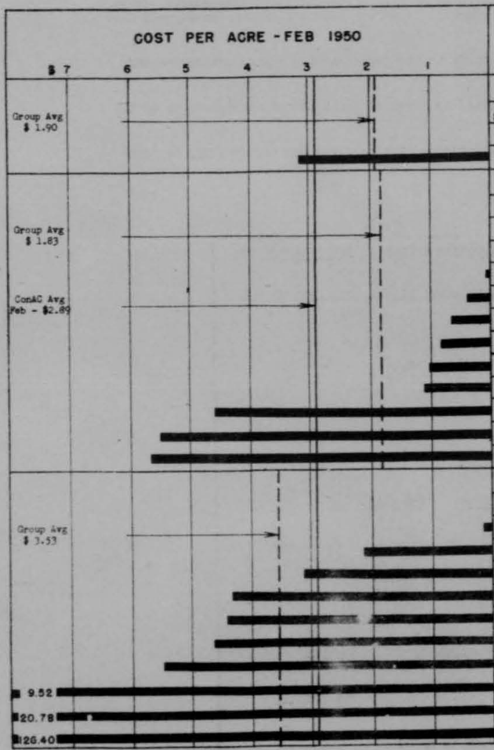
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
MARCH 1950

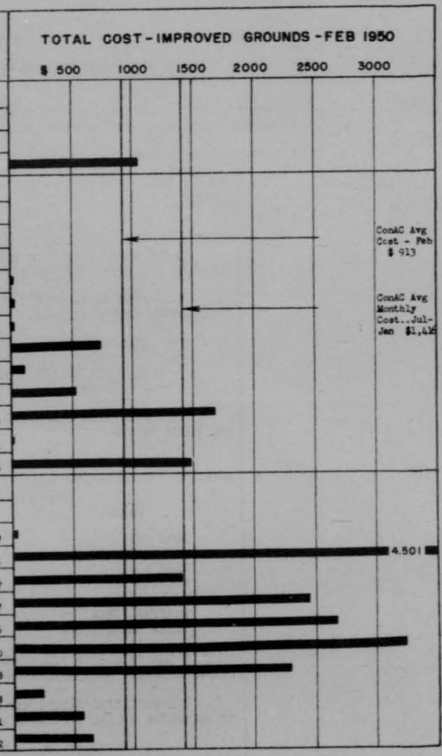
COST OF MAINTENANCE OF IMPROVED GROUNDS

SELECTED INSTALLATIONS

FEBRUARY 1950



COST PER ACRE FEB 1950	BASE	IMPROVED GROUND ACREAGE	COST FEB 1950
GROWING SEASON - UNDER 160 DAYS			
$ -0-	Oscoda AFB	154	$ -0-
-0-	Hanscom Apt	70	-0-
3.17	Selfridge AFB	333	1,057
GROWING SEASON - 160-210 DAYS			
-0-	Atterbury AFB	641	-0-
-0-	Reading Mun Apt	30	-0-
-0-	Wold-Chamberlain Field	32	-0-
.08	Sewart AFB	286	24
.34	O'Hare Int Apt	70	24
.62	Memphis Mun Apt	39	24
.85	McGuire AFB	833	712
*1.03	Gtr Pittsburgh Apt	101	104
1.13	Stewart AFB	459	519
4.61	Mitchel AFB	366	1,689
5.50	Fairfax Field	2	11
5.69	Moses Lake AFB	263	1,496
GROWING SEASON - OVER 210 DAYS			
-0-	Birmingham Mun Apt	6	-0-
.16	Portland Apt	248	39
2.17	Shaw AFB	2,071	4,501
3.13	Brooks AFB	447	1,397
4.35	McChord AFB	565	2,457
4.44	Langley AFB	607	2,696
4.65	Turner AFB	697	3,240
5.50	Hamilton AFB	420	2,308
9.52	Miami Int Apt	25	238
20.78	Hensley Field	27	561
126.40	Long Beach Mun Apt	5	632



SOURCE: REAL ESTATE FACILITIES MONTHLY COST REPORT, AF FORM 329, RCS: AF-MD-F33A

1941 YEARBOOK - US DEPT OF AGRICULTURE

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EXPLANATION OF GRAPHIC PRESENTATION ON

COMPARATIVE PAYROLL COST OF MOTOR POOL ACTIVITY

The Motor Pool Account includes the following costs of operation: Cost of Motor Pool Officer, Refueling Officer, dispatchers, clerks, drivers, service personnel, and cost of fuels and lubricants used. The "Payroll Cost per Vehicle Mile Operated" is determined by dividing the Payroll Cost of the above activities by the number of miles operated as reported on AF Form 122A.

The payroll costs of the Motor Pool activity do not include any of the payroll costs applicable to the field maintenance of Automotive and ground powered equipment.

The average payroll cost per vehicle mile operated for each organizational type was determined by dividing the total of average costs by the total of average miles operated for each period.

The factor "Payroll Cost" rather than Total Cost, was chosen for analysis, since personnel discrepancies revealed can more readily be "controlled" for the purpose of accomplishing a cost reduction of value to USAF.

COMMENT

TOTAL PAYROLL COST OF MOTOR POOL ACTIVITY FOR THE THIRTY-FOUR BASES UNDER REVIEW AMOUNT TO $257,738 FOR THE MONTH OF FEBRUARY 1950, OR A PROJECTED ANNUAL TOTAL OF $3,092,856.

ONLY FOUR BASES SHOW A REDUCTION OF PAYROLL COST PER MILE OPERATED DURING FEBRUARY 1950 AS COMPARED TO THE PRIOR SEVEN MONTHS AVERAGE.

THE BASES SHOWING IMPROVED OPERATIONS ARE:

1. MCGUIRE AFB - 35.0%
2. BROOKS AFB - 19.7%
3. GODMAN AFB - 18.0%
4. GTR PITTSBURG APT - 2.0%

SIX BASES WERE OPERATING DURING THE MONTH OF FEBRUARY AT A LOWER PAYROLL COST PER MILE THAN THE AVERAGE FOR THEIR GROUPS.

EXCESSIVE INCREASES OF PAYROLL COST PER VEHICLE MILE OPERATED, IN RELATIONSHIP TO PRIOR PERFORMANCE, ARE SHOWN BY THE FOLLOWING:

BASES	7 MOS AVG	FEB '50	INCREASE	PER CENT
SHAW AFB	$.143	$.345	$.202	141.3%
ATTERBURY AFB	.100	.236	.136	136.0%
TURNER AFB	.120	.245	.125	104.2%
MCCHORD AFB	.125	.221	.096	76.8%
SHERMAN AFB	.108	.188	.080	74.1%
FAIRFAX FIELD	.110	.189	.079	71.8%
FLOYD BENNETT NAS	.150	.243	.093	62.0%

MOST OF THE EXCESSIVE INCREASES, SHOWN ABOVE, ARE DUE PRIMARILY TO A DROP IN THE NUMBER OF VEHICLE MILES OPERATED DURING FEBRUARY. THIS MAY HAVE BEEN CAUSED BY SEASONAL VARIATIONS.

THE FOLLOWING BASES, REPORTING INCREASES IN PAYROLL COSTS AS INDICATED, SHOULD BE INVESTIGATED FURTHER TO DETERMINE IF THE INCREASES ARE JUSTIFIED BY AN INCREASED WORKLOAD:

1. STEWART AFB 79.6% ($ 2529)
2. ATTERBURY AFB 57.4% ($ 1800)
3. TURNER AFB 54.6% ($ 4421)
4. SEWART AFB 53.8% ($ 3261)
5. SHAW AFB 47.2% ($ 6975)
6. FAIRFAX FIELD 46.4% ($ 807)
7. OTIS AFB 43.8% ($ 3334)

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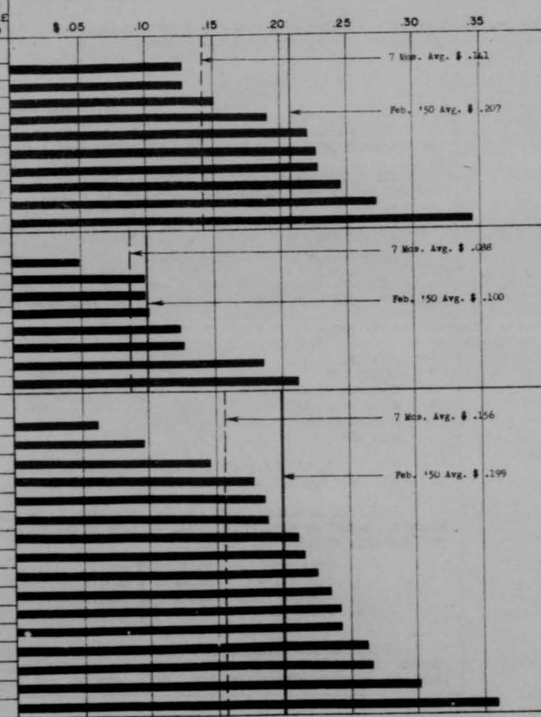
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
MARCH 1950

COMPARATIVE PAYROLL COST OF MOTOR POOL ACTIVITY

MONTHLY AVERAGE OF 1 JULY 49 TO 31 JAN 50 COMPARED WITH FEBRUARY 1950

MONTLY AVG FOR THE PERIOD 1 JULY 1949 - 31 JAN 1950			BASE	FEBRUARY 1950			NON PERSONNEL MONTHLY AVERAGE COST PER VEHICLE MILE OPERATED	
MOTOR POOL PAYROLL COST	VEHICLE MILES OPERATED	PAYROLL COST FOR VEHICLE MILE OPERATED		MOTOR POOL PAYROLL COST	VEHICLE MILES OPERATED	PAYROLL COST FOR VEHICLE MILE OPERATED	PERIOD 1 JULY 1949-31 JAN 1950	MONTH FEBRUARY 1950
			WINGS					
$ 7,611	72,771	$ .105	33d Ftr Intcp Wg - Otis AFB	$ 10,945	86,039	$ .127	$ .039	$ .030
7,933	64,436	.123	325th Ftr All Wea Wg - Moses Lake AFB	6,392	50,199	.127	.064	.114
17,264	172,182	.100	4th Ftr Intcp Wg - Langley AFB	22,077	145,847	.151	.025	.028
6,058	48,629	.125	314th Tr Carr Wg - Sewart AFB	9,319	48,839	.191	.033	.043
16,043	128,750	.125	62d Tr Carr Wg - McChord AFB	21,006	94,937	.221	.044	.075
9,662	27,661	.349	52d Ftr All Wea Wg - McGuire AFB	9,192	40,532	.227	.059	.040
13,127	60,818	.216	56th Ftr Intcp Wg - Selfridge AFB	14,507	63,573	.228	.054	.053
8,104	67,815	.120	31st Ftr Bmr Wg - Turner AFB	12,525	51,213	.245	.035	.039
21,195	116,704	.182	78th Ftr Intcp Wg - Hamilton AFB	22,293	81,693	.273	.043	.061
14,779	103,509	.143	20th Ftr Bmr Wg - Shaw AFB	21,754	63,107	.345	.031	.043
			AIR BASE GPS AND SQS					
$ 6,524	106,800	$ .061	2595th ABGp - Brooks AFB	$ 6,677	136,446	$ .049	$ .020	$ .014
570	5,864	.097	4406th ABSq - Marshall AFB	525	5,433	.097	.037	.042
7,564	86,569	.087	2463d ABGp - Benjamin Harrison AFB	4,986	50,184	.099	.030	.025
3,175	47,464	.067	4400th ABGp - Stewart AFB	5,704	56,724	.101	.040	.033
17,119	166,929	.103	2500th ABGp - Mitchel AFB	19,479	156,487	.124	.028	.032
5,872	66,101	.089	2600th ABSq - Pope AFB	4,317	33,991	.127	.023	.049
1,194	11,085	.108	4405th ABSq - Sherman AFB	1,278	6,809	.188	.020	.025
3,100	22,227	.139	4408th ABSq - Lawson AFB	3,172	14,935	.212	.036	.031
			AFRTC's					
$ 1,825	30,587	$ .060	2585th AFRTC - Miami Int Apt	$ 2,127	34,476	$ .062	$ .017	$ .013
1,449	21,507	.067	2596th AFRTC - Hensley Field	1,818	18,709	.097	.028	.018
3,645	31,700	.115	2589th AFRTC - Dobbins AFB	3,951	27,203	.145	.021	.027
3,641	26,372	.138	2237th AFRTC - Reading Mun Apt	3,441	19,399	.177	.029	.026
2,321	17,920	.130	2587th AFRTC - Birmingham Mun Apt	3,075	16,456	.187	.048	.062
1,738	15,798	.110	2472d AFRTC - Fairfax Field	2,545	13,435	.189	.029	.027
3,318	23,717	.140	2584th AFRTC - Memphis Mun Apt	4,186	19,865	.211	.031	.027
3,287	18,093	.182	2234th AFRTC - Hanscom Apt	3,109	14,526	.214	.021	.023
7,844	45,403	.173	2347th AFRTC - Long Beach Mun Apt	7,694	34,035	.226	.034	.032
3,134	31,380	.100	2466th AFRTC - Atterbury AFB	4,934	20,943	.236	.030	.025
5,123	20,632	.248	2239th AFRTC - Gtr Pittsburgh Apt	4,725	19,447	.243	.032	.040
2,397	16,016	.150	2230th AFRTC - Floyd Bennett NAS	2,776	11,412	.243	.029	.038
5,812	27,025	.215	2471st AFRTC - O'Hare Int Apt	5,839	22,207	.263	.037	.046
4,068	18,370	.221	2343d AFRTC - Portland Apt	4,169	15,618	.267	.050	.051
2,205	10,430	.211	2465th AFRTC - Wold-Chamberlain Fld	2,925	9,678	.302	.051	.077
5,692	12,969	.439	2236th AFRTC - Godman AFB	4,276	11,875	.360	.035	.022

PAYROLL COST PER VEHICLE MILE OPERATED - FEBRUARY 1950



SOURCE: COST CONTROL REPORTS, AF FORMS 320, 321, 322, RCS: AF-FO-F22C
USAF GROUND ACCIDENT EXPERIENCE SUMMARY AND ANALYSIS,
AF FORM 122A, RCS: AF-AP-U8

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EXPLANATION OF GRAPHIC PRESENTATION ON

COMPARATIVE PAYROLL COST OF MAINTENANCE - AUTOMOTIVE AND GROUND POWERED EQUIPMENT

Automotive and Ground Powered Equipment Maintenance Costs include cost of personnel and supplies utilized in the accomplishment of field maintenance. The "payroll cost per vehicle mile operated" is determined by dividing the payroll cost of the above activities by the number of miles operated as reported on AF Form 122A.

The payroll costs of the Maintenance activity do not include any costs applicable to the Motor Pool. The average payroll cost per mile for each group was determined by dividing the total of average payroll costs by the total of average miles operated for each period.

COMMENT

TOTAL PAYROLL COST OF MAINTENANCE FOR THE THIRTY-FOUR BASES UNDER REVIEW AMOUNT TO $212,454 FOR THE MONTH OF FEBRUARY 1950, OR A PROJECTED ANNUAL TOTAL OF $2,549,448.

SIX BASES SHOW APPRECIABLY REDUCED PAYROLL COSTS PER MILE OPERATED DURING FEBRUARY 1950 AS COMPARED TO THE PRIOR SEVEN-MONTHS AVERAGE, AS FOLLOWS:

1. WOLD-CHAMBERLAIN FIELD - 38.5%
2. MCGUIRE AFB - 34.1%
3. LAWSON AFB - 29.8%
4. MARSHALL AFB - 26.2%
5. MIAMI INT'L APT - 21.3%
6. BROOKS AFB - 12.0%

EXCESSIVE INCREASES OF MAINTENANCE PAYROLL PER VEHICLE MILE OPERATED, IN RELATIONSHIP TO THEIR OWN PRIOR PERFORMANCE, ARE SHOWN BY THE FOLLOWING BASES:

BASES	7 MOS AVG	FEB '50	INCREASE	PER CENT
POPE AFB	$.109	$.229	$.120	110.1%
TURNER AFB	.137	.286	.149	108.8%
BENJAMIN HARRISON AFB	.044	.076	.032	72.7%
MOSES LAKE AFB	.098	.164	.066	67.3%
HENSLEY FIELD	.205	.335	.130	63.4%
SHAW AFB	.111	.179	.068	61.3%

TURNER AFB, AND SHAW AFB ARE ALSO INCLUDED IN THE LIST OF BASES SHOWING EXCESSIVE INCREASES IN PAYROLL COST FOR THE MOTOR POOL ACTIVITY DURING FEBRUARY.

EXCESSIVE INCREASED COSTS ARE DUE PRIMARILY TO THE DROP IN NUMBER OF VEHICLE MILES OPERATED. HOWEVER, FURTHER INVESTIGATION SHOULD BE MADE AT THE FOLLOWING BASES TO DETERMINE THE JUSTIFICATION FOR INCREASES IN PERSONNEL COSTS:

1. OTIS AFB 76.7% ($ 6047)
2. TURNER AFB 58.3% ($ 5405)
3. HENSLEY FIELD 42.4% ($ 1867)
4. SEWART AFB 37.1% ($ 1999)
5. BIRMINGHAM MUN APT 36.4% ($ 1176)
6. SELFRIDGE AFB 30.8% ($ 2913)
7. MOSES LAKE AFB 30.4% ($ 1921)

FURTHER INVESTIGATION OF NON-PERSONNEL COSTS IS REQUIRED TO DETERMINE THE REASON FOR THE ABSENCE OF SUCH COSTS AT BIRMINGHAM MUNICIPAL AIRPORT DURING THE PAST EIGHT MONTHS, AND FOR LARGE INCREASES AT WOLD-CHAMBERLAIN, POPE, SHAW, MCCHORD, AND LAWSON.

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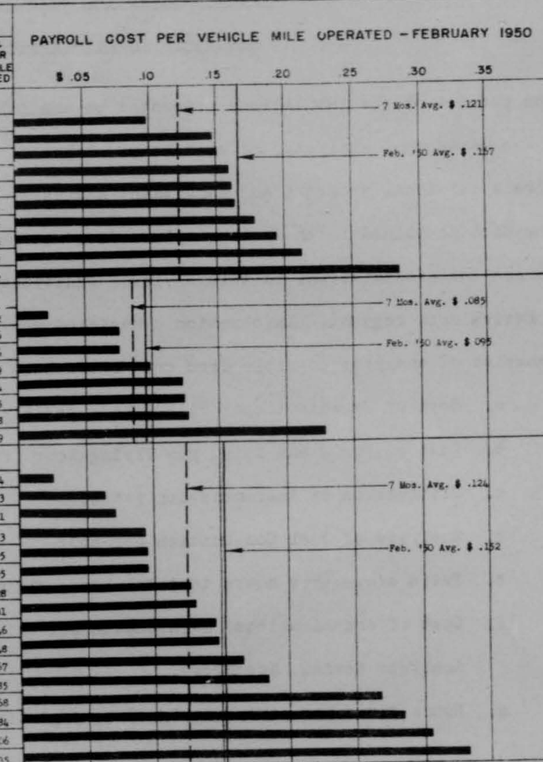
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
MARCH 1950

COMPARATIVE PAYROLL COST OF MAINTENANCE - AUTOMOTIVE AND GROUND POWERED EQUIPMENT

MONTHLY AVERAGE OF 1 JULY 49 TO 31 JAN 50 COMPARED WITH FEBRUARY 1950

MONTHLY AVG FOR THE PERIOD 1 JULY 1949 - 31 JAN 1950			BASE	FEBRUARY 1950			NON PERSONNEL MONTHLY AVERAGE COST PER VEHICLE MILE OPERATED	
MAINTENANCE PAYROLL COST	VEHICLE MILES OPERATED	PAYROLL COST PER VEHICLE MILE OPERATED		MAINTENANCE PAYROLL COST	VEHICLE MILES OPERATED	PAYROLL COST PER VEHICLE MILE OPERATED	PERIOD 1 JULY 1949 31 JAN 1950	MONTH FEBRUARY 1950
			WINGS					
$ 9,128	116,704	$ .078	78th Ftr Intcp Wg - Hamilton AFB	$ 8,066	81,693	$ .099	$ .030	$ .054
17,653	172,182	.103	4th Ftr Intcp Wg - Langley AFB	21,704	145,847	.149	.021	.024
5,382	48,629	.111	314th Tr Carr Wg - Sewart AFB	7,381	48,839	.151	.020	.024
19,209	128,750	.149	62d Tr Carr Wg - McChord AFB	15,157	94,937	.160	.021	.084
7,883	72,771	.108	33d Ftr Intcp Wg - Otis AFB	13,930	86,039	.162	.019	.041
6,321	64,436	.098	325th Ftr All Wea Wg-Moses Lake AFB	8,242	50,199	.164	.018	.005
11,517	103,509	.111	20th Ftr Bmr Wg - Shaw AFB	11,289	63,107	.179	.021	.084
9,432	60,818	.155	56th Ftr Intcp Wg - Selfridge AFB	12,345	63,573	.194	.047	.026
8,931	27,661	.323	52d Ftr All Wea Wg - McGuire AFB	8,634	40,532	.213	.071	.059
9,264	67,815	.137	31st Ftr Bmr Wg - Turner AFB	14,669	51,213	.286	.017	.036
			AIR BASE GPS AND SQS					
$ 2,701	106,800	$ .025	2595th ABGp - Brooks AFB	$ 3,060	136,446	$ .022	$ .010	$ .003
3,783	86,569	.044	2463d ABGp - Benjamin Harrison AFB	3,808	50,184	.076	.007	.003
602	5,864	.103	4406th ABSq - Marshall AFB	415	5,433	.076	.038	.019
3,140	22,227	.141	4408th ABSq - Lawson AFB	1,475	14,935	.099	.032	.088
19,029	166,929	.118	2500th ABGp - Mitchel AFB	19,360	156,487	.124	.054	.055
1,225	11,085	.111	4405th ABSq - Sherman AFB	849	6,809	.125	.030	.036
6,113	47,464	.129	4400th ABGp - Stewart AFB	7,235	56,724	.128	.058	.037
7,233	66,101	.109	2600th ABSq - Pope AFB	7,793	33,991	.229	.010	.063
			AFRTC's					
$ 402	10,430	$ .039	2465th AFRTC - Wold-Chamberlain Fld	$ 233	9,678	$ .024	$ .004	$ .046
2,434	30,587	.080	2585th AFRTC - Miami Int Apt	2,159	34,476	.063	.031	.024
1,462	23,717	.062	2584th AFRTC - Memphis Mun Apt	1,413	19,865	.071	.028	.007
1,360	18,370	.074	2343d AFRTC - Portland Apt	1,445	15,618	.093	.001	.002
2,990	31,700	.094	2589th AFRTC - Dobbins AFB	2,581	27,203	.095	.021	.042
2,262	31,380	.072	2466th AFRTC - Atterbury AFB	2,000	20,943	.095	.007	.004
4,816	45,403	.106	2347th AFRTC - Long Beach Mun Apt	4,361	34,035	.128	.012	.011
1,566	15,798	.099	2472d AFRTC - Fairfax Fld	1,755	13,435	.131	.028	.028
2,918	20,632	.141	2239th AFRTC - Gtr Pittsburgh Apt	2,840	19,447	.146	.052	.054
1,763	12,969	.136	2236th AFRTC - Godman AFB	1,762	11,875	.148	.078	.026
2,608	18,093	.144	2234th AFRTC - Hanscom Apt	2,433	14,526	.167	.032	.052
3,500	26,372	.133	2237th AFRTC - Reading Mun Apt	3,589	19,399	.185	.009	.017
3,233	17,920	.180	2587th AFRTC - Birmingham Mun Apt	4,409	16,456	.268	-0-	-0-
6,338	27,025	.235	2471st AFRTC - O'Hare Int Apt	6,300	22,207	.284	.046	.037
3,663	16,016	.229	2230th AFRTC - Floyd Bennett NAS	3,491	11,412	.306	.031	.051
4,404	21,507	.205	2596th AFRTC - Hensley Field	6,271	18,709	.335	.050	.007



SOURCE: COST CONTROL REPORTS, AF FORMS 320, 321, 322, RCS: AF-FO-F22C
USAF GROUND ACCIDENT EXPERIENCE SUMMARY AND ANALYSIS,
AF FORM 122A, RCS: AF-AP-U8

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EXPLANATION OF TABULATIONS OF COMPARATIVE DATA
FOR PROGRESS AND MANAGEMENT ANALYSIS,
COMBAT GROUPS, SEPARATE SQUADRONS AND
AIR FORCE RESERVE TRAINING CENTERS

The purpose of the tabulations presented on the following three pages is to provide, to commanders and management analysts, at unit level, selected performance data. These tabulations provide a basis for local progress and management analysis.

The data contained in these tabulations does not replace, but rather supplements Comptroller Chart #6 and the presentations in this Review. Additional data will be included in future issues of this Review upon request. Information classified above RESTRICTED will not be included.

Examples of analyses possible from data shown here are:

a. Cost of Organizational Maintenance per Flying Hour (ConAC Cost Analysis Review, August).

b. Cost of Fuels and Lubes per Flying Hour (Page 16, ConAC Cost Analysis Review, July).

c. Utilization of in-commission rates.

d. Analysis of Fuel Consumption per hour.

e. Ratio of weather hours to total hours flown (Col. 11).

f. Cost of organizational maintenance per unit of flying, AFRTC (Page 11, ConAC Cost Analysis Review, November).

g. Hours flown per person assigned to organizational maintenance function.

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PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
MARCH 1950

COMPARATIVE DATA FOR PROGRESS AND MANAGEMENT ANALYSIS

COMBAT GROUPS AND SEPARATE SQUADRONS

CONTINENTAL AIR COMMAND

FEBRUARY 1950

AIRCRAFT — FLYING HOUR FACTORS

COLUMN	1	2	3	4	5	6	7	8	9	10	11	12	13
COMBAT GROUP	AIR FORCE	TYPE ACFT	AV. NO ACFT ON HAND	AV. NO ACFT IN COMM	AV NO ACFT OUT (MAINT)	AV NO ACFT OUT (T. O. COMP)	AV NO ACFT OUT (AOCP)	AV NO ACFT OUT (OTHER)	TOTAL HRS FLOWN	HRS FLOWN PER ACFT (ON HAND)	WEATHER HRS FLOWN	HOOD HRS FLOWN	GALLONS FUEL PER HR
56 th FTR INTCP GP	10	F-80A	82	45	30	4	2	1	865	11	18	12	356
52 nd FTR A/W GP	1	F-82F	25	15	6	0	4	0	527	21	16	85	121
325 th FTR A/W GP *	4	F-82F	36	12	17	0	6	1	650	18	77	89	139
20 th FTR BMR GP **	14	F-84	75	53	19	0	2	1	1,697	23	9	47	361
31 st FTR BMR GP **	14	F-84	72	46	15	0	3	8	1,220	17	4	60	436
78 th FTR INTCP GP	4	F-84D	51	33	16	0	1	1	1,595	31	10	117	351
33 rd FTR INTCP GP	1	F-84C F-86A	47 20	31 14	11 3	0 1	3 2	2 0	1,402 371	30 19	8 0	260 19	331 347
4 th FTR INTCP GP	9	F-86A	69	35	22	4	5	3	923	13	0	0	417
81 st FTR INTCP GP	12	F-86A	81	57	18	1	5	0	1,507	19	19	143	335
62 nd TR CARR GP	4	C-54D	39	23	14	0	2	0	1,152	30	259	55	196
314 th TR CARR GP	14	C-82A C-119B	31 25	11 11	16 8	0 0	2 5	2 1	569 936	18 37	47 103	18 43	157 262
316 th TR CARR GP (H)**	14	C-82A	30	15	14	0	1	0	1,312	44	129	93	197
2601 st ASSAULT SQ	14	C-82A	14	6	7	-	1	0	398	28	34	19	190
84 th BMB SQ (L)	9	B-45A	15	6	7	1	1	0	273	18	18	90	1,297
85 th BMB SQ (L) ***	9	B-45A	11	3	6	0	2	0	222	20	10	66	1,307
161 st TAC RCN GP **	14	RF-80	15	11	1	1	2	0	338	23	5	20	335
363 rd TAC RCN GP	9	RB-26	17	13	2	0	0	2	368	22	17	62	151

PERSONNEL FACTORS (columns 14–19) and **COST - FACTORS** (columns 20–28)

COLUMN	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
COMBAT GROUP	NUMBER OFF AUTH	NUMBER OFF ASGD	NUMBER AM AUTH	NUMBER AM ASGD	TOTAL PERS ASGD	% AUTH PERS ASGD	TOTAL PERS ORG MAINT (07110)	PAYROLL COST ORG MAINT (07110)	TOTAL PERS UNIT OVERHEAD (07061)	PAYROLL COST UNIT OVERHEAD (07061)	COST OF FUEL ACFT (07102)	TOTAL PERS CMBT UNIT (07270)	PAYROLL COST - COMBAT UNIT (07270)	TOTAL PERS SHOP MAINT (05160)	PAYROLL COST - SHOP MAINT (05160)
56 th FTR INTCP GP	101	95	349	367	462	103	302	$44,603	17	$15,329	$46,395	448	$91,752	117	$22,482
52 nd FTR A/W GP	78	68	219	223	291	98	174	27,224	54	12,343	12,451	276	61,560	127	22,289
325 th FTR A/W GP *	111	95	316	288	383	90	227	36,560	54	12,638	15,319	374	83,327	91	15,755
20 th FTR BMR GP **	101	107	367	367	474	101	285	41,298	65	12,969	50,216	450	97,903	107	18,887
31 st FTR BMR GP **	101	127	367	375	502	108	(a) 126	17,600	39	6,336	38,863	229	49,143	101	17,375
78 th FTR INTCP GP	101	116	367	355	471	101	288	42,256	43	10,484	83,314	430	92,816	261	48,731
33 rd FTR INTCP GP	101	113	367	385	498	107	301	45,279	65	12,723	99,953	478	100,328	182	27,167
4 th FTR INTCP GP	101	104	349	399	503	112	295	44,579	75	14,907	50,999	483	103,987	319	55,994
81 st FTR INTCP GP	101	107	349	393	500	111	309	46,273	72	14,305	69,825	487	101,448	111	17,530
62 nd TR CARR GP	142	161	454	400	561	93	244	38,064	55	12,923	53,697	545	133,329	153	33,357
314 th TR CARR GP	206	183	486	380	563	81	210	30,830	56	11,900	62,234	514	131,599	175	27,606
316 th TR CARR GP (H)**	99	95	304	246	341	85	130	18,682	17	2,719	34,544	292	73,200	0	[illegible]
2601 st ASSAULT SQ	39	45	125	106	151	92	56	7,991	(b) 19	6,043	17,013	128	29,893	0	[illegible]
84 th BMB SQ (L)	55	44	193	186	230	93	156	24,344	(c) 17	3,133	47,394	208	43,677	0	[illegible]
85 th BMB SQ (L) ***	55	42	193	192	234	94	163	26,107	(c) 13	2,618	40,353	215	46,334	0	[illegible]
161 st TAC RCN GP **	28	30	125	103	133	93	59	8,845	(c) 21	5,309	7,415	109	21,778	0	[illegible]
363 rd TAC RCN GP	78	49	176	192	241	95	107	16,812	(c) 50	11,542	11,745	172	34,844	0	[illegible]

SOURCE: COST CONTROL REPORTS, AF FORMS 320 & 322 RCS: AF-FO-F22C
ACFT STATUS & FLYING TIME REPORT, AF FORM 110A, RCS: AF-SC-A1A
CONAC PERSONNEL STRENGTH REPORT, RCS: FS-P17

* ALL DATA INCLUDES 318 TH SQ - MCCHORD AFB
** ALL DATA INCLUDES ACFT TDY AIR MANUEVERS
*** DOES NOT INCLUDE 4 B-45A REPORTED BY 4th M & S GP

(A) DOES NOT INCLUDE COST OF PERSONNEL TDY AIR MANUEVERS
(B) REPORTED UNDER ACCT CODE 1051 AND 7061
(C) REPORTED UNDER ACCT CODE 1051

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COMPARATIVE DATA FOR PROGRESS AND MANAGEMENT ANALYSIS

TENANT AIR FORCE RESERVE TRAINING CENTERS

CONTINENTAL AIR COMMAND

FEBRUARY 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ. CONAC
MARCH 1950

AFRTC	AIRCRAFT - FLYING HOUR FACTORS													PERSONNEL FACTORS							COST - FACTORS				
COLUMN	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
	AIR FORCE	TYPE AIRCRAFT	AVG NO ACFT ON HAND	AVG NO ACFT IN COMM	AVG NO ACFT OUT (MAINT)	AVG NO ACFT OUT (T. O. COMP)	AVG NO ACFT OUT (AOCP)	AVG NO ACFT OUT (OTHER)	TOTAL HRS FLOWN	HRS FLOWN PER ACFT (ON HAND)	WEATHER HRS FLOWN	HOOD HRS FLOWN	GALLONS FUEL PER HR	NUMBER OFF AUTH	NUMBER OFF ASGD	NUMBER AM AUTH	NUMBER AM ASGD	TOTAL MIL PERS ASGD	% AUTH MIL PERS ASGD	TOTAL NO CIV EMPLOYED	TOTAL PERS ORGN MAINT (07110)	PAYROLL COST ORGN MAINT (07110)	COST OF FUEL - ASSIGNED ACFT (07102)	TOTAL PERS-MAINT & TNG FUNCTION (07270)	PAYROLL COST - MAINT & TNG FUNCTION (07270)
2230 th FLOYD BENNETT	1	C-47 T-7 T-11 T-6	13 17 16	11 15 14	2 2 2	0 0 0	0 0 0	0 0 0	737 543 213	57 32 13	10 8 0	206 193 48	87 39 28	25	28	300	381	409	126	125	190	37,639	18,336	200	40,393
2233 rd MITCHEL	1	C-46 T-7 T-11 T-6	15 18 10	8 15 7	4 2 2	0 0 0	3 1 1	0 0 0	302 396 154	20 22 15	11 0 0	40 100 20	126 32 31	24	27	215	243	270	113	35	188	36,704	10,879	190	37,621
2346 th HAMILTON	4	C-46 T-7 T-11 T-6	16 15 22	13 12 20	2 1 0	0 0 0	1 1 1	0 1 1	670 329 74	42 22 3	48 5 0	224 156 5	145 41 31	24	24	215	220	244	102	55	170	37,969	22,411	178	40,346
2240 th CLEVELAND	9	C-46 T-7 T-11 T-6	15 17 10	11 13 8	3 3 1	0 0 0	1 1 1	0 0 0	585 202 184	39 12 18	51 6 1	152 74 25	154 33 28	32	23	368	325	348	87	8	155	25,312	22,381	164	29,944
2242 nd SELFRIDGE	10	C-46 T-7 T-11 T-6	16 17 26	10 10 22	4 6 4	1 0 0	1 1 0	0 0 0	611 455 125	38 27 5	59 1 0	201 207 17	159 41 31	24	22	215	201	223	93	58	159	35,917	23,589	17[illegible]	40,439
2469 th SCOTT	10	C-46 T-7 T-11 T-6	19 17 13	13 11 11	5 5 2	0 0 0	1 1 0	0 0 0	460 500 135	24 29 10	26 4 1	71 183 13	168 38 28	24	21	215	268	289	121	48	190	36,098	27,218	214	42,537
2473 rd OFFUTT	10	C-46 T-7 T-11 T-6	16 16 13	12 13 11	3 3 2	1 0 0	0 0 0	0 0 0	448 346 188	28 22 14	38 2 0	62 87 15	156 47 28	24	23	215	224	247	103	36	159	27,487	18,305	181	32,810
2592 nd TINKER	12	B-26 T-7 T-11 T-6	18 19 11	13 10 6	4 7 2	0 0 0	1 2 3	0 0 0	230 594 148	13 31 13	3 4 2	53 251 66	169 39 27	24	23	225	321	344	138	40	224	40,784	14,960	242	45,507
2596 th HENSLEY	12	C-46 T-7 T-11 T-6	16 15 10	7 9 8	8 4 1	0 0 0	1 2 1	0 0 0	420 528 29	26 35 3	36 33 0	72 105 12	160 40 38	32	29	368	488	517	129	90	178	35,299	19,786	201	41,352

SOURCE: A. USAF COST CONTROL REPORTS, AF FORM 320 & 322
B. ACFT STATUS & FLYING TIME REPORT, AF FORM 110A
C. CONAC PERSONNEL REPORT (RCS-FS-P17)

* SEE EXPLANATION ON PAGE 34

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DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
MARCH 1950

COMPARATIVE DATA FOR PROGRESS AND MANAGEMENT ANALYSIS

NON-TENANT AIR FORCE RESERVE TRAINING CENTERS

CONTINENTAL AIR COMMAND

FEBRUARY 1950

	AIRCRAFT - FLYING HOUR FACTORS												
COLUMN	1	2	3	4	5	6	7	8	9	10	11	12	13
AFRTC	AIR FORCE	TYPE AIRCRAFT	AVG NO ACFT ON HAND	AVG NO ACFT IN COMM	AVG NO ACFT OUT (MAINT)	AVG NO ACFT OUT (T. O. COMP)	AVG NO ACFT OUT (AOCP)	AVG NO ACFT OUT (OTHER)	TOTAL HRS FLOWN	HRS FLOWN PER ACFT (ON HAND)	WEATHER HRS FLOWN	HOOD HRS FLOWN	GALLONS FUEL PER HR
2234 th HANSCOM	1	C-46 T-7 T-11 T-6	16 19 15	14 17 12	1 1 2	0 0 0	1 1 1	0 0 0	511 471 206	32 25 14	17 15 6	36 65 6	147 39 17
2343 rd PORTLAND	4	C-46 T-7 T-11 T-6	15 17 17	13 14 15	2 2 2	0 0 0	1 1 0	0 0 0	491 258 185	31 15 11	79 4 0	52 58 33	143 39 27
2347 th LONG BEACH	4	B-26 T-7 T-11 T-6	34 35 29	22 23 20	9 9 7	0 0 0	3 3 1	0 0 0	392 538 347	12 15 12	23 16 7	17 134 55	166 40 22
2236 th GODMAN	9	C-47 T-7 T-11 T-6	16 18 12	9 10 7	2 3 3	0 0 0	5 5 2	0 0 0	417 269 36	26 15 7	14 13 0	132 90 11	90 41 35
2237 th READING	9	C-46 T-7 T-11 T-6	15 18 11	7 12 8	5 4 2	0 0 0	3 2 1	0 0 0	375 529 89	25 29 8	3 1 0	46 149 16	117 49 28
2239 th GR PITTSBURGH	9	C-46 T-7 T-11 T-6	14 13 9	10 7 7	3 2 2	0 0 0	1 4 0	0 0 0	677 328 183	48 25 20	66 3 4	134 166 57	129 35 28
2465 th WOLD - CHAMBERLAIN	10	C-46 T-7 T-11 T-6	17 17 15	7 9 7	6 6 5	0 0 0	3 2 1	1 0 2	483 592 137	28 35 9	51 4 0	120 239 15	162 37 28
2466 th ATTERBURY	10	C-46 T-7 T-11 T-6	17 25 22	6 7 9	9 17 12	0 0 0	2 1 1	0 0 0	401 278 180	24 11 8	28 10 0	96 72 56	156 41 29
2471 st O'HARE	10	C-46 T-7 T-11 T-6	34 31 23	20 18 12	10 11 9	0 0 0	3 2 1	1 0 1	769 564 259	23 18 11	76 8 3	153 181 30	108 36 29
2472 nd FAIRFAX	10	C-47 T-7 T-11 T-6	15 17 13	12 13 8	2 1 1	0 0 0	1 3 1	0 0 0	655 273 283	44 16 28	42 7 4	256 95 12	91 46 26
2584 th MEMPHIS	14	C-46 T-7 T-11 T-6	17 16 10	12 12 9	2 3 0	0 0 0	2 0 1	1 1 0	765 380 44	45 24 4	73 6 0	136 98 4	138 38 30
2585 th MIAMI	14	C-46 T-7 T-11 T-6	13 16 9	8 11 7	5 4 2	0 0 0	0 1 0	0 0 0	613 705 229	47 44 25	34 2 1	92 235 1	135 50 40
2587 th BIRMINGHAM	14	B-26 C-46 T-7 T-11 T-6	17 7 18 10	5 5 9 7	4 1 6 2	0 0 0 0	8 1 3 1	0 0 0 0	333 31 665 92	20 4 37 9	12 13 9 7	7 4 138 14	170 150 36 30
2589 th DOBBINS	14	B-26 T-7 T-11 T-6	17 18 24	13 13 22	1 2 0	0 0 0	2 2 0	1 1 2	356 755 207	21 42 9	2 33 0	18 121 23	158 42 29

	PERSONNEL FACTORS							COST - FACTORS				
COLUMN	14	15	16	17	18	19	20	21	22	23	24	25
AFRTC	NUMBER OFF AUTH	NUMBER OFF ASGD	NUMBER AN AUTH	NUMBER AM ASGD	TOTAL MIL PERS ASGD	% AUTH MIL PERS ASGD	TOTAL NO CIV EMPLOYED	TOTAL PERS ORGN MAINT (07110)	PAYROLL COST ORGN MAINT (07110)	COST OF FUEL - ASSIGNED ACFT (07102)	TOTAL PERS - MAINT & TNG FUNCTION (07270)	PAYROLL COST - MAINT & TNG FUNCTION (07270)
2234 th HANSCOM	33	33	375	410	443	109	150	214	39,578	23,355	216	40,600
2343 rd PORTLAND	34	37	398	431	468	108	117	194	43,583	23,373	194	43,583
2347 th LONG BEACH	42	56	588	682	738	117	125	346	70,780	22,025	350	72,445
2236 th GODMAN	32	32	300	366	398	120	91	146	32,671	11,579	150	34,715
2237 th READING	32	21	368	445	466	117	91	153	30,454	21,696	164	33,610
2239 th GR PITTSBURGH	32	26	368	471	497	124	100	195	38,075	20,523	216	44,686
2465 th WOLD - CHAMBERLAIN	33	37	371	387	424	105	82	162	32,187	20,604	198	40,521
2466 th ATTERBURY	33	32	396	439	471	110	102	158	29,987	18,012	173	34,861
2471 st O'HARE	44	45	598	503	548	85	334	256	56,839	26,517	305	67,609
2472 nd FAIRFAX	32	25	368	416	441	110	85	186	34,944	17,804	201	38,195
2584 th MEMPHIS	32	27	368	393	420	105	117	162	36,322	23,929	162	36,322
2585 th MIAMI	33	43	370	456	499	124	102	205	40,444	21,402	225	46,744
2587 th BIRMINGHAM	33	29	380	447	476	115	101	183	39,373	18,258	194	42,054
2589 th DOBBINS	33	37	385	426	463	111	93	176	33,934	18,377	187	36,905

SOURCE: A. USAF COST CONTROL REPORTS, AF FORM 320 & 322
B. ACFT STATUS & FLYING TIME REPORT, AF FORM 110A
C. CONAC PERSONNEL REPORT (RCS-FS-P17)

* SEE EXPLANATION ON PAGE 34

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EXPLANATION OF PRESENTATION ON

ANALYSIS OF AIRCRAFT MAINTENANCE AND UTILIZATION

SELECTED AIR FORCE RESERVE TRAINING CENTERS

The purpose of this presentation is to illustrate one of the types of analytical studies which may be compiled from the data presented in the tabulations on pages 35, 36, and 37. Because of the number of AFRTC's involved, only two from each Air Force were selected. An extension of the study to cover all AFRTC's may easily be completed by individual analysts.

A rating of 100 indicates the ConAC average (all AFRTC's) for all of the factors considered. Specifically, they are as follows:

a. 3.7 Maintenance Personnel Per Aircraft on Hand

b. 71% of On Hand Aircraft In-Commission

c. 20 Hours Flown per Aircraft On Hand

Performance ratings are generally indicative of efficiency relative to the ConAC average. They were obtained as follows:

a. $\frac{\text{3.7 Maintenance Personnel Per Aircraft on Hand}}{\text{Actual Maintenance Personnel Per Aircraft on Hand}} \times 100 =$ Maintenance Personnel Rating

b. $\frac{\text{Actual \% of On Hand Aircraft in Commission}}{\text{71\% of On Hand Aircraft in Commission}} \times 100 =$ Aircraft In Commission Rating

c. $\frac{\text{Actual Hours Flown Per Aircraft On Hand}}{\text{20 Hours Flown Per Aircraft on Hand}} \times 100 =$ Aircraft Utilization Rating

COMMENT

IT IS A BASIC ASSUMPTION THAT THE NUMBER OF MAINTENANCE PERSONNEL ASSIGNED, IN-COMMISSION RATES, AND AIRCRAFT UTILIZATION ARE INTER-RELATED. THEORETICALLY, IF PERSONNEL, MAINTENANCE EFFICIENCY, AND UTILIZATION THROUGHOUT THE AFRT PROGRAM WERE PERFECTLY CORRELATED, ALL BARS WOULD RISE ABOVE OR ALL BARS WOULD FALL BELOW THE 100 LINE. A CAREFUL STUDY OF THE ANALYSIS SHOWS CONCLUSIVELY THAT THIS IS NOT THE CASE. FOR EXAMPLE: THE 2589TH AFRTC, DOBBINS AFB, WITH A COMPARATIVELY LOW NUMBER OF PERSONNEL IN THE AIRCRAFT MAINTENANCE FUNCTION IS MAINTAINING AN ABOVE-AVERAGE IN-COMMISSION RATE, AND AN AVERAGE UTILIZATION. ON THE OTHER HAND, THE 2592ND AFRTC, TINKER AFB, WITH 1.9 MORE PERSONNEL PER AIRCRAFT ASSIGNED TO THE MAINTENANCE FUNCTION PRODUCED AN AVERAGE IN-COMMISSION RATE OF 18% LOWER, AND AN AVERAGE UTILIZATION PER AIRCRAFT OF 4 HOURS LESS THAN THE 2589TH. BOTH OF THESE TRAINING CENTERS HAVE APPROXIMATELY THE SAME NUMBER OF B-26 TYPE AIRCRAFT ON HAND, AND HORSE-POWER WISE, THE SAME WORK-LOAD IN TRAINER TYPE AIRCRAFT.

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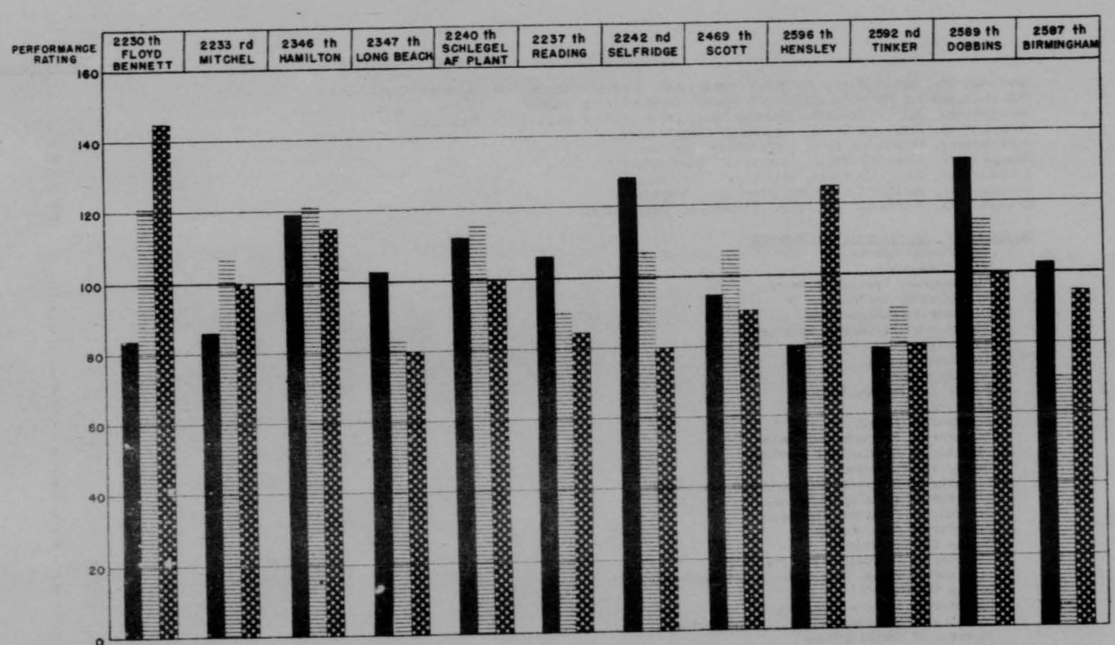
HQ, ConAC
MARCH 1950

ANALYSIS OF AIRCRAFT MAINTENANCE AND UTILIZATION

SELECTED AIR FORCE RESERVE TRAINING CENTERS

DEC 49 – FEB 50



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	2230 th FLOYD BENNETT	2233 rd MITCHEL	2346 th HAMILTON	2347 th LONG BEACH	2240 th SCHLEGEL AF PLANT	2237 th READING	2242 nd SELFRIDGE	2469 th SCOTT	2596 th HENSLEY	2592 nd TINKER	2589 th DOBBINS	2587 th BIRMINGHAM
MAINTENANCE PERSONNEL RATING	84	86	119	103	112	106	128	95	80	79	132	103
ACFT IN COMMISSION RATING	121	107	121	83	115	90	107	107	97	90	115	70
AIRCRAFT UTILIZATION RATING	145	100	115	80	100	85	80	90	125	80	100	95
MAINT PERSONNEL PER ACFT ON HAND	4.4	4.3	3.1	3.6	[illegible]	3.5	2.9	3.9	4.6	4.7	2.8	3.6
% ON HAND ACFT IN COMMISSION	86	76	86	59	82	64	76	76	69	64	82	50
HOURS FLOWN PER ACFT ON HAND	29	20	23	16	20	17	16	18	25	16	20	19

SOURCE: COST CONTROL REPORTS, AF FORMS 320, 322, RCS: AF-FO-F22C
REPORT OF AF SELECTED AIRCRAFT AND STATUS OPERATIONS,
AF FORM 110A, RCS: FS-A1

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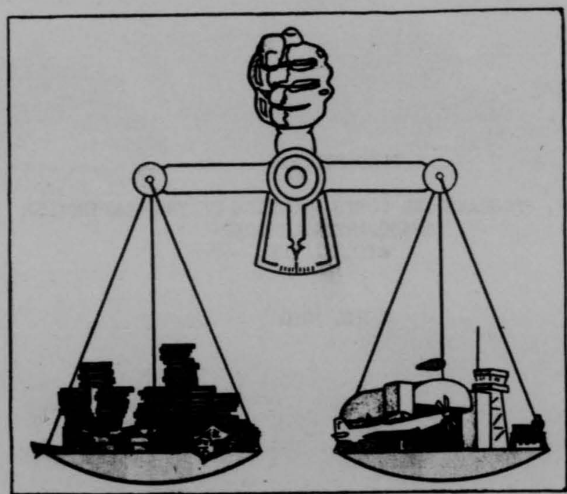
CONTINENTAL AIR COMMAND

MANAGEMENT ANALYSIS REVIEW

MARCH 1950



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PREPARED BY:

DIRECTOR, PROGRAMS AND COSTS - OFFICE OF THE COMPTROLLER
HEADQUARTERS, CONAC
MITCHEL AFB

APRIL 1950

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INTRODUCTION

THE PURPOSE OF THE CONAC MANAGEMENT ANALYSIS REVIEW IS TO PROVIDE COMMANDERS AND THEIR STAFFS EACH MONTH WITH ANALYSES AND SELECTED DATA WHICH, WHEN PROPERLY INTERPRETED, WILL INDICATE ACHIEVEMENT WITHIN SPECIFIC FUNCTIONS OF THEIR ACTIVITY.

IT IS INTENDED THAT THIS REVIEW PRESENT FACTS IN SUCH A MANNER THAT COMMANDERS AND THEIR STAFFS CAN EVALUATE THE CONSISTENCY OF THEIR OPERATING ACTIONS, THE EFFICIENT AND ECONOMICAL USE OF RESOURCES AND THE PROGRESS OF THEIR VARIOUS ACTIVITIES TOWARD AUTHORIZED OBJECTIVES.

THE CONTENTS OF THIS REVIEW WILL VARY FROM MONTH TO MONTH. THIS WILL PERMIT GREATER COVERAGE OF COMMAND ACTIVITIES AND CONCENTRATION ON CURRENT ITEMS OF COMMAND INTEREST.

THE PRESENCE OF EXTREME CONDITIONS ARE READILY APPARENT TO COMMANDERS WHEN PROPERLY SHOWN IN GRAPHIC PRESENTATIONS. MANY OF THE EXTREME CONDITIONS INDICATED HEREIN MAY BE JUSTIFIED BY LOCAL SITUATIONS AND THE NATURE OF ASSIGNED MISSIONS. THESE ANALYSES, HOWEVER, SERVE AS A GUIDE TO AREAS AND ACTIVITIES WHERE FURTHER INVESTIGATIONS AND CORRECTIVE ACTIONS MAY RESULT IN BETTER MANAGEMENT.

THE ANALYSES CONTAINED HEREIN HAVE BEEN DERIVED FROM INFORMATION AS REPORTED TO THIS HEADQUARTERS.

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EXPLANATION OF GRAPHIC PRESENTATION ON

TOTAL COST OF CONTINENTAL AIR COMMAND BY FUNCTIONAL GROUPING - MONTHLY DISTRIBUTION

The following activities are included in the functional groupings as shown on the chart:

COMMAND GROUP

Hq & Hq Sq, Continental Air Command
Hq & Hq Sq, Tactical Air Command
Hq & Hq Sq, Air Defense Forces
Hq & Hq Sq, ConAC Air Forces
Hq & Hq Sq, Air Divisions (Defense)
2220th Field Printing Plant (May through December 1950)
2220th Extension Group, Less Extension Course Activity (January through April 1950)
Hq & Hq Sq, Combat Wings

OPERATIONS GROUP

Combat - Total Operating Costs of Fighter Groups, Troop Carrier Groups, Tactical Recon Group, Bomb Squadrons (L), Assault Squadron.
Combat Support - Total Operating Costs of Liaison Squadrons and Flights, Aircraft Control and Warning Units, Tactical Control Groups, Shoran Beacon Unit.

SERVICE GROUP

Total operating costs of ConAC organizations less those included in Command, Operations and other Mission Groups.

OTHER MISSION GROUP

Air Force Reserve (AFRTC's only)
Air National Guard (includes Instructor Personnel)
Air ROTC (includes Instructor Personnel)
Air Explorer Liaison
Air Force Overseas Replacement Groups
All other (minor activities including Military Liaison Personnel with Army, Navy and other agencies)
Extension Course Activity of 2220th Extension Group (January through April 1950)

ADDITIONAL CHARGES

Cost of excess personnel and recruits awaiting shipment, AFORG Casuals, Detachment of Patients, Lump Sum Payments, reenlistment bonuses, initial issue of clothing, PCS, Supplies and Services furnished others, parts to salvage, extraordinary repairs and condemned inventory.

COMMENT

AN OVERALL INCREASE IN COSTS OF $964,126 FOR MARCH OVER FEBRUARY IS INDICATED. INCREASES ARE NOTED IN ALL FUNCTIONS WITH THE EXCEPTION OF ADDITIONAL CHARGES WHERE A DECREASE OF $266,000 HAS OCCURRED. THE MAJOR INCREASE OF $634,000 APPEARS IN THE OPERATIONS GROUP WHICH IS MAINLY ATTRIBUTED TO AN INCREASE IN FLYING AND THE COST OF FUELS AND LUBES ($499,433) FOR SPECIAL OPERATIONS SUCH AS PORTREX AND SWEETBRIAR.

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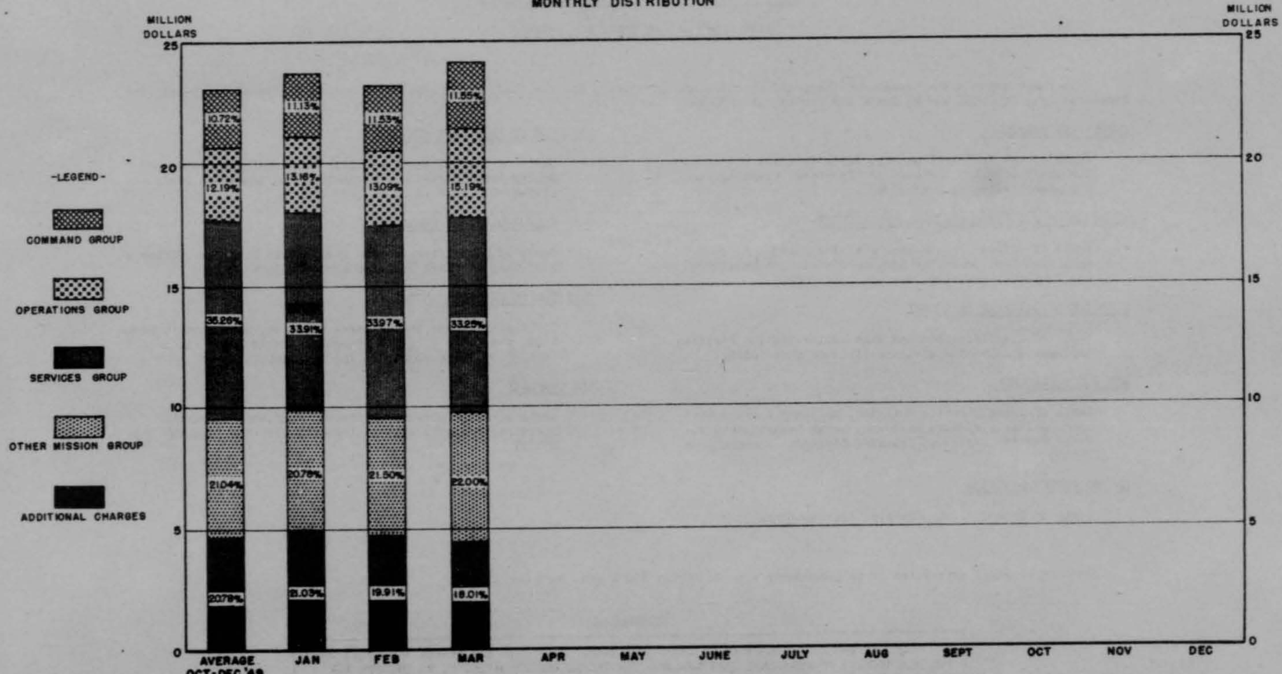
APRIL 1950

TOTAL COST OF CONTINENTAL AIR COMMAND BY FUNCTIONAL GROUPING

MONTHLY DISTRIBUTION



FUNCTIONS	AVERAGE OCT-DEC '49	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
COMMAND GROUP	$ 2,469,831	$ 2,644,365	$ 2,676,706	$ 2,792,306									
OPERATIONS GROUP	2,808,108	3,127,350	3,038,494	3,672,826									
SERVICES GROUP	8,119,532	8,059,017	7,887,319	8,040,820									
OTHER MISSION GROUP	4,845,713	4,938,632	4,992,491	5,319,026									
ADDITIONAL CHARGES	4,785,965	4,998,770	4,621,056	4,355,214									
TOTAL COST	$ 23,029,149	$ 23,768,134	$ 23,216,066	$ 24,180,192									

SOURCE: COST CONTROL REPORT, AF FORM 320, 321, 322
RCS: AF-FO-F220

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EXPLANATION OF GRAPHIC PRESENTATION ON COSTS OF OFFICE OF THE DEPUTY FOR PERSONNEL HQ CONAC AND HQ CONAC AIR FORCES

This chart depicts the total cost (payroll, supplies and services), for the staff group supervised by the Office of the Deputy for Personnel, for Hq ConAC and Hq ConAC Air Forces, as follows:

DEPUTY FOR PERSONNEL

Costs of the Assistant Deputy, Administrative Division, WAF Staff Director, Director of Personnel Planning and Management (Account Code 20203).

DIRECTOR OF MILITARY PERSONNEL PROCUREMENT

Costs of Officer Procurement Division, Airmen Procurement Division, Selective Service Division, Advertising and Publicity Division (Account Code 20221).

DIRECTOR OF CIVILIAN PERSONNEL

Costs of Classification and Wage Administration Division, Employee Utilization Division (Account Code 20229).

AIR JUDGE ADVOCATE

Costs of Administrative Division, Military Justice Division, Military Affairs Division, Legal Assistance Division, Reserve Division, Training Division (Account Code 20209).

GROUND SAFETY DIVISION

Costs of Ground Safety Division (Account Code 20223).

DIRECTOR OF PERSONNEL SERVICES

Costs of Special Services Division, Non-Appropriated and Sundry Funds Division, Information and Education Division, Library Division (Account Code 20217).

DIRECTOR OF MILITARY PERSONNEL

Costs of Classification and Utilization Division, Officers Division, Airmens' Division (Account Code 20227).

DIRECTOR OF AIR FORCE ROTC

Costs of Training and Research Division, Requirements Division, the costs of field personnel are excluded (Account Code 21009, less 21009.01, AFROTC (field)).

AIR CHAPLAIN

Costs of Administrative Division, Professional Service Division, Projects and Requirements Division (Account Code 20211)

Costing of staff activities is in accordance with ConAC Ltr 170-1 and ConAC Ltr 170-7.

COMMENT

COST OF THE DIRECTORATE OF MILITARY PERSONNEL, HQ FOURTH AIR FORCE, AND COSTS OF THE DIRECTORATE OF PERSONNEL SERVICES AND THE GROUND SAFETY DIVISION, HQ TWELFTH AIR FORCE APPEAR TO BE OUT OF LINE WITH COSTS OF SIMILAR ACTIVITIES IN OTHER AIR FORCE HEADQUARTERS.

THE TOTAL COST FOR THE DEPUTY FOR PERSONNEL HAS SHOWN A GENERAL INCREASE SINCE FEBRUARY 1950 RANGING FROM $162 AT HQ TWELFTH AIR FORCE TO $2,183 AT HQ FIRST AIR FORCE (HQ NINTH AIR FORCE REPORTED A DECREASE OF $277).

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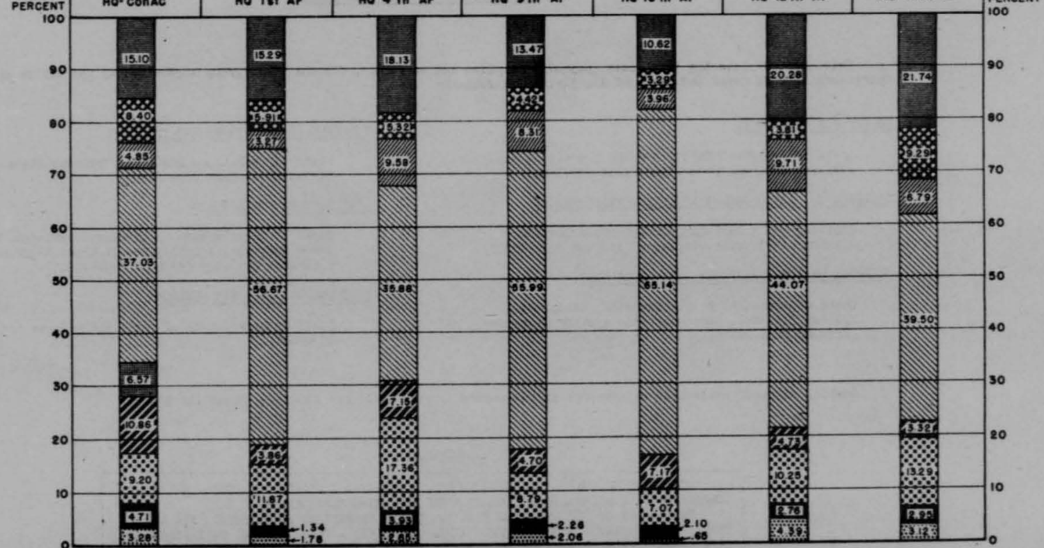
COST OF OFFICE OF THE DEPUTY FOR PERSONNEL
HQ ConAC AND HQ ConAC AIR FORCE
MARCH 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
APRIL 1950



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	HQ-ConAC	HQ 1st AF	HQ 4th AF	HQ 9th AF	HQ 10th AF	HQ 12th AF	HQ 14th AF
DEPUTY FOR PERSONNEL	$ 9,322	$ 5,672	$ 4,125	$ 3,975	$ 3,478	$ 5,030	$ 6,746
DIRECTOR OF PERSONNEL SERVICES	5,187	2,194	1,210	1,303	1,078	946	2,883
DIR. OF MIL. PERS. PROCUREMENT	2,991	1,215	2,181	2,453	1,295	2,407	2,106
DIRECTOR OF MILITARY PERSONNEL	22,857	21,028	8,163	16,517	21,326	10,927	12,257
DIRECTOR OF CIVILIAN PERSONNEL	4,055	NR	NR	NR	NR	NR	NR
DIRECTOR OF AIR FORCE ROTC	6,700	1,433	1,628	1,386	2,348	1,172	1,029
AIR JUDGE ADVOCATE	5,676	4,406	3,951	2,594	2,315	2,543	4,122
AIR CHAPLAIN	2,904	498	895	666	689	685	916
GROUND SAFETY DIVISION	2,024	660	604	607	213	1,089	968
TOTAL	$ 61,716	$ 37,106	$ 22,757	$ 29,501	$ 32,742	$ 24,799	$ 31,027

SOURCE: COST CONTROL REPORT, AF FORM 321,
RCS: AF-FO-F22C

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EXPLANATION OF GRAPHIC PRESENTATION ON

COSTS OF OFFICE OF THE DEPUTY FOR OPERATIONS

HQ CONAC AND HQ CONAC AIR FORCES

This chart depicts the total cost (payroll, supplies and services), for the staff group supervised by the Office of the Deputy for Operations, for Hq ConAC and Hq ConAC Air Forces, as follows:

DEPUTY FOR OPERATIONS

Costs of Assistant Deputy and the Operations Analysis Division (Account Code 20303, less 20303.01).

DIRECTOR OF PLANS, ORGANIZATION AND REQUIREMENTS

Costs of Plans Division, Organization Division, Mission Requirements Division (Account Code 20307).

DIRECTOR OF COMMUNICATIONS AND ELECTRONICS

Costs of Plans and Policy Division, Electronics Systems Division, Communications Systems Division (Account Code 20315).

DIRECTOR OF OPERATIONS AND TRAINING

Costs of Operations Division, Training Division, Armament Division (Account Code 20305).

DIRECTOR OF INTELLIGENCE

Costs of Intelligence Requirements Division, Photo Intelligence Division, Intelligence Doctrine Division, Intelligence Estimates Division (Account Code 20311).

DIRECTOR OF CIVIL AIR DEFENSE

Costs of Directorate of Civil Air Defense (Account Code 20303.01).

Costing of staff activities referred to is in accordance with ConAC Ltr 170-1 and ConAC Ltr 170-7.

COMMENT

COST OF DIRECTORATE OF INTELLIGENCE, HQ FIRST AIR FORCE, REFLECTS LOW COST IN COMPARISON TO SIMILAR ACTIVITIES AT OTHER REPORTING HEADQUARTERS.

TOTAL COST OF THE OFFICE OF THE DEPUTY FOR OPERATIONS AT HQ CONAC, AND HQ TENTH, TWELFTH AND FOURTEENTH AIR FORCES, INDICATES A COST INCREASE OVER FEBRUARY 1950 RANGING FROM $111 AT HQ TWELFTH AIR FORCE TO $3,490 AT HQ FOURTEENTH AIR FORCE. THE LATTER AIR FORCE HOWEVER, IS RESPONSIBLE FOR THE SUPERVISION AND TRAINING OF FOUR COMBAT GROUPS, FOUR AFRTC'S AND TWO SEPARATE COMBAT SQUADRONS, TOGETHER WITH A HEAVY MANEUVER COMMITMENT.

HQ FIRST, FOURTH AND NINTH AIR FORCES REPORT DECREASES OF $641, $491 AND $417, RESPECTIVELY.

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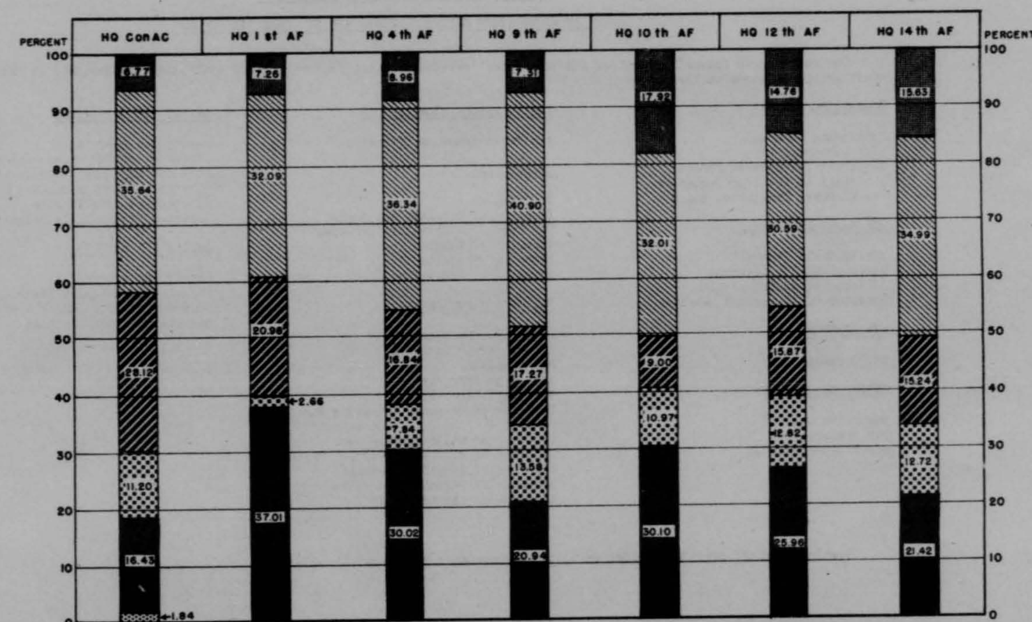
COST OF OFFICE OF THE DEPUTY FOR OPERATIONS

HQ ConAC AND HQ ConAC AIR FORCES

MARCH 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
APRIL 1950



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	HQ ConAC	HQ 1st AF	HQ 4th AF	HQ 9th AF	HQ 10th AF	HQ 12th AF	HQ 14th AF
DEPUTY FOR OPERATIONS	$ 5,046	$ 1,323	$ 1,979	$ 1,241	$ 3,011	$ 2,096	$ 3,649
DIR. OF OPERATIONS & TRAINING	26,537	5,844	8,022	6,947	5,380	4,345	8,170
DIR. OF PLANS, ORGN, & RQMTS	20,950	3,820	3,718	2,933	1,512	2,253	3,559
DIRECTOR OF INTELLIGENCE	8,345	485	1,732	2,306	1,844	1,820	2,971
DIR. OF COMM & ELECTRONICS	12,241	6,740	6,629	3,557	5,059	3,687	5,002
DIR. OF CIVIL AIR DEFENSE	1,374	NR	NR	NR	NR	NR	NR
TOTAL	$ 74,493	$ 18,212	$ 22,080	$ 16,984	$ 16,806	$ 14,201	$ 23,351

SOURCE: COST CONTROL REPORT, AF FORM 321,
RCS: AF-FO-F22C

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EXPLANATION OF GRAPHIC PRESENTATION ON

COSTS OF MAJOR STAFF GROUPS HQ CONAC AND HQ CONAC AIR FORCES

The total costs (payroll, supplies and contractual services) of the following staff activities are included in the major staff groups as shown on the chart:

COMMANDING GENERAL

Commanding General
Vice Commander
Assistant for Reserve Forces
Assistant to the Vice Commander
The Manpower Evaluation Board

AIR ADJUTANT GENERAL

Air Adjutant General
Director of Publications
Director of Administration
Director of Historical Services

AIR SURGEON

Air Surgeon

INSPECTOR GENERAL

Inspector General
Air Inspector
Air Provost Marshal

PUBLIC INFORMATION OFFICER

Public Information Officer

COMPTROLLER

Comptroller
Director of Programs and Costs
Director of Statistical Services
Director of Budget
Director of Audits
Director of Finance

DEPUTY FOR PERSONNEL

Deputy for Personnel
Ground Safety Division
Air Chaplain
Air Judge Advocate
WAF Staff Director
Director of Personnel Planning and Management
Director of Military Personnel
Director of Military Personnel Procurement
Director of Civilian Personnel
Director of Personnel Services
Director of Air Force ROTC

DEPUTY FOR OPERATIONS

Deputy for Operations
Director for Operations and Training
Director of Plans, Organization & Requirements
Director of Communications & Electronics
Director of Intelligence
Director of Civil Air Defense

DEPUTY FOR MATERIEL

Deputy for Materiel
Director of Materiel Planning
Director of Maintenance, Supply & Services
Director of Installations

Costing of staff activities referred to is in accordance with ConAC Ltr 170-7.

COMMENT

COSTS OF THE DEPUTY FOR MATERIEL, HQ TWELFTH AIR FORCE ARE NOT IN LINE WITH COSTS OF SIMILAR ACTIVITY IN OTHER AIR FORCE HEADQUARTERS, BEING $8,358 LESS THAN THE AVERAGE OF $21,829 FOR ALL HQ CONAC AIR FORCES.

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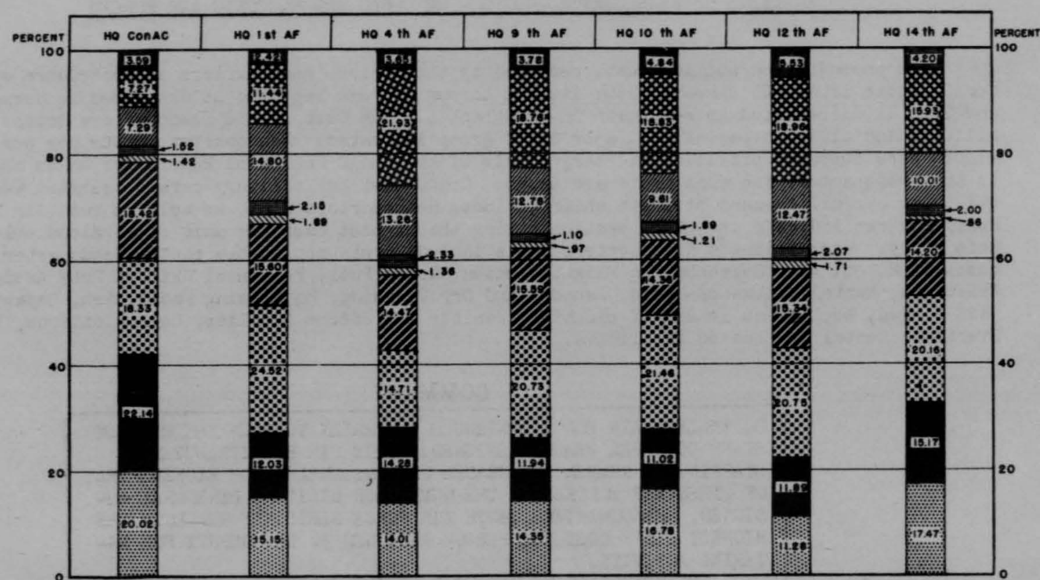
COST OF MAJOR STAFF GROUPS

HQ ConAC AND HQ ConAC AIR FORCES

MARCH 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
APRIL 1950



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COMMANDING GENERAL	$ 12,065	$ 3,667	$ 5,646	$ 5,376	$ 7,385	$ 6,612	$ 6,461
AIR ADJUTANT GENERAL	24,460	17,325	33,913	26,691	28,725	22,653	24,515
INSPECTOR GENERAL	24,516	22,403	20,500	18,188	14,660	14,897	15,413
AIR SURGEON	5,117	3,252	3,608	1,565	2,890	2,471	3,082
PUBLIC INFORMATION OFFICER	4,778	2,862	2,097	1,382	1,839	2,039	1,329
COMPTROLLER	61,961	23,620	22,379	22,192	21,910	18,320	21,857
DEPUTY FOR PERSONNEL	61,716	37,106	22,757	29,501	32,742	24,799	31,027
DEPUTY FOR OPERATIONS	74,493	18,212	22,080	16,984	16,806	14,201	23,351
DEPUTY FOR MATERIEL	67,352	22,935	21,665	20,425	25,591	13,471	26,889
TOTAL	$ 336,458	$ 151,382	$ 154,645	$ 142,304	$ 152,548	$ 119,463	$ 153,924

SOURCE: COST CONTROL REPORT, AF FORM 321,
RCS: AF-FO-F22C

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EXPLANATION OF TABULAR PRESENTATION

ANALYSIS OF HEADQUARTERS COSTS - HQ CONAC AND HQ CONAC AIR FORCES

This presentation utilizes data reported by the various headquarters in accordance with ConAC Letter 170-7, 25 January 1950; items 2 through 10 are reported as described in paragraph 3, and item 11 is reported as set forth in paragraph 4. The Cost of the Headquarters Groups includes military and civilian pay of the major staff group indicated. Headquarters costs per person assigned were computed utilizing military totals of the ConAC Personnel Report for units comparable to the Headquarters for whom costs are shown. ConAC cost per military person assigned was computed utilizing overall command strength which includes Headquarters ConAC as well as each Air Force. Heavy figures indicate the staff section having the highest cost per unit of workload selected for this study. Undistributed Headquarters costs include costs applicable to the Headquarters such as costs of Hq Sq. Adm. Overhead, Hq Flight Section, Motor Pool, Personnel Without Duty Assignment, Prisoners, Rental Allowances paid, Laundry and Dry Cleaning, Hq Messing Facilities, Separate Rations paid airmen, Replacment issues of clothing, Janitor and Office Supplies, Communications, TDY costs, Overtime, Rental for leased facilities.

COMMENT

HQ TWELFTH AIR FORCE CONTINUES GENERALLY TO SHOW THE HIGHEST STAFF COST PER PERSON ASSIGNED. THIS CAN BE ATTRIBUTED TO STAFFING IN NUMBER AND GRADES OF PERSONNEL WHICH EXCEEDS THAT OF OTHER AIR FORCES FOR THE NUMBER OF MILITARY PERSONNEL ASSIGNED. HEADQUARTERS TENTH AIR FORCE SIMILARLY REFLECTS THE HIGHEST STAFF COST PER PERSON ASSIGNED TO THE DEPUTY FOR MATERIEL ACTIVITY.

ALL HEADQUARTERS REPORTED AN INCREASE THIS MONTH OVER FEBRUARY, IN UNDISTRIBUTED CHARGES, RANGING FROM $6,066 AT HQ TWELFTH AIR FORCE TO $18,423 AT HQ CONAC. INCREASE ATTRIBUTED TO TDY, RENTAL ALLOWANCE PAID, MISCELLANEOUS SUPPLIES, FOOD SERVICE AND SUBSISTENCE AND PERSONNEL WITHOUT DUTY ASSIGNMENT. PERSONNEL WITHOUT DUTY ASSIGNMENT INCREASED $1,606 (FROM $2,552 IN FEBRUARY TO $4,158) AT HQ FOURTH AIR FORCE AND $3,377 (FROM $3,359 IN FEBRUARY TO $6,736) AT HQ FOURTEENTH AIR FORCE.

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ANALYSIS OF HEADQUARTERS COSTS

HQ ConAC AND HQ ConAC AIR FORCES

MARCH 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
APRIL 1950

	ASSIGNED STRENGTH						
	ConAC	1 st AIR FORCE	4 th AIR FORCE	9 th AIR FORCE	10 th AIR FORCE	12 th AIR FORCE	14 th AIR FORCE
1 PERMANENT PARTY TOTAL (LESS PIPELINE)	61,441	11,882	12,337	7,997	8,612	5,469	12,916
COST OF HEADQUARTERS GROUPS							
	HQ ConAC	HQ 1 st AF	HQ 4 th AF	HQ 9 th AF	HQ 10 th AF	HQ 12 th AF	HQ 14 th AF
2 COMMANDING GENERAL	$ 12,065	$ 3,667	$ 5,646	$ 5,376	$ 7,385	$ 6,612	$ 6,461
3 AIR ADJUTANT GENERAL	24,460	17,325	33,913	26,691	28,725	22,653	24,515
4 INSPECTOR GENERAL	24,516	22,403	20,500	18,188	14,660	14,897	15,413
5 AIR SURGEON	5,117	3,252	3,608	1,565	2,890	2,471	3,082
6 PUBLIC INFORMATION OFFICER	4,778	2,862	2,097	1,382	1,839	2,039	1,329
7 COMPTROLLER	61,961	23,620	22,379	22,192	21,910	18,320	21,857
8 DEPUTY FOR PERSONNEL	61,716	37,106	22,757	29,501	32,742	24,799	31,027
9 DEPUTY FOR OPERATIONS	74,493	18,212	22,080	16,984	16,806	14,201	23,351
10 DEPUTY FOR MATERIEL	67,352	22,935	21,665	20,425	25,591	13,471	26,889
11 UNDISTRIBUTED HQ COST	156,900	125,264	109,320	161,629	107,583	102,486	170,259
12 TOTAL HEADQUARTERS COSTS	$ 493,358	$ 276,646	$ 263,965	$ 303,933	$ 260,131	$ 221,949	$ 324,183
HEADQUARTERS COST PER PERSON ASSIGNED							
13 COMMANDING GENERAL	$ .20	$ .31	$ .46	$ .67	$ .86	$ 1.21	$ .50
14 AIR ADJUTANT GENERAL	.40	1.46	2.75	3.34	3.34	4.14	1.90
15 INSPECTOR GENERAL	.40	1.89	1.66	2.27	1.70	2.72	1.19
16 AIR SURGEON	.08	.27	.29	.20	.34	.45	.24
17 PUBLIC INFORMATION OFFICER	.08	.24	.17	.17	.21	.37	.10
18 COMPTROLLER	1.01	1.99	1.81	2.78	2.54	3.35	1.69
19 DEPUTY FOR PERSONNEL	1.00	3.12	1.84	3.69	3.80	4.53	2.40
20 DEPUTY FOR OPERATIONS	1.21	1.53	1.79	2.12	1.95	2.60	1.81
21 DEPUTY FOR MATERIEL	1.10	1.93	1.76	2.55	2.97	2.46	2.08
22 UNDISTRIBUTED HQ COST	2.55	10.54	8.86	20.21	12.49	18.74	13.18
23 TOTAL HEADQUARTERS COSTS (PER PERSON ASSIGNED)	$ 8.03	$ 23.28	$ 21.39	$ 38.00	$ 30.20	40.57	$ 25.09

SOURCE: COST CONTROL REPORT, AF FORM 321, RCS: AF-FO-F22C
CONAC PERSONNEL STRENGTH REPORT, RCS: FS-P2b

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EXPLANATION OF GRAPHIC PRESENTATION ON

COST OF CONTRACTUAL COMMUNICATIONS - HQ CONAC AND HQ CONAC AIR FORCES

The cost of Contractual Communications reflects all payments to commercial organizations for services and includes charges for long distance telephone calls, trunk service, telegraph and cable service, teletype service, charges for rental of commercial telephone service, central office equipment, and the cost of installation of communications equipment as required.

Where commercial service for a headquarters is paid for by the base on which located, the headquarters proportionate share of contractual costs is posted to this account (20527).

The chart reflects the cost variation to date for Contractual Communications since the beginning of Fiscal Year 1950.

COMMENT

EMPHASIS WAS PLACED ON THE REDUCTION OF COSTS OF COMMUNICATION SERVICES IN SEPTEMBER 1949. THIS PRESENTATION MEASURES THE EFFECT OF THIS EMPHASIS IN HQ CONAC AND EACH HQ CONAC AIR FORCE. THERE HAS BEEN A 40% REDUCTION IN COSTS FOR ALL HEADQUARTERS DURING THE NINE MONTHS PERIOD, RANGING FROM 60% AT HQ NINTH AIR FORCE TO 1% AT HQ FOURTEENTH AIR FORCE; HOWEVER, COSTS AT HQ FOURTEENTH AIR FORCE, PRIMARILY THOSE OF TRUNK AND TELEPHONE SERVICE HAVE INCREASED SINCE NOVEMBER. COSTS AT HQ CONAC, PRIMARILY THOSE OF LONG-DISTANCE TELEPHONE CALLS, INCREASED $366 IN FEBRUARY AND THE COST OF TELEPHONE AND EQUIPMENT SERVICE INCREASED $143 IN MARCH.

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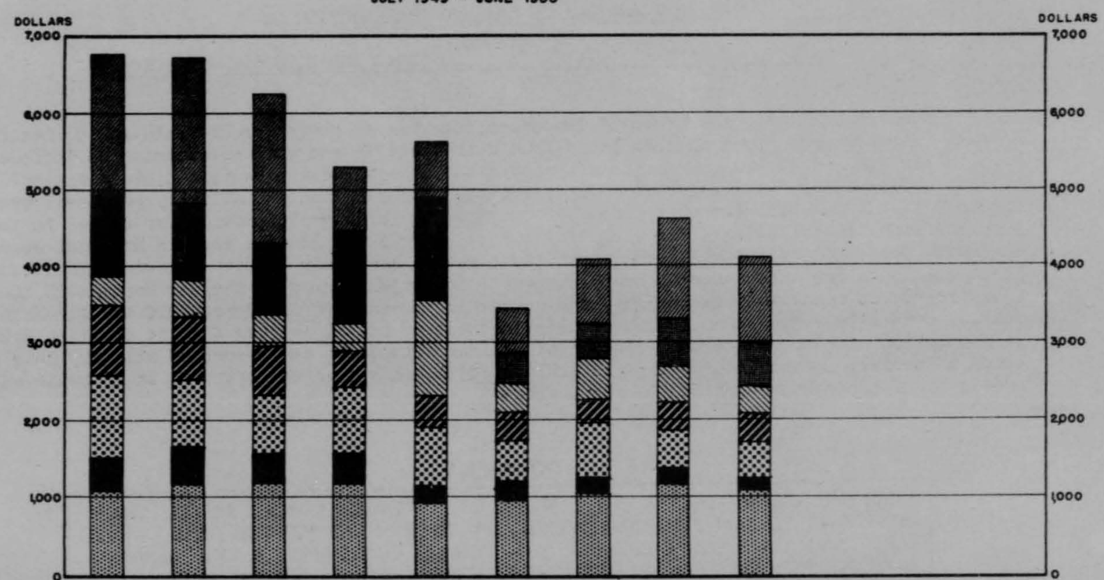
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
APRIL 1950

COST OF CONTRACTUAL COMMUNICATIONS

HQ ConAC AND HQ ConAC AIR FORCES

JULY 1949 – JUNE 1950



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	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE
HQ CONAC	$ 1,863	$ 1,953	$ 1,950	$ 866	$ 763	$ 577	$ 886	$ 1,301	$ 1,113	$	$	$
HQ 1st AF	1,152	991	937	1,202	1,309	387	427	657	547			
HQ 4th AF	376	535	413	355	1,242	386	508	455	353			
HQ 9th AF	898	809	630	490	394	348	293	329	355			
HQ 10th AF	1,038	840	751	829	784	530	698	448	477			
HQ 12th AF	378	499	375	377	199	228	207	200	174			
HQ 14th AF	1,088	1,106	1,178	1,179	911	953	1,056	1,189	1,081			
TOTAL	$ 6,793	$ 6,733	$ 6,234	$ 5,298	$ 5,602	$ 3,409	$ 4,075	$ 4,579	$ 4,100	$	$	$

SOURCE: COST CONTROL REPORT, AF FORM 321,
RCS: AF-FO-F22C

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EXPLANATION OF GRAPHIC PRESENTATION ON

COST OF TEMPORARY DUTY TRAVEL - HQ CONAC AND HQ CONAC AIR FORCES

This chart indicates the trend of Temporary Duty travel costs for Hq ConAC and Hq ConAC Air Forces. Expenditures shown include those from both specific and open allotments and include the cost of Per Diem, Rail Transportation of persons and things, meal tickets and minor expenditures (liquid coffee money, taxi fares and porter's tips), for civilian and military personnel traveling on official business (Account Code 20529). Specific allotments provide for travel in conjunction with the following: Ferrying of Air Force, Air Force Reserve and Air National Guard aircraft, Operation of installations, area cadet recruitment, air combat manuevers, individual or group movements for attendance at schools, travel in conjunction with the Air Force ROTC instruction program at civilian institutions, and summer encampments of Air Force ROTC and Air National Guard. Open allotments normally cover costs incident to travel and per diem of civilian witnesses in connection with courts-martial, travel of medical attendants and escort of military dead to the place of burial. Although cost figures include adjustments over obligations, it is believed that totals for a three month period are comparable.

COMMENT

SINCE THE ACCOMPLISHMENT OF TDY TRAVEL IS CONTINUOUSLY UNDER THE INFLUENCE OF FUND LIMITATIONS, THE INCREASE IN TDY TRAVEL COSTS FOR THE PERIOD 1 JANUARY TO 31 MARCH (3RD QUARTER FY 50) COMPARED WITH THE PRIOR THREE MONTHS, REFLECTS THE INCREASED AVAILABILITY OF FUNDS AFTER THE REMOVAL OF LIMITATIONS ON EXPENDITURES DURING THE 2ND QUARTER. INCREASE IN TOTAL EXPENDITURES WAS $92,000, AN INCREASE OF 54%. MAJOR INCREASES IN COST DURING THE 3RD QUARTER AS COMPARED TO THE 2ND QUARTER OCCURED IN HQ CONAC ($30,000 - 125%), HQ FOURTH AIR FORCE ($18,000 - 106%), HQ NINTH AIR FORCE ($18,000 - 106%) AND HQ FOURTEENTH AIR FORCE ($23,000 - 115%). DURING THIS PERIOD, OPERATION PORTREX WAS IN EFFECT.

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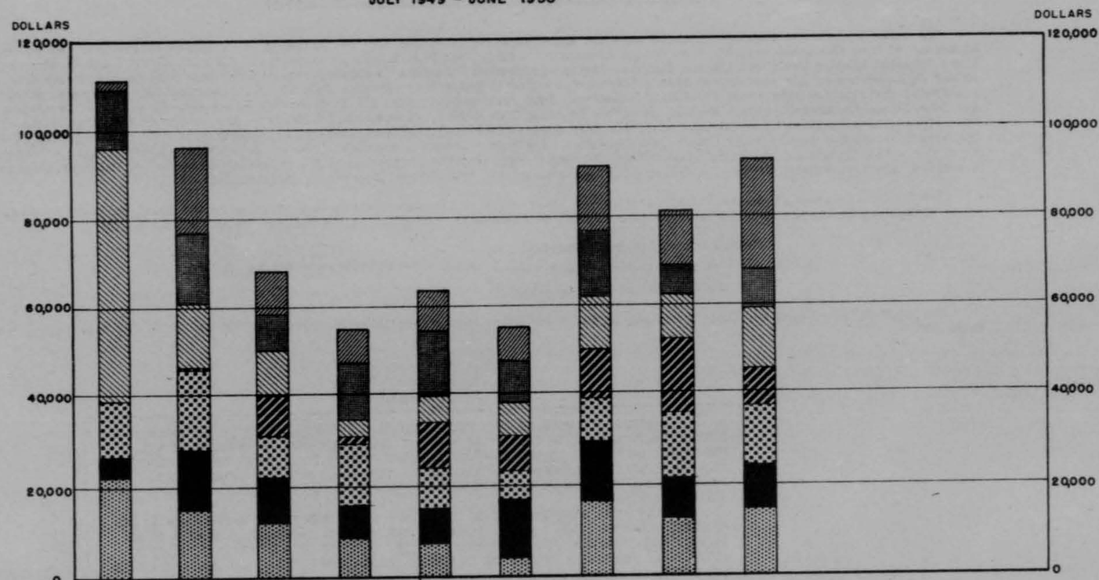
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
APRIL 1950

COST OF TEMPORARY DUTY TRAVEL

HQ ConAC AND HQ ConAC AIR FORCES

JULY 1949 - JUNE 1950



-LEGEND-	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE
HQ CONAC	$ 1,856	$ 21,299	$ 9,229	$ 7,246	$ 9,557	$ 7,295	$ 17,581	$ 11,984	$ 24,570	$	$	$
HQ 1st AF	13,168	14,240	8,926	8,415	14,492	11,528	11,822	6,598	9,495			
HQ 4th AF	57,668	15,087	9,632	7,405	5,286	4,696	12,203	10,491	13,207			
HQ 9th AF	0	50	8,222	1,993	9,575	5,798	11,172	16,449	8,293			
HQ 10th AF	11,671	18,698	9,406	13,069	9,365	9,051	8,570	13,722	12,596			
HQ 12th AF	4,426	11,524	9,839	7,513	7,489	12,198	13,199	8,979	9,409			
HQ 14th AF	22,451	15,238	12,433	8,624	7,408	3,979	16,468	12,687	14,704			
TOTAL	$ 111,240	$ 96,136	$ 67,687	$ 54,265	$ 63,172	$ 54,545	$ 91,015	$ 80,910	$ 92,274	$	$	$

SOURCE: COST CONTROL REPORT, AF FORM 321,
RCS: AF-FO-F22C

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EXPLANATION OF GRAPHIC PRESENTATION ON

RELATIVE WORK PERFORMANCE OF SQUADRON ADMINISTRATIVE OVERHEAD

The costs include the combined costs of squadron administrative functions for the following units and/or activities: Hq and Hq Squadrons of Wing Organizations, Air Base Groups (Separate), AFRTCs, Air Base Squadrons (Separate), Aircraft Control and Warning Organizations (Special Mission Group B), Liaison Flights, Fighter and Bomber Squadrons (Separate), and Standby Base Squadrons (Account Code 01020); Hq and Hq Squadrons of Air Base Groups when a component of Wing Organizations (Account Code 02013); Communications Squadrons, Motor Vehicle Squadrons, Installation Squadrons, Air Police Squadrons, Food Service Squadrons, Air Base Service Squadrons, Installation Squadrons, and Air Base Groups (Separate), except Medical Squadrons (Account Code 02014); Maintenance Squadrons of M&S Groups of Wing Organizations and the maintenance activities of M&S Squadrons of Air Base Groups (Separate), (Account Code 05012); Supply Squadrons of M&S Groups of Wing Organizations and the supply activities of M&S Squadrons of Air Base Groups (Separate), (Account Code 05014); Mission Units - Combat Squadrons, Operations Squadrons of Aircraft Control and Warning Groups (Special Mission Group B); Operating companies of Engineer Aviation Battalions (Special Mission Group B) and Operating Squadrons of Air Base Groups (Separate), (Account Code 07014).

The work performance is determined by dividing the total costs of the above mentioned activities by the total military personnel of these organizations (except major or intermediate command headquarters), and applying the results in the formula below:

$$\frac{\text{United States Air Force Standard Cost}}{\text{Actual Cost of Base Activity}} \text{ X } 100 = \text{Work Performance Rating}$$

The ConAC Standard Cost for these functions is $8.75 for bases having a military strength over 500 and $4.75 for bases with a population under 500.

COMMENT

AT MEMPHIS, THE AVERAGE COST PER PERSON IN THE FUNCTION OF $181 FOR MARCH 1950 COMPARED WITH AN AVERAGE COST OF $137 IN MAY 1949 REPRESENTS AN INCREASE OF 40%. THE NUMBER OF PERSONS IN THE FUNCTION INCREASED FROM 9 TO 24 WHILE THE NUMBER OF PERSONS SERVICED INCREASED LESS THAN 20% FOR THE PERIOD MAY 1949 TO MARCH 1950. THERE APPEARS TO BE AN EXCESSIVE NUMBER OF PERSONS IN THE FUNCTION AS COMPARED TO SIMILAR TYPE BASES.

HENSLEY FIELD REPORTS A RATING OF 324 AND A COST PER PERSON SERVICED OF $2.78. ANALYSIS SHOWS THAT THE COST PER PERSON IN THE FUNCTION INCREASED FROM $115 IN MAY 1949 TO $180 IN MARCH 1950 AN INCREASE OF 57%. DESPITE THIS INCREASE IN COST, A DECREASE IN THE NUMBER OF PERSONS IN THE FUNCTION (FROM 11 TO 8) AND AN INCREASE IN THE NUMBER OF PERSONS SERVICED, (387 IN MAY 1949, 518 IN MARCH 1950) ARE RESPONSIBLE FOR THE HIGH WORK PERFORMANCE RATING. ON A RATIO BASIS, DOBBINS, FLOYD BENNETT, GODMAND AND MEMPHIS HAVE EXCESSIVE NUMBERS OF PERSONNEL IN THE FUNCTION FOR A WORKLOAD COMPARABLE TO THAT AT HENSLEY.

THE OTHER EXTREME IN THIS GROUP IS AT MCGUIRE AFB WITH A LOW WORK PERFORMANCE RATING OF 67 AND A COST PER PERSON OF $13.39. ANALYSIS REVEALS THAT THE AVERAGE COST PER PERSON IN THE FUNCTION IS $181 COMPARED TO $160 IN OCTOBER 1949, OR AN INCREASE OF 13% AFTER THE CAREER COMPENSATION ACT TOOK EFFECT. THIS IS NOT EXCESSIVE. BASED ON THE POPULATION WORKLOAD THE RATIO OF PERSONS IN THE FUNCTION TO PERSONS SERVICED APPEARS TO BE HIGH IN COMPARISON WITH BASES SUCH AS SHAW, STEWART AND POPE, AND ACCOUNTS FOR THE COMPARATIVELY LOW PERFORMANCE RATING.

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PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
APRIL 1950

RELATIVE WORK PERFORMANCE OF SQUADRON ADMINISTRATIVE OVERHEAD

MARCH 1950

COST PER PERSON	BASE	WORK PERFORMANCE RATING	DEVIATION FROM STANDARD	TOTAL MILITARY PERSONNEL	RATIO: PERSONS SERVING TO PERSONS SERVICED
	UNDER 500 PERSONNEL				
$ 1.14	4405th AB Sq - Sherman AFB	658	558	162	1:162
3.37	2465th AFRTC - Wold Chamberlain Fld	223		446	1:74
3.52	2237th AFRTC - Reading Mun Apt	213		463	1:46
3.64	2585th AFRTC - Miami Int Apt	206		491	1:61
3.66	2234th AFRTC - Hanscom Apt	205		450	1:50
3.91	4406th AB Sq - Marshall AFB	192		194	1:39
4.05	2587th AFRTC - Birmingham Mun Apt	185		482	1:40
4.10	2343rd AFRTC - Portland Apt	183		471	1:43
4.27	2472nd AFRTC - Fairfax Field	176		456	1:152
5.98	2236th AFRTC - Godman AFB	125		434	1:27
7.65	4408th AB Sq - Lawson AFB	98		240	1:34
8.00	2476th B. Sv. Sq - Oscoda AFB	94		127	1:21
8.21	2463rd Stdby B Sq - Ben Harrison AFB	91		427	1:16
8.77	2230th AFRTC - Floyd Bennett NAS	86		381	1:22
10.04	2584th AFRTC - Memphis Mun Apt	75		432	1:18
	500 PERSONNEL AND OVER				
$ 2.78	2596th AFRTC - Hensley Field	324	224	518	1:65
2.87	2239th AFRTC - Gtr Pitt Apt	314	214	537	1:45
3.01	2466th AFRTC - Atterbury AFB	299		510	1:57
3.75	2347th AFRTC - Long Beach Mun Apt	240		766	1:55
4.27	2600th AB Sq - Pope AFB	211		1,184	1:37
4.77	2471st AFRTC - O'Hare Int Apt	189		624	1:52
5.51	2500th AB Gp - Mitchel AFB	163		2,475	1:27
5.61	78th Ftr Intcp Wg - Hamilton AFB	160		8,844	1:28
7.67	2589th AFRTC - Dobbins AFB	117		538	1:30
8.81	33rd Ftr Intcp Wg - Otis AFB	102		2,114	1:17
9.22	4th Ftr Intcp Wg - Langley AFB	98		4,464	1:19
9.71	62nd Tr Carr Wg - McChord AFB	93		3,287	1:18
9.97	314th Tr Carr Wg - Sewart AFB	90		2,555	1:18
10.40	4400th AB Gp - Stewart AFB	87		677	1:17
10.61	20th Ftr Bmr Wg - Shaw AFB	85		2,547	1:16
11.47	56th Ftr Intcp Wg - Selfridge AFB	78		2,949	1:14
12.28	325th Ftr All Wea Wg - Moses Lake AFB	73		1,729	1:13
12.37	31st Ftr Bmr Wg - Turner AFB	73		1,775	1:15
12.46	2595th AB Gp - Brooks AFB	72		876	1:16
13.39	52nd Ftr All Wea Wg - McGuire AFB	67		1,469	1:13

COST PER PERSON (MILITARY PERSONNEL)
$ 12.00 10.00 8.00 6.00 4.00 2.00

USAF Standard $7.50

ConAC Standard $4.75

USAF Standard $9.00

ConAC Standard $8.75

DEVIATION FROM STANDARD
BELOW STANDARD 50 0 ABOVE STANDARD 50 100 150

USAF Standard Work Performance Rating of 100 Based on Costs of $7.50 per Person

USAF Standard Work Performance Rating of 100 Based on Costs of $9.00 per Person

SOURCE: WORK PERFORMANCE REPORT, AF FORM 323, RCS: AF-FO-F30

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EXPLANATION OF GRAPHIC PRESENTATION ON

RELATIVE WORK PERFORMANCE OF COST OF ADMINISTRATION

The costs of Administration include the combined cost of the A-1, S-1, and Adjutant functions, Squadron Administrative Overhead and Military Personnel. The work performance is determined by dividing the total cost of the above three groups of activities, by the total military personnel of the base, (except major or intermediate command headquarters) and applying the results in the following formula.

$$\frac{\text{United States Air Force Standard Cost}}{\text{Actual Cost of Activity}} \times 100 = \text{Work Performance Rating}$$

COMMENT

AT BIRMINGHAM, GODMAN, MEMPHIS, AND LAWSON, LOW PERFORMANCE RATINGS ARE CAUSED BY A RELATIVELY HIGH NUMBER OF PERSONS IN THE FUNCTION FOR THE EXISTENT WORKLOAD. ON A COMPARATIVE BASIS, WORKLOADS, 50 TO 100% GREATER THAN THESE BASES, ARE ADMINISTERED BY THE SAME OR FEWER PERSONNEL AT FAIRFAX, WOLD-CHAMBERLAIN, AND FLOYD BENNETT. THIS IS A PERSONNEL ASSIGNMENT PROBLEM AND WARRANTS INVESTIGATION.
THE FACT THAT THE MAJORITY OF BASES FOR THE POPULATION GROUP 500 AND OVER SHOW WORK PERFORMANCE RATINGS WHICH ARE BELOW THOSE OF STANDARDS SET BY HQ USAF IS AN INDICATION THAT THE USAF STANDARD MAY NOT BE APPLICABLE TO CONAC UNITS BECAUSE OF DIFFERENCE IN MISSION RESPONSIBILITIES AND/OR ORGANIZATIONAL STRUCTURE.

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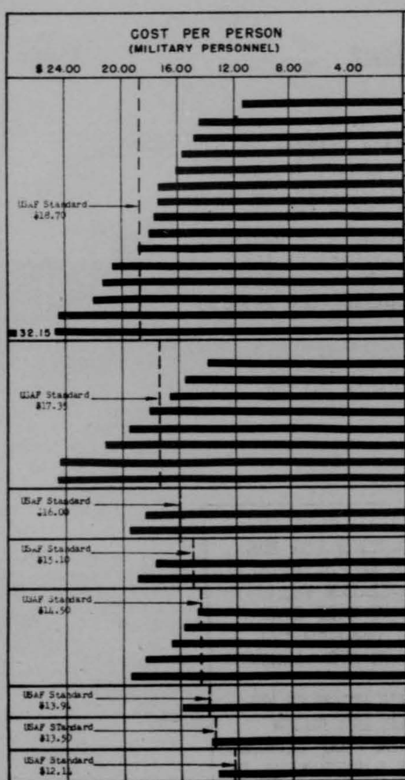
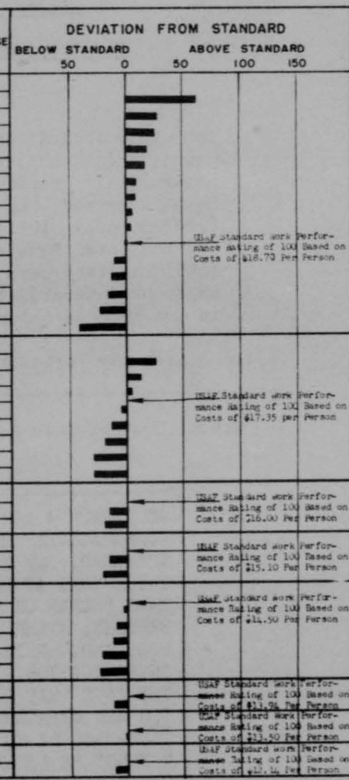
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
APRIL 1950

RELATIVE WORK PERFORMANCE OF COST OF ADMINISTRATION

MARCH 1950



COST PER PERSON	BASE	WORK PERFORMANCE RATING	TOTAL MILITARY PERSONNEL	RATIO PERSONS SERVING TO PERSONS SERVICED
	UNDER 500 PERSONNEL			
$ 11.53	4406th AB Sq - Marshall AFB	162	194	1:14
14.57	2476th B Sv Sq - Oscoda AFB	128	127	1:14
14.91	2472nd AFRTC-Fairfax Field	125	456	1:16
15.71	2463rd Stdby B Sq - Benj Harrison AFB	119	427	1:10
16.01	4405th AB Sq - Sherman AFB	117	162	1:14
17.53	2234th AFRTC - Hanscom Apt	107	450	1:11
17.55	2465th AFRTC - Wold Chamberlain AFB	107	446	1:12
17.85	2230th AFRTC - Floyd Bennett NAS	105	381	1:11
18.16	2343rd AFRTC - Portland Apt	103	471	1:11
18.79	2237th AFRTC - Reading Mun Apt	100	463	1:10
20.84	2585th AFRTC - Miami Mun Apt	90	491	1:10
21.47	2587th AFRTC - Birmingham Mun Apt	87	482	1:9
22.08	2236th AFRTC - Godman AFB	85	434	1:8
24.41	2584th AFRTC - Memphis Mun Apt	77	432	1:8
32.15	4408th AB Sq - Lawson AFB	58	240	1:7
	500-999 PERSONNEL			
$ 13.93	2596th AFRTC - Hensley Field	125	518	1:13
15.69	2239th AFRTC-Gtr Pitt Apt	111	537	1:11
16.62	2347th AFRTC - Long Beach Mun Apt	104	766	1:12
18.12	2466th AFRTC - Atterbury AFB	96	510	1:9
19.65	2471st AFRTC - O'Hare Int Apt	88	624	1:11
21.28	2595th AB Gp - Brooks AFB	82	876	1:9
24.30	4400th AB Gp - Stewart AFB	71	677	1:8
24.51	2589th AFRTC - Dobbins AFB	71	538	1:8
	1000-1499 PERSONNEL			
$ 18.55	2600th AB Sq - Pope AFB	86	1,184	1:10
19.69	52nd Ftr All Wea Wg - McGuire AFB	81	1,469	1:9
	1500-1999 PERSONNEL			
$ 17.78	325th Ftr All Wea Wg - Moses Lake AFB	85	1,729	1:9
19.00	31st Ftr Bmr Wg - Turner AFB	79	1,775	1:9
	2000-2999 PERSONNEL			
$ 14.89	33rd Ftr Intcp Wg - Otis AFB	97	2,114	1:11
15.93	20th Ftr Bmr Wg - Shaw AFB	91	2,547	1:12
16.74	314th Tr Carr Wg - Sewart AFB	87	2,555	1:12
18.49	2500th AB Gp - Mitchel AFB	78	2,475	1:10
19.43	56th Ftr Intcp Wg - Selfridge AFB	75	2,949	1:9
	3000-3999 PERSONNEL			
$ 15.93	62nd Tr Carr Wg - McChord AFB	88	3,287	1:12
	4000-4999 PERSONNEL			
$ 13.63	4th Ftr Intcp Wg - Langley AFB	99	4,464	1:13
	8000-8999 PERSONNEL			
$ 13.47	78th Ftr Intcp Wg - Hamilton AFB	90	8,844	1:13



SOURCE: WORK PERFORMANCE REPORT, AF FORM 323
RCS: AF-FO-F30

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EXPLANATION OF GRAPHIC PRESENTATION ON

RELATIVE WORK PERFORMANCE OF COMMANDER AND STAFF

The costs include the combined costs of the Commanding Officer, his Deputy and Executive, the A-1, A-2, A-3, A-4, Comptroller, Inspector General, Air Inspector, Adjutant, Public Information Officer, Hq & Hq Sq Overhead, and Expendable Supplies utilized in these activities (Account Code 01051). The work performance is determined by dividing the total Base costs of the above mentioned activities by the total military personnel of all organizations on the base (except major or intermediate command headquarters), and applying the results in the formula below:

$$\frac{\text{United States Air Force Standard Cost}}{\text{Actual Cost of Base Activity}} \times 100 = \text{Work Performance Rating}$$

COMMENT

AT LAWSON A LOW PERFORMANCE RATING OF 59 IS EXPLAINED BY THE COMPARATIVELY HIGH NUMBER OF PERSONS IN THE FUNCTION FOR THE WORKLOAD. ON A COMPARATIVE BASIS A WORKLOAD OF APPROXIMATELY TWICE THAT AT LAWSON IS ADMINISTERED BY SUBSTANTIALLY THE SAME NUMBER OR FEWER PERSONNEL IN THE FUNCTION AT WOLD-CHAMBERLAIN, ATTERBURY, FAIRFAX, BENJAMIN HARRISON, READING AND PORTLAND. THIS IS A PERSONNEL ASSIGNMENT PROBLEM AND WARRANTS INVESTIGATION.
THE FACT THAT THE MAJORITY OF BASES FOR THE POPULATION GROUP 500 AND OVER SHOW WORK PERFORMANCE RATINGS WHICH ARE BELOW THOSE SET BY HQ USAF IS AN INDICATION THAT THE HQ USAF STANDARD MAY NOT BE APPLICABLE TO CONAC UNITS BECAUSE OF DIFFERENCES IN ORGANIZATIONAL ALIGNMENT FOR THE ACTIVITY.

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PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
APRIL 1950

RELATIVE WORK PERFORMANCE OF COMMANDER AND STAFF

MARCH 1950

COST PER PERSON	BASE	WORK PERFORMANCE RATING	TOTAL MILITARY PERSONNEL	RATIO: PERSONS SERVING TO PERSONS SERVICED
UNDER 500 PERSONNEL				
$ 14.32	2463rd Standby B Sq - Ben Harrison AFB	182	427	1:13
17.02	4405th AB Sq - Sherman AFB	153	162	1:16
17.45	4406th AB Sq - Marshall AFB	149	194	1:12
19.68	2343rd AFRTC - Portland Apt	132	471	1:13
19.75	2476th Base Sv Sq - Oscoda AFB	132	127	1:13
20.11	2237th AFRTC - Reading Mun Apt	129	463	1:13
21.19	2472nd AFRTC - Fairfax Field	123	456	1:13
21.58	2465th AFRTC - Wold-Chamberlain Field	120	446	1:14
22.85	2587th AFRTC - Birmingham Mun Apt	114	482	1:11
24.78	2236th AFRTC - Godman AFB	105	434	1:9
24.87	2585th AFRTC - Miami Int Apt	105	491	1:12
25.82	2234th AFRTC - Hanscom Apt	101	450	1:11
29.13	2584th AFRTC - Memphis Mun Apt	89	432	1:8
34.39	2230th AFRTC - Floyd Bennett NAS	76	381	1:7
44.03	4408th AB Sq - Lawson AFB	59	240	1:7
500-999 PERSONNEL				
$ 16.68	2466th AFRTC - Atterbury AFB	90	510	1:15
19.27	2239th AFRTC - Gtr Pitt Apt	78	537	1:12
20.23	2596th AFRTC - Hensley Field	74	518	1:13
23.40	2471st AFRTC - O'Hare Int Apt	64	624	1:13
25.30	2347th AFRTC - Long Beach Mun Apt	59	766	1:11
27.74	2595th AB Gp - Brooks AFB	54	876	1:9
29.82	4400th AB Gp - Stewart AFB	50	677	1:8
30.91	2589th AFRTC - Dobbins AFB	49	538	1:9
1000-1499 PERSONNEL				
$ 13.85	52nd Ftr All Wea Wg - McGuire AFB	83	1,469	1:19
39.34	2600th AB Sq - Pope AFB	29	1,184	1:6
1500-1999 PERSONNEL				
$ 13.88	325th Ftr All Wea Wg - Moses Lake AFB	71	1,729	1:15
15.08	31st Ftr Bmr Wg - Turner AFB	65	1,775	1:16
2000-2999 PERSONNEL				
$ 10.16	33rd Ftr Intcp Wg - Otis AFB	81	2,114	1:26
13.13	56th Ftr Intcp Wg - Selfridge AFB	62	2,949	1:20
14.27	20th Ftr Bmr Wg - Shaw AFB	57	2,547	1:19
14.82	314th Tr Carr Wg - Sewart AFB	55	2,555	1:20
27.02	2500th AB Gp - Mitchel AFB	30	2,475	1:9
3000-3999 PERSONNEL				
$ 10.61	62nd Tr Carr Wg - McChord AFB	65	3,287	1:24
4000-4999 PERSONNEL				
$ 12.25	4th Ftr Intcp Wg - Langley AFB	50	4,464	1:20
8000-8999 PERSONNEL				
$ 11.49	78th Ftr Intcp Wg - Hamilton AFB	383	8,844	1:20

COST PER PERSON (MILITARY PERSONNEL): $ 30.00, 25.00, 20.00, 15.00, 10.00, 5.00

DEVIATION FROM STANDARD: BELOW STANDARD 50, 0; ABOVE STANDARD 50, 100, 150

- USAF Standard $26.00 — USAF Standard Work Performance Rating of 100 Based on Costs of $26.00 Per Person
- USAF Standard $15.00 — USAF Standard Work Performance Rating of 100 Based on Costs of $15.00 per Person
- USAF Standard $11.50 — USAF Standard Work Performance Rating of 100 Based on Costs of $11.50 per Person
- USAF Standard $9.80 — USAF Standard Work Performance Rating of 100 Based on Costs of $9.80 per Person
- USAF Standard $8.20 — USAF Standard Work Performance Rating of 100 Based on Costs of $8.20 per Person
- USAF Standard $6.90 — USAF Standard Work Performance Rating of 100 Based on Costs of $6.90 per Person
- USAF Standard $6.10 — USAF Standard Work Performance Rating of 100 Based on Costs of $6.10 per Person
- USAF Standard $4.40 — Rating of 100 Based on Costs of $4.40 per Person

44.03 39.34 283

SOURCE: WORK PERFORMANCE REPORT, AF FORM 323
RCS: AF-FO-F30

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EXPLANATION OF GRAPHIC PRESENTATION ON

RELATIVE WORK PERFORMANCE OF SUPPLY

The costs include the combined costs of all supply activities such as (a) Supply Control, (b) Supply Warehouses, (c) Subsistence Handling, (d) Commissary Sales, (e) Purchasing and Contracting, (f) Salvage and Surplus Property, Laundry and Dry Cleaning (Account Code 05450). The work performance is determined by dividing the total costs of the base supply activity by the total number of personnel, both civilian and military of the base. In addition, if a major or intermediate command headquarters is located on the base, personnel of those commands are added. The results of the above calculation will be applied to the formula below:

$$\frac{\text{United States Air Force Standard Cost}}{\text{Actual Cost of Activity}} \times 100 = \text{Work Performance Rating}$$

Total installation personnel reported include all civilians as well as military personnel served by the supply activity. For purposes of comparison with overall USAF performance, the ConAC Average, derived from data reported during the period May 1949 through January 1950 is presented hereon.

COMMENT

IN CASES WHERE WORK PERFORMANCE RATINGS AND THE RATIO OF SUPPLY PERSONNEL TO TOTAL BASE PERSONNEL ARE BOTH LOW, AS AT MARSHALL, HANSCOM, READING, BIRMINGHAM, FLOYD BENNETT, PORTLAND AND O'HARE, THE EFFICIENCY OF THE SUPPLY ACTIVITY SHOULD BE CONSIDERED.

HIGH PERFORMANCE RATINGS AT POPE, SEWART AND BROOKS, DO NOT NECESSARILY INDICATE EFFICIENT OPERATION. IF INVESTIGATION SHOWS THAT HIGH PERFORMANCE RATINGS ARE DUE TO IMPROVED METHODS OR SYSTEMS RATHER THAN INCORRECT OR INADEQUATE REPORTING PROCEDURES, THIS HEADQUARTERS SHOULD BE INFORMED. THESE IMPROVED METHODS OR SYSTEMS WILL THEN BE AVAILABLE FOR IMPLEMENTATION THROUGHOUT THE COMMAND.

ONE FACTOR WHICH MAY HAVE AN INFLUENCING EFFECT ON THE SUPPLY RATING IS THE NUMBER OF CIVILIANS INCLUDED IN THE BASE STRENGTH: UNLESS EXCEPTIONAL CIRCUMSTANCES EXIST, ONLY A SMALL PORTION OF THE TOTAL SUPPLY FUNCTION COST IS INCREASED IN SERVICING CIVILIAN PERSONNEL.

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RELATIVE WORK PERFORMANCE OF SUPPLY

MARCH 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
APRIL 1950

COST PER PERSON (MILITARY AND CIVILIAN PERSONNEL): $ 24.00 — 20.00 — 16.00 — 12.00 — 8.00 — 4.00

DEVIATION FROM STANDARD: BELOW STANDARD 50 — 0 — ABOVE STANDARD 50 — 100 — 150

COST PER PERSON	BASE	WORK PERFORMANCE RATING	TOTAL INSTALLATION PERSONNEL	RATIO: PERSONS SERVING TO PERSONS SERVICED
	UNDER 500 PERSONNEL			
$ 10.65	2176th B. Sv. Sq - Oscoda AFB	150	143	1:16
21.30	4405th AB Sq - Sherman AFB	75	189	1:11
21.72	4408th AB Sq - Lawson AFB	75	312	1:11
21.96	4406th AB Sq - Marshall AFB	73	223	1:10
	500 - 999 PERSONNEL			
$ 13.20	2239th AFRTC - Gtr Pitt Apt	117	637	1:15
14.17	2463rd Standby Sq - Ben Harrison AFB	109	644	1:14
15.82	2585th AFRTC - Miami Int Apt	98	596	1:13
16.19	2584th AFRTC - Memphis Mun Apt	96	555	1:12
16.34	2236th AFRTC - Godman AFB	95	532	1:12
16.35	2472nd AFRTC - Fairfax Field	95	541	1:12
16.95	2596th AFRTC - Hensley Field	91	609	1:12
17.79	2465th AFRTC - Wold Chamberlain Apt	87	534	1:11
18.12	2466th AFRTC - Atterbury AFB	86	605	1:11
18.25	2589th AFRTC - Dobbins AFB	85	628	1:12
18.34	2347th AFRTC - Long Beach Mun Apt	85	898	1:12
20.90	2234th AFRTC - Hanscom Apt	74	597	1:10
21.38	2237th AFRTC - Reading Mun Apt	72	557	1:9
21.76	2587th AFRTC - Birmingham Mun Apt	71	576	1:10
22.81	2230th AFRTC - Floyd Bennett NAS	68	505	1:10
23.43	2343rd AFRTC - Portland Apt	66	591	1:10
25.24	2471st AFRTC - O'Hare Int Apt	59	955	1:9
	1000 - 1499 PERSONNEL			
$ 10.61	2600th AB Sq - Pope AFB	141	1,321	1:19
13.28	4400th AB Gp - Stewart AFB	113	1,256	1:18
	1500 - 1999 PERSONNEL			
$ 14.09	325th Ftr All Wea Wg - Moses Lake AFB	103	1,899	1:15
19.37	52nd Ftr All Wea Wg - McGuire AFB	75	1,685	1:12
	2000 - 2999 PERSONNEL			
$ 10.64	314th Tr Carr Wg - Sewart AFB	132	2,775	1:18
11.68	33rd Ftr Intcp Wg - Otis AFB	120	2,357	1:17
14.34	20th Ftr Bmr Wg - Shaw AFB	98	2,798	1:14
17.69	31st Ftr Bmr Wg - Turner AFB	79	2,028	1:10
	3000 - 3999 PERSONNEL			
$ 5.71	2595th AB Gp - Brooks AFB	231	3,895	1:36
11.36	62nd Tr Carr Wg - McChord AFB	116	3,566	1:20
	4000 - 4999 PERSONNEL			
$ 7.74	56th Ftr Intcp Wg - Selfridge AFB	160	4,676	1:27
	6000 - 6999 PERSONNEL			
$ 10.07	4th Ftr Intcp Wg - Langley AFB	107	6,593	1:21
10.27	2500th AB Gp - Mitchel AFB	105	6,091	1:22
	11000 - 11999 PERSONNEL			
$ 5.23	78th Ftr Intcp Wg - Hamilton AFB	115	11,068	1:39

Under 500 Personnel: USAF Standard $16.00 — USAF Standard Work Performance Rating of 100 Based on Costs of $16.00 per Person

500 - 999 Personnel: ConAC avg $18.50; USAF Standard $15.50 — USAF Standard Work Performance Rating of 100 Based on Costs of $15.50 per Person

1000 - 1499 Personnel: USAF Standard $15.00 — USAF Standard Work Performance Rating of 100 Based on Costs of $15.00 per Person

1500 - 1999 Personnel: ConAC avg $13.34; USAF Standard $14.50 — USAF Standard Work Performance Rating of 100 Based on Costs of $14.50 per Person

2000 - 2999 Personnel: ConAC avg $11.89; USAF Standard $14.00 — USAF Standard Work Performance Rating of 100 Based on Costs of $14.00 per Person

3000 - 3999 Personnel: ConAC Avg $12.20; USAF Standard $13.20 — USAF Standard Work Performance Rating of 100 Based on Costs of $13.20 per Person

4000 - 4999 Personnel: ConAC Avg $9.03; USAF Standard $12.40 — USAF Standard Work Performance Rating of 100 Based on Costs of $12.40 per Person

6000 - 6999 Personnel: ConAC Avg $10.12; USAF Standard $10.80 — USAF Standard Work Performance Rating of 100 Based on Costs of $10.80 per Person

11000 - 11999 Personnel: ConAC Avg $5.34; USAF Standard $6.00 — USAF Standard Work Performance Rating of 100 Based on Costs of $6.00 per Person

SOURCE: WORK PERFORMANCE REPORT, AF FORM 323, RCS: AF-FO-F30

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EXPLANATION OF TABULAR PRESENTATION ON

WORK PERFORMANCE RATINGS

Presented on the facing page is a tabulation by Air Force and organization of Work Performance ratings extracted from AF Forms 323. This is designed to permit appraisal of unit efficiency relative to the USAF performance of 100. A minimum number of corrections, as indicated by notes, have been made. Due to time limitations, only a sampling audit can be performed prior to publication. With reference to the proper procedure for the accumulation of costs for Group 3, attention is invited to item 20 of Attachment 1 to ConAC Letter 170-1B.

COMMENT

THE APPLICATION OF THE USAF STANDARD TO CONAC UNITS BY STAFF ACTIVITIES SHOULD TAKE INTO CONSIDERATION MISSION RESPONSIBILITIES AND ORGANIZATIONAL DIFFERENCES WHICH AFFECT THE COST OF THE FUNCTION IN CONAC UNITS BEING EXAMINED. CONAC STANDARDS, AS THEY ARE DEVELOPED, WILL BE PRESENTED. THIS ISSUE INDICATES CONAC STANDARDS FOR SQUADRON ADMINISTRATIVE OVERHEAD. WHERE THEY ARE AVAILABLE, IT IS MORE FITTING TO CONSIDER CONAC RATHER THAN USAF STANDARDS AS THE "MEASURING STICK".

NORMALLY THE CAUSES OF DEVIATIONS INCLUDE THE FOLLOWING:

A. HIGH T/O&E STAFFING STANDARDS FOR FUNCTIONS AT BASES WHERE A SMALL WORKLOAD (PERSONNEL, MILES, LINE ITEMS) EXIST. THIS RESULTS IN HIGH COST PER UNIT OF WORKLOAD WHICH CANNOT BE READILY CONTROLLED BY THE REPORTING UNIT.

B. THE NECESSITY FOR SERVICING UNITS WHICH ARE WIDELY DISPERSED SUCH AS MAY EXIST FOR THE FUNCTIONS OF SUPPLY, OR MOTOR POOL, ABNORMALLY INCREASES THE OPERATING COST, ALTHOUGH THE WORKLOAD MAY BE COMPARABLE TO BASES WHERE THE GEOGRAPHIC FACTOR IS NOT A PROBLEM.

C. FLUCTUATIONS IN THE WORKLOAD FACTOR, SUCH AS A DECREASE, WHERE PERSONNEL ARE ON TDY, OR AN INCREASE, WHERE THE WORKLOAD IS INCREASED BY REASON OF SERVICES PROVIDED PERSONNEL TEMPORARILY ATTACHED FOR TRAINING, MANUEVERS ETC, AND THE FUNCTION NOT AUGMENTED OR REDUCED TO CONFORM TO THESE CHANGES IN WORK LOAD.

D. SERVICES PROVIDED PERSONNEL OF NON-AIR FORCE AGENCIES NOT CONSIDERED IN THE NORMAL WORKLOAD OR NOT REPORTED AS PART OF THE WORKLOAD ON THE WORK PERFORMANCE REPORT.

E. TEMPORARY UNDERMANNING OR OVERMANNING OF THE FUNCTION.

INVESTIGATIONS CANNOT BE CONDUCTED AT "DESK" LEVEL BUT MUST TAKE PLACE IN THE FIELD WHERE ACTIVITIES WHICH GENERATE COST AND OPERATING FACTORS ARE CARRIED ON.

THE 52ND FIGHTER-ALL WEATHER WING, MCGUIRE AFB, IS THE ONLY BASE REPORTING WORK PERFORMANCE RATINGS (SHOWN IN HEAVY PRINT) WHICH ARE BELOW STANDARD FOR ALL ACTIVITIES INCLUDED IN THIS SUMMARY.

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PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
APRIL 1950

WORK PERFORMANCE RATINGS *
CONTINENTAL AIR COMMAND
MARCH 1950

BASE	FUNCTION OR GROUP										
	A-1, S-1 & ADJUTANT (GROUP 1)	SQ ADM OVERHEAD (GROUP 2)	MILITARY PERSONNEL (GROUP 3)	COST OF ADMINISTRATION (GROUP 4)	COMMANDER & STAFF (GROUP 5)	TOTAL ADM & SERVICES (GROUP 6)	SUPPLY (GROUP 7)	TOT. MAINT & SUPPLY (1) (GROUP 8)	MOTOR POOL (GROUP 9)	MAINT-AUTO & G.P.E. (GROUP 10)	PERSONNEL SERVICES (GROUP 11)
FIRST AIR FORCE											
33d Ftr-Intcp Wg - Otis AFB	91	102	88	97	81	78	120	98	144	89	85
52d Ftr A/W Wg - McGuire AFB	75	67	NPC (3)	81	83	74	75	(1)	89	76	91
2230th AFRTC - Floyd Bennett NAS	83	86	202	105 -	76	93 (2)	68	(1)	103	68	276
2234th AFRTC - Hanscom Apt	111	205	66	107	101	74	74	(1)	123	93	101
2500th AB Gp - Mitchel AFB	48	163	29	78	30	68	105	128	114	94	82
4400th AB Gp - Stewart AFB	61	87	58	71	50	79	113	(1)	93	75	106
FOURTH AIR FORCE											
78th Ftr-Intcp Wg - Hamilton AFB	68	160	9	90	383	91	115	117	71	175	107
62d Tr Carr Wg - McChord AFB	66	93	NPC (3)	88	65	77	116	107	83	103	140
325th Ftr A/W Wg - Moses Lake AFB	90	73	400	85	71	67	103	(1)	159	152	100 (2)
2343d AFRTC - Portland Apt	104	183	64	103 (5)	132	82	66	(1)	93	348	83
2347th AFRTC - Long Beach Mun Apt	131	240 (5)	38	104	59	109	85 (5)	(1)	79	110	91
NINTH AIR FORCE											
4th Ftr-Intcp Wg - Langley AFB	88	98	NPC (3)	99	50	84	107	110	146	132	95
2236th AFRTC - Godman AFB	93	125	58	85	105	97	95 (2)	(1)	62	132	NPC (3)
2237th AFRTC - Reading Mun Apt	81	213	68	100 (5)	129 (5)	85	72	(1)	146	149	102
2239th AFRTC - Gtr Pittsburgh Apt	100	313	44	111	78	86	117	(1)	64	118	364
TENTH AIR FORCE											
56th Ftr-Intcp Wg - Selfridge AFB	65	78	92	75	62	93	160 (5)	155	120	157	116
2465th AFRTC - Wold-Chamberlain Fld	127	223 (5)	61	107	120	94 (2)	87 (2)	(1)	95	1,012	107
2466th AFRTC - Atterbury AFB	159	299	29	96	90	81	86	(1)	82	196	221
2471st AFRTC - O'Hare Int Apt	88	189	37	88	64	63	59	(1)	86	72	155
2472d AFRTC - Fairfax Fld	139	176	88	125	123	101 (2)	95 (2)	(1)	77	106	237
4405th AB Sq - Sherman AFB	51	658 (5)	121	117	153	37	75	(1)	65	85	206
4406th AB Sq - Marshall AFB	107	192	210	162 (5)	149	56	73	(1)	186	336	279
2463d Standby Base Sq - Benj Harr AFB	105 (2)	91 (2)	227 (2)	119 (2)	182 (2)	716	109 (2)	(1)	253	177	NPC (3)
2476th Base Service Sq - Oscoda AFB	76	94	NPC (3)	128 (5)	132	53	150	(1)	64	NPC (3)	200
TWELFTH AIR FORCE											
2596th AFRTC - Hensley Fld	123	324	48	125	74	96	91	(1)	167	55	84
2595th AB Gp - Brooks AFB	79	72	132	82	54	185	231 (2)	327	123	194	164
FOURTEENTH AIR FORCE											
314th Tr Carr Wg - Sewart AFB	72	90	169	87	55	97	132	106	78	109	98
20th Ftr-Bmr Wg - Shaw AFB	85	85	76	91	57	88	98	117	110	200	88
31st Ftr-Bmr Wg - Turner AFB	69 (2)	73	NPC (3)	79 (2)	65 (2)	81	79	97	137	122	127 (2)
2584th AFRTC - Memphis Mun Apt	87	75	72	77	89	89	96	(1)	92	220	97
2585th AFRTC - Miami Int Apt	88	206	57	90	105	100	98	(1)	133	132	116
2587th AFRTC - Birmingham Mun Apt	73	185	58	87	114	93 (2)	71 (2)	(1)	83	60	59
2589th AFRTC - Dobbins AFB	84	117	32	71 (4)	49	81	85	(1)	117	159	56
2600th AB Sq - Pope AFB	47	211	53	86	29	97	141	(1)	173	362	218
4408th AB Sq - Lawson AFB	39	98	53	58	59	45	75	(1)	107	102	99

SOURCE: WORK PERFORMANCE REPORT, AF FORM 323,
RCS: AF-FO-F30

* RATING FOR COST EQUAL TO USAF STANDARD IS 100

NOTE: (1) LESS THAN 2000 TOTAL POPULATION NOT REQUIRED TO REPORT FOR GROUP 8
(2) CORRECTED RATING COMPUTED AT HQ CONAC, INCORRECT STANDARDS APPLIED BY BASE ANALYST ACCOMPLISHING AF FORM 323
(3) NO PERSONNEL COSTED (NPC)
(4) TOTAL COST INCORRECTLY ADDED ON AF FORM 323
(5) MATHEMATICAL ERROR; CORRECTED AT HQ CONAC

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EXPLANATION OF GRAPHIC PRESENTATION ON

COST OF SERVING THE RATION

This chart shows the cost of serving the ration at Continental Air Command Bases reporting Food Service, Subsistence Handling and Subsistence Costs. Costs of the Food Supervisor, Hq ConAC and Hq each numbered Air Force are not included since these functions service all units of the respective commands and do not materially affect the costs of the function described in this presentation.

The Food Service account includes the cost of the Base Food Supervisor and personnel necessary to direct and operate dining halls for airmen, the officer's mess and other central food activities such as bakeries. The Subsistence Handling account includes the costs incurred in the receipt, issue and distribution of subsistence. The Subsistence account includes the cost of the ration; this cost was not added as a cost, to the cost of serving the ration but was used as explained below. Subsistence costs of headquarters, tenant and special mission organizations as described in AF Manual 170-5 are reported under the organization providing the services, such as the Wings, Air Base Groups or Squadrons, or AFRTC's.

The number of rations served was obtained from the Commissary Operating Statement (WD AGO Form 10-133) for those bases submitting this statement. Where bases did not submit the Commissary Operating Statement, the number of rations was computed by dividing the total cost of subsistence by the ration value. If the field ration value was not available, the garrison ration value was used.

The cost of serving the ration was computed by dividing the total cost of the function (Food Service Costs plus Subsistence Handling Costs) by the number of rations served. The cost of the ration furnished is not included in costs of the function presented here, but was used to determine the number of rations served as explained above.

Averages were computed after eliminating the "extreme deviations from average" as indicated on the chart.

COMMENT

THE AVERAGE COST OF SERVING THE RATION DECREASED GENERALLY IN FEBRUARY OVER JANUARY FOR WINGS, AIR BASE GROUPS AND SQUADRONS DUE PRIMARILY TO CONSIDERABLE REDUCTIONS IN PERSONNEL IN THE FUNCTION. EXCEPTIONS EXIST AT OTIS WHERE INCREASES IN PERSONNEL AND COSTS ACCOUNT FOR A HIGHER COST PER RATION SERVED, AND AT MITCHEL AND KIRTLAND WHERE THE INCREASE IS CAUSED BY A SUBSTANTIAL REDUCTION IN THE NUMBER OF RATIONS SERVED.

NINE AFRTC'S SHOW INCREASES IN THE COST OF SERVING THE RATION. INCREASES IN PERSONNEL AND COSTS IN THE FUNCTION, WITH FEWER RATIONS SERVED, WERE THE PRIMARY FACTORS CONTRIBUTING TO THIS INCREASE.

LARGE INCREASES IN THE COST OF SERVING THE RATION IN FEBRUARY OVER JANUARY ARE NOTED AT KIRTLAND (11¢) MITCHEL (9¢) READING (9¢) FLOYD BENNETT (12¢) AND BIRMINGHAM (8¢). THESE INCREASES WARRANT INVESTIGATION.

AN ANALYSIS OF THE DATA REPORTED FOR BIRMINGHAM WAS MADE FOR THE PRIOR SEVEN MONTHS PERIOD, TO DETERMINE THE BASIC REASON FOR THE CONSISTENTLY HIGH COST PER RATION AT THIS BASE. THIS ANALYSIS INDICATED THAT THE LARGE NUMBER OF PERSONNEL IN THE FUNCTION WAS THE UNDERLYING CAUSE. ON A COMPARATIVE BASIS, THERE APPEARS TO BE NO JUSTIFICATION FOR THE EMPLOYMENT OF AS MANY AS 28 PERSONS IN THE FUNCTION WHEN THE WORKLOAD, 4850 RATIONS SERVED, IS COMPARED WITH WORKLOADS AT OTHER AFRTC'S WHICH EMPLOY 5 or 6 FEWER PERSONS AND SERVE FROM 1000 TO 4000 MORE RATIONS PER MONTH. THIS IS A PERSONNEL AND ASSIGNMENT PROBLEM AND WARRANTS IMMEDIATE INVESTIGATION.

FOR ALL UNITS THERE IS A NET REDUCTION FROM JANUARY OF 301 PERSONS AND $35,200 IN COSTS OF THE FUNCTION

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DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
APRIL 1950

COST OF SERVING THE RATION

FEBRUARY 1950

BASE	NUMBER OF PERSONNEL IN FUNCTION	TOTAL COST OF FUNCTION	AVG COST PER PERSON	NUMBER OF RATIONS SERVED	COST OF SERVING THE RATION	
					JANUARY 1950	FEBRUARY 1950
WINGS						
78th Ftr Intcp Wg - Hamilton AFB	207	$ 33,220	$ 160	128,661	$.274	$.258
325th Ftr All Wea Wg - Moses Lake AFB	62	8,495	137	28,162	.377	.302
62d Tr Carr Wg - McChord AFB	101	14,651	145	41,020	.516	.357
56th Ftr Intcp Wg - Selfridge AFB	116	16,917	146	42,462	.385	.398
33rd Ftr Intcp Wg - Otis AFB	84	13,288	158	31,598	.375	.420
20th Ftr Bmr Wg - Shaw AFB	86	14,404	167	32,639	.529	.441
81st Ftr Intcp Wg - Kirtland AFB	70	9,256	132	18,779	.382	* .493
52d Ftr All Wea Wg - McGuire AFB	90	11,938	133	23,626	.536	* .505
314th Tr Carr Wg - Sewart AFB	99	14,065	142	26,988	.625	.521
4th Ftr Intcp Wg - Langley AFB	252	37,986	151	66,391	.628	.572
31st Ftr Bmr Wg - Turner AFB	84	12,837	153	21,177	.699	.606
AIR BASE GROUPS AND SQUADRONS						
2476th Base Sv Sq - Oscoda AFB	8	$ 917	$ 115	3,730	$ -	* $.246
4406th AB Gp - Marshall AFB	10	1,316	132	4,270	.338	* .308
2600th AB Sq - Pope AFB	31	5,688	** 183	17,622	.634	* .323
4400th AB Gp - Stewart AFB	19	3,166	166	9,270	.479	* .341
2595th AB Gp - Brooks AFB	58	9,578	165	24,449	.507	.392
2463rd Stby B Sq-Ben Harrison AFB	17	3,335	** 196	6,154	.498	* .542
2500th AB Gp - Mitchel AFB	200	29,281	146	50,097	.494	.584
4408th AB Sq - Lawson AFB	9	1,884	** 209	2,821	** .874	* .668
AIR FORCE RESERVE TRAINING CENTERS						
2237th AFRTC - Reading Mun Apt	23	$ 3,476	$ 151	8,235	$.332	* $.422
2230th AFRTC - Floyd Bennett NAS	20	2,997	150	7,037	.305	.426
2236th AFRTC - Godman AFB	18	2,974	165	6,532	.417	* .455
2234th AFRTC - Hanscom Apt	15	2,649	** 176	5,738	.394	* .461
2239th AFRTC - Gtr Pitts Apt	26	3,436	132	7,327	.442	* .469
2584th AFRTC - Memphis Mun Apt	17	2,528	149	5,343	.492	* .473
2585th AFRTC - Miami Int Apt	19	3,202	169	6,509	.565	.492
2343rd AFRTC - Portland Apt	28	4,380	156	8,878	** .862	.493
2466th AFRTC - Atterbury AFB	27	4,015	149	7,850	.578	.511
2596th AFRTC - Hensley Fld	23	3,415	148	6,160	.578	* .554
2347th AFRTC - Long Beach Mun Apt	33	4,568	138	8,008	.547	* .571
2589th AFRTC - Dobbins AFB	19	3,126	165	5,439	.540	* .575
2471st AFRTC - O'Hare Int Apt	27	3,878	144	5,930	.641	* .654
2472nd AFRTC - Fairfax Field	18	2,552	142	3,728	.619	* .684
2587th AFRTC - Birmingham Mun Apt	28	4,536	162	4,854	** .856	** .934

SOURCE: COST CONTROL REPORT, AF FORM 320, 321, 322, RCS: AF-FO-F22C
COMMISSARY OPERATING STATEMENT, WD-AGO FORM 10-133, RCS

* GARRISION RATION VALUE USED FOR THESE BASES.
** EXTREME DEVIATIONS FROM AVERAGES.

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EXPLANATION OF GRAPHIC PRESENTATION ON

COST OF MAINTENANCE OF IMPROVED GROUNDS

The designation "Improved Grounds" includes grounds adjacent to buildings, other structures, street, roads, walks, parkways and similar facilities within the developed areas of the installation on which intensive ground maintenance is performed.

Specifically included are lawns, installation cemeteries, parade grounds, parkways, athletic fields, golf courses, rifle ranges, grassed, cultivated or similar fire breaks, beaches and the operation of greenhouses and plant nurseries.

All bases were divided into three groups depending upon the length of the growing season, or the frost-free time during which plants grow. An average was computed for each group and for all ConAC bases under consideration.

Among the factors which may influence cost in addition to acreage and length of growing season are the quality of maintenance, and the topography of the ground under cultivation.

COMMENT

WITH THE ADVENT OF WARMER TEMPERATURES, IT IS ANTICIPATED THAT THE COST OF MAINTENANCE OF IMPROVED GROUNDS WILL NORMALLY INCREASE. HOWEVER, THE CONAC AVERAGE COST PER ACRE FOR MARCH (**$3.96**) COMPARES FAVORABLY WITH THE AVERAGE MONTHLY COST PER ACRE (**$4.20**) FOR THE PERIOD FROM JULY 1949 THROUGH JANUARY 1950.

MIAMI, LONG BEACH, LANGLEY AND HENSLEY SHOW COSTS MORE THAN DOUBLE THE GROUP AVERAGE FOR THE FUNCTION.

IN THE SECOND GROUP (160-210 GROWING DAYS) THE MARCH AVERAGE IS **$2.75**. INCLUDED IN THIS FIGURE ARE ATTERBURY AND MCGUIRE WHICH, FROM DATA AVAILABLE IN HQ CONAC, APPEAR TO BE REPORTING INCORRECT ACREAGE: THE DEFINITION OF IMPROVED GROUNDS AS SET FORTH IN PAR 4b, AFR 90-1, 23 DECEMBER 1948, SHOULD BE CONSULTED. WITH THE DELETION OF ATTERBURY AND MCGUIRE FROM THE CALCULATION OF THE AVERAGE, THE ADJUSTED AVERAGE BECOMES **$5.12**, A FIGURE WHICH MORE ACCURATELY REFLECTS THE UNIT COST FOR THE GROUP.

COMMANDERS SHOULD TAKE STEPS TO ASSURE THEMSELVES THAT STANDARDS OF QUALITY OF MAINTENANCE AS SET FORTH IN AFR 90-1, AS WELL AS REASONABLE COSTS, ARE BEING MAINTAINED.

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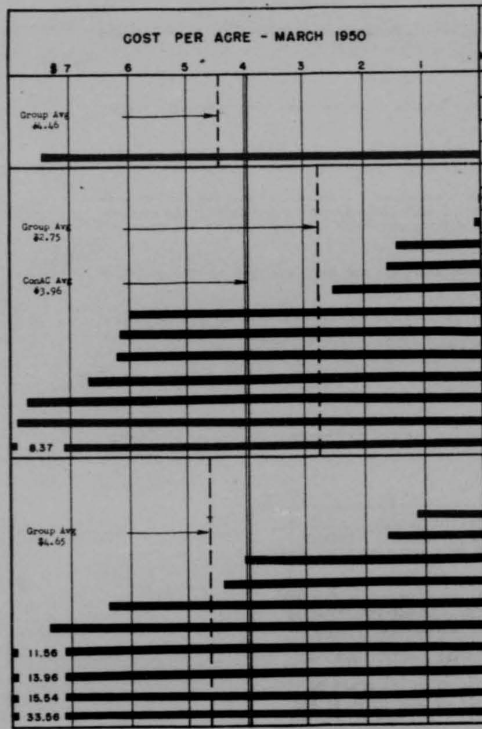
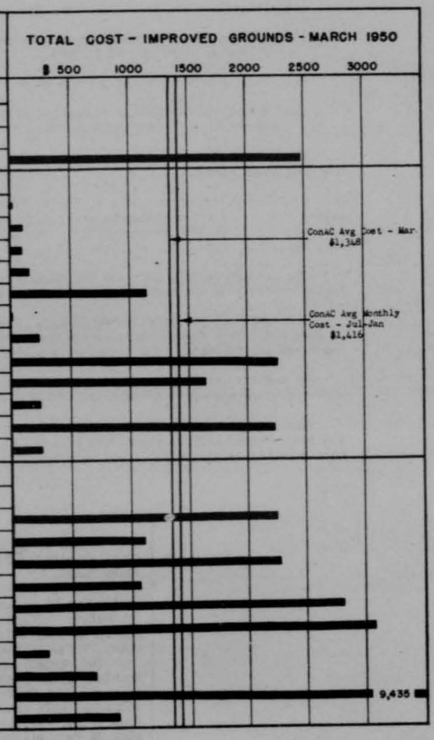
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
APRIL 1950

COST OF MAINTENANCE OF IMPROVED GROUNDS
SELECTED INSTALLATIONS
MARCH 1950



COST PER ACRE MARCH 1950	BASE	IMPROVED GROUND ACREAGE	COST MARCH 1950
GROWING SEASON - UNDER 160 DAYS			
$ -0-	Oscoda AFB	154	$ -0-
-0-	Hanscom Apt	70	-0-
7.46	Selfridge AFB	333	2,485
GROWING SEASON - 160 - 210 DAYS			
$ .04	Atterbury AFB	641	$ 28
.13	McGuire AFB	833	106
1.47	O'Hare Int Apt	70	103
1.61	Gtr Pittsburgh Apt	101	163
2.52	Stewart AFB	459	1,155
6.00	Fairfax Field	2	12
6.15	Memphis Mun Apt	39	240
6.23	Mitchel AFB	366	2,280
6.63	Moses Lake AFB	263	1,744
7.72	Wold-Chamberlain Fld	32	247
7.85	Sewart AFB	286	2,244
8.37	Reading Mun Apt	30	251
GROWING SEASON - OVER 210 DAYS			
$ -0-	Birmingham Mun Apt	6	$ -0-
1.09	Shaw AFB	2,071	2,256
1.61	Turner AFB	697	1,123
4.05	McChord AFB	565	2,289
4.38	Portland Apt	248	1,086
6.33	Brooks AFB	447	2,831
7.35	Hamilton AFB	420	3,087
11.56	Miami Int Apt	25	289
13.96	Long Beach Mun Apt	50	698
15.54	Langley AFB	607	9,435
33.56	Hensley Field	27	906



SOURCE: REAL ESTATE FACILITIES MONTHLY COST REPORT, AF FORM 329, RCS: AF-MD-F33A
1941 YEARBOOK - US DEPT OF AGRICULTURE

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EXPLANATION OF GRAPHIC PRESENTATION ON COST OF REFUSE COLLECTION

The function of "Refuse Collection" includes the collection of refuse, salvageable scrap and waste materiel and the washing of garbage containers and cans.

Activities included in this account are:

(1) Loading from designated pick-up points the garbage, trash, salvageable scrap, and waste materials into suitable vehicles, delivering and unloading at points of disposal.

(2) Washing and replacing garbage cans.

(3) Refuse collection and disposal accomplished under contract at a cost to the government. Credits collected under such agreements are not reported in the Refuse Collection account.

The bases were divided into USAF and USAFR groups. This division was made because of the strength difference in the number of personnel at USAF and USAFR bases.

Military labor, which makes up about 70% of the total cost of Refuse Collection for USAF bases and about 25% for USAFR bases may include some prison labor. In those instances where military prisoners accomplish refuse collection, the cost of such labor should be included in the cost report as this is an AIO responsibility. However, there is no way of differentiating between prison labor and other military labor on the Monthly Cost Report, AF Form 329. All labor is costed at civilian pay rates.

The average monthly cost and the average monthly number of cubic yards collected shown on this chart are one month averages of the cumulative totals reported in the Refuse Collection account (08303), AF Form 329.

The number of personnel shown on this chart is taken from the work unit quantity column for the Mess and Kitchen Equipment account (02102), AF Form 329. This figure includes the number of military and civilian personnel quartered on the base plus 1/2 the military and civilians quartered off the base. The quantity is a monthly average of the period from July 1949 to March 1950.

In addition to the computation of averages, ConAC standards for the cost per cubic yard collected were developed by deleting the upper and lower extremes of each group and computing averages based on the remaining costs.

The installations included in this analysis are those which submit a detailed AF Form 329. Installations which submit Army or Navy type reports and those which submit a short form report on AF Form 329 were omitted. Birmingham Municipal Airport was excluded because no costs or work units were reported in the Refuse Collection account.

COMMENT

SEVERAL BASES SHOW ABNORMALLY HIGH COSTS PER CUBIC YARD OF REFUSE COLLECTED. STEWART AFB WITH A COST OF $4.01, FAIRFAX FIELD WITH A COST OF $3.71 AND READING MUN APT WITH A COST OF $3.44 ARE THE HIGH COST BASES COMPARED TO THE STANDARDS OF $1.06 FOR USAF BASES AND $1.42 FOR USAFR BASES.

ON A PER CAPITA COST PER MONTH BASIS, STEWART AFB SHOWS MORE THAN TWICE THE AVERAGE FOR THE USAF GROUP OF BASES. THIS HIGH COST AT STEWART IS DUE IN PART TO THE LARGE DISTANCES TRAVELLED BY GARBAGE PICK-UP TRUCKS BETWEEN HOMES, THE BASE AND THE INCINERATOR. FURTHER INVESTIGATION SHOULD BE MADE INTO COSTS AND WORK UNIT QUANTITIES TO SEE IF THEY ARE CORRECT AND IF IMPROVEMENTS IN THE SYSTEM OF REFUSE COLLECTION CAN BE MADE.

THE PROCESS AND METHODS OF REFUSE COLLECTION AT STEWART, FAIRFAX AND READING SHOULD BE EXAMINED IN AN EFFORT TO BRING UNIT COSTS MORE IN LINE WITH THE CONAC STANDARDS.

THE WORK UNIT QUANTITY REPORTED IN THE HAMILTON COST REPORT, (714 CU.YDS.), IS NOT IN AGREEMENT WITH THE FIGURE REPORTED IN THE DAILY LOG OF REFUSE AND SALVAGE COLLECTION, WD AGO FORM 5-126, (37,361 CU.YDS.) THE LATTER QUANTITY IS MORE IN AGREEMENT WITH THE COST, AND WAS USED IN THIS ANALYSIS.

THE QUANTITY COLLECTED FOR MOSES LAKE AFB HAS NOT BEEN REPORTED SINCE SEPTEMBER 1949 AND THE FIGURE USED HERE IS AN ESTIMATE BASED UPON THE UNIT COST ON THE SEPTEMBER 1949 REPORT.

VARIATIONS IN BASE POPULATION ARE REFLECTED IN THE LOWER MONTHLY COST PER CAPITA AT USAF BASES - $.53 COMPARED TO $.92 AT USAFR BASES.

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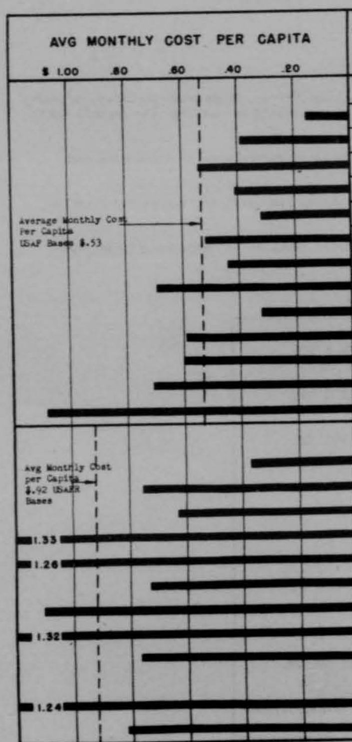
AVERAGE MONTHLY COST OF REFUSE COLLECTION

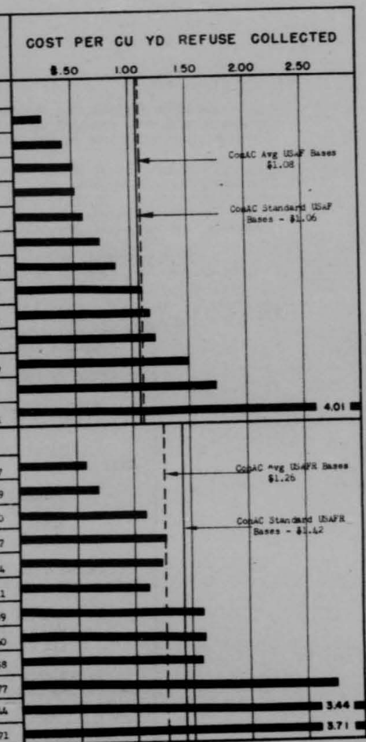
SELECTED INSTALLATIONS

JULY 1949 - MAR 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
APRIL 1950



AVG MONTHLY COST PER CAPITA	AVG MONTHLY NO. OF PERSONNEL	BASE	AVG MONTHLY COST	CU YDS REFUSE COLLECTED PER MONTH	COST PER CU YD
		USAF INSTALLATIONS			
$ .16	1,360	Turner AFB	$ 224	921	$ .24
.39	1,808	Moses Lake AFB	712	*1,678	.42
.54	138	Oscoda AFB	75	146	.51
.41	2,463	Shaw AFB	1,004	1,911	.53
.32	2,562	McChord AFB	831	1,442	.58
.52	1,583	Sewart AFB	828	1,137	.73
.44	1,893	Brooks AFB	825	951	.87
.69	2,000	McGuire AFB	1,381	1,279	1.08
.32	4,391	Mitchel AFB	1,418	1,237	1.15
.59	5,399	Langley AFB	3,176	2,615	1.21
.60	10,488	Hamilton AFB	6,246	4,151	1.50
.71	3,993	Selfridge AFB	2,850	1,639	1.74
1.08	1,275	Stewart AFB	1,381	344	4.01
		USAFR INSTALLATIONS			
$ .37	830	O'Hare Int Apt	$ 310	546	$ .57
.75	600	Atterbury AFB	448	645	.69
.63	655	Long Beach Mun Apt	414	375	1.10
1.33	315	Miami Int Apt	418	329	1.27
1.26	336	Hanscom Apt	424	343	1.24
.73	227	Portland Apt	165	148	1.11
1.10	363	Memphis Mun Apt	398	250	1.59
1.32	402	Gtr Pittsburgh Apt	529	330	1.60
.77	385	Hensley Field	295	187	1.58
-	NR	Wold-Chamberlain Field	308	111	2.77
1.24	324	Reading Mun Apt	403	117	3.44
.82	298	Fairfax Field	245	66	3.71



SOURCE: REAL ESTATE FACILITIES MONTHLY COST REPORT, AF FORM 329, RCS AF-MD-F 33A
DAILY LOG OF REFUSE & SALVAGE COLLECTION - WD-AGO 5-126 RCS: ENG 14 (R1)A
* - ESTIMATED ON BASIS OF SEPT 1949 REPORT

NR - PERSONNEL FIGURE NOT REPORTED

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EXPLANATION OF GRAPHIC PRESENTATION ON

COMPARATIVE PAYROLL COST OF MOTOR POOL ACTIVITY

The Motor Pool Account includes the following costs of operation: Cost of Motor Pool Officer, Refueling Officer, dispatchers, clerks, drivers, service personnel, and cost of fuels and lubricants used. The "Payroll Cost per Vehicle Mile Operated" is determined by dividing the Payroll Cost of the above activities by the number of miles operated as reported on AF Form 122A.

The payroll costs of the Motor Pool activity do not include any of the payroll costs applicable to the field maintenance of Automotive and ground powered equipment.

The average payroll cost per vehicle mile operated for each organizational type was determined by dividing the total of average costs by the total of average miles operated for each period.

The factor "Payroll Cost" rather than Total Cost, was chosen for analysis, since personnel discrepancies revealed can more readily be "controlled" for the purpose of accomplishing a cost reduction of value to USAF.

COMMENT

WHILE A SLIGHT REDUCTION IN COST PER VEHICLE MILE OPERATED DURING MARCH 1950 IS NOTED FOR ALL THREE GROUPS AS COMPARED TO THE MONTH OF FEBRUARY 1950, THE AVERAGE COST FOR EACH GROUP IS STILL IN EXCESS OF THE SEVEN MONTH AVERAGE AS SHOWN IN THE MANAGEMENT ANALYSIS REVIEW, FEBRUARY 1950.

TOTAL PAYROLL COST OF THE MOTOR POOL ACTIVITY, $258,379, IS APPROXIMATELY THE SAME AS SHOWN IN FEBRUARY.

SIGNIFICANT REDUCTIONS IN COST PER MILE FOR MARCH AS COMPARED TO FEBRUARY ARE NOTED FOR THE FOLLOWING BASES:

TURNER AFB	-	51%	LAWSON AFB	-	31%
PORTLAND APT	-	39%	HANSCOM APT	-	25%
WOLD-CHAMBERLAIN	-	34%	FLOYD BENNETT NAS	-	25%
MITCHEL AFB	-	32%	SHAW AFB	-	19%

ON THE OTHER HAND SUBSTANTIAL INCREASES OVER FEBRUARY COSTS ARE EVIDENT FOR THE FOLLOWING (FIGURES IN PARENTHESIS SHOW INCREASES OVER THE SEVEN MONTH AVERAGE):

HENSLEY FIELD	-	46% (112%)	STEWART AFB	-	27% (91%)
BROOKS AFB	-	37% (10%)	POPE AFB	-	25% (79%)
GTR PITTSBURG APT	-	34% (31%)			

IN COMPARISON WITH THE SEVEN MONTH AVERAGE, COSTS AT HENSLEY, STEWART AND POPE ARE EXCESSIVE. ANALYSIS INDICATES THAT THE INCREASE AT HENSLEY IS DUE TO A 44% DECREASE OF MILEAGE WITH 17% INCREASE IN PAYROLL COST. AT STEWART, PAYROLL COSTS INCREASED 117% AGAINST INCREASED MILEAGE OF ONLY 14%. POPE SHOWS INCREASED PAYROLL OF 30% WITH A DECREASED MILEAGE OF 27%. FURTHER INVESTIGATIONS OF THE ACTIVITY AT THESE BASES IS WARRANTED.

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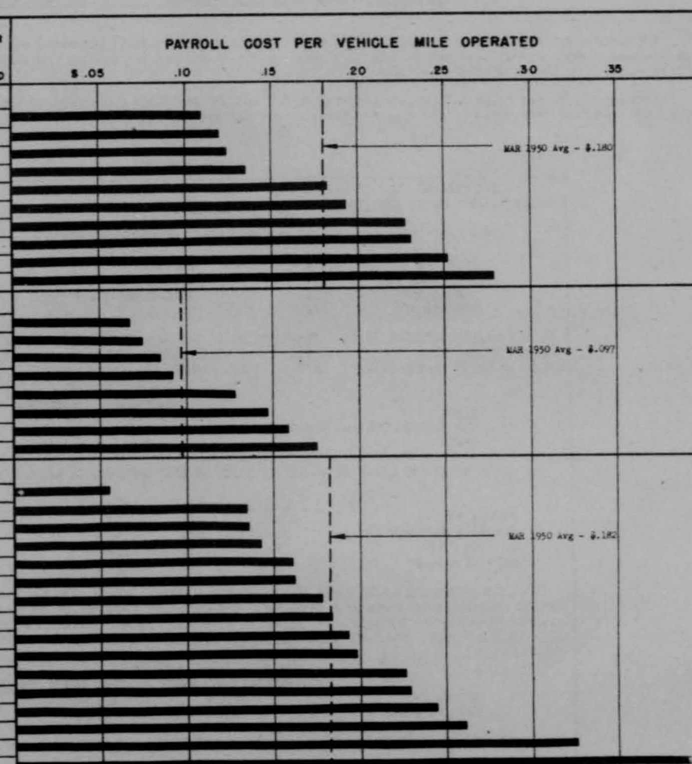
APRIL 1950

COMPARATIVE PAYROLL COST OF MOTOR POOL ACTIVITY

MARCH 1950

MOTOR POOL PAYROLL COST	VEHICLE MILES OPERATED	BASE	PAYROLL COST PER VEHICLE MILE OPERATED	NON PERSONNEL COST PER VEHICLE MILE OPERATED
		WINGS		
$ 6,886	62,878	325th Ftr All Wea Wg - Moses Lake AFB	$.110	$.079
11,286	93,787	31st Ftr Bmr Wg - Turner AFB	.120	.032
10,193	81,890	33rd Ftr Intcp Wg - Otis AFB	.124	.037
21,219	156,667	4th Ftr Intcp Wg - Langley AFB	.135	.042
22,906	125,819	62nd Tr Carr Wg - McChord AFB	.182	.047
11,506	59,753	314th Tr Carr Wg - Sewart AFB	.193	.030
15,289	66,793	56th Ftr Intcp Wg - Selfridge AFB	.229	.059
10,328	44,741	52nd Ftr All Wea Wg - McGuire AFB	.231	.041
23,284	92,520	78th Ftr Intcp Wg - Hamilton AFB	.252	.043
22,549	80,677	20th Ftr Bmr Wg - Shaw AFB	.279	.062
		AIR BASE GPS AND SQS		
$ 5,941	88,487	2595th AB Gp - Brooks AFB	$.067	$.030
1,567	21,219	2463rd Stdby B Sq - Benj Harrison AFB	.074	.049
17,781	212,763	2500th AB Gp - Mitchel AFB	.084	.025
526	5,799	4406th AB Sq - Marshall AFB	.091	.042
6,888	53,997	4400th AB Gp - Stewart AFB	.128	.025
2,133	14,500	4408th AB Sq - Lawson AFB	.147	.033
7,654	48,236	2600th AB Sq - Pope AFB	.159	.061
1,410	8,049	4405th AB Sq - Sherman AFB	.175	.017
		AFRTC's		
$ 2,186	39,580	2585th AFRTC - Miami Intl Apt	$.055	$.014
4,020	29,965	2589th AFRTC - Dobbins AFB	.134	.033
3,225	23,963	2237th AFRTC - Reading Mun Apt	.135	.040
1,698	11,986	2596th AFRTC - Hensley Field	.142	.050
2,838	17,678	2234th AFRTC - Hanscom Apt	.161	.021
3,589	22,105	2343rd AFRTC - Portland Apt	.162	.043
3,001	16,850	2587th AFRTC - Birmingham Mun Apt	.178	.033
2,357	12,896	2230th AFRTC - Floyd Bennett NAS	.183	.036
7,677	39,871	2347th AFRTC - Long Beach Mun Apt	.193	.027
2,773	14,010	2465th AFRTC - Wold-Chamberlain Fld	.198	.056
2,819	12,603	2472nd AFRTC - Fairfax Field	.224	.031
3,389	14,842	2584th AFRTC - Memphis Mun Apt	.228	.044
5,877	24,139	2471st AFRTC - O'Hare Intl Apt	.243	.038
4,840	18,651	2466th AFRTC - Atterbury AFB	.260	.038
4,964	15,266	2239th AFRTC - Gtr Pittsburgh Apt	.325	.088
3,778	10,514	2236th AFRTC - Godman AFB	.359	.031



SOURCE: COST CONTROL REPORTS, AF FORMS 320, 321, 322, RCS: AF-FO-F22C
USAF GROUND ACCIDENT EXPERIENCE SUMMARY AND ANALYSIS,
AF FORM 122 A, RCS: AF-AP-U8

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EXPLANATION OF GRAPHIC PRESENTATION ON

COMPARATIVE PAYROLL COST OF MAINTENANCE - AUTOMOTIVE AND GROUND POWERED EQUIPMENT

Automotive and Ground Powered Equipment Maintenance Costs include cost of personnel and supplies utilized in the accomplishment of field maintenance. The "payroll cost per vehicle mile operated" is determined by dividing the payroll cost of the above activities by the number of miles operated as reported on AF Form 122A.

The payroll costs of the Maintenance activity do not include any costs applicable to the Motor Pool. The average payroll cost per mile for each group was determined by dividing the total of average payroll costs by the total of average miles operated for each period.

COMMENT

TOTAL PAYROLL COST OF MAINTENANCE FOR MARCH 1950, FOR THE THIRTY FOUR BASES INCLUDED IN THE ANALYSIS, AMOUNTS TO $215,109 COMPARED WITH $212,454 IN FEBRUARY.

SIGNIFICANT DECREASES IN COST PER MILE OPERATED ARE SHOWN BY:

POPE AFB	61%	PORTLAND APT	42%
MARSHALL AFB	49%	MITCHEL AFB	32%
TURNER AFB	44%	WOLD-CHAMBERLAIN FIELD	29%
MCCHORD AFB	28%		

A SLIGHT DECREASE IN THE AVERAGE PAYROLL COST OF MAINTENANCE PER MILE OPERATED FOR MARCH IS SHOWN FOR ALL THREE GROUPS. HOWEVER, IT IS STILL HIGHER THAN THE SEVEN MONTH AVERAGES FOR EACH GROUP AS SHOWN IN THE FEBRUARY REVIEW. THESE FIGURES ARE AS FOLLOWS:

	7 MO AVG	FEBRUARY	MARCH
WINGS	$.121	$.167	$.147
AIR BASE GROUPS AND SQUADRONS	.085	.095	.087
AFRTC'S	.124	.152	.148

BASES REPORTING LARGE INCREASES IN COST PER MILE OPERATED IN MARCH COMPARED WITH FEBRUARY ARE:

	7 MO AVG	FEBRUARY	MARCH	% INCREASE MARCH OVER FEBRUARY
BROOKS AFB	$.025	$.022	$.050	127%
BENJAMIN HARRISON AFB	.044	.076	.168	121%
HENSLEY FIELD	.205	.335	.533	59%
MEMPHIS MUN APT	.062	.071	.092	30%

MILEAGE FOR THE ABOVE BASES DECREASED CONSIDERABLY, WHICH IS PRIMARILY THE REASON FOR THE INCREASE IN PAYROLL COST PER MILE OPERATED. THE EXCESSIVE INCREASE IN COST OVER THE SEVEN MONTH AVERAGE WARRANTS INVESTIGATION PARTICULARLY AT BROOKS AFB AND HENSLEY FIELD WHICH REPORT TOTAL MAINTENANCE PAYROLL COSTS FOR MARCH WHICH ARE GREATLY IN EXCESS OF THE SEVEN MONTH AVERAGE AS FOLLOWS:

	PAYROLL COST MARCH	7 MO AVG	% INCREASE
BROOKS AFB	$4,408	$2,701	63%
HENSLEY FIELD	6,384	4,404	45%

NON-PERSONNEL COSTS PER MILE OPERATED AT THE FOLLOWING BASES ALSO WARRANT INVESTIGATION:

	% OF INCREASE, MARCH OVER FEBRUARY
MOSES LAKE AFB	800%
HENSLEY FIELD	457%
ATTERBURY AFB	450%
BROOKS AFB	400%

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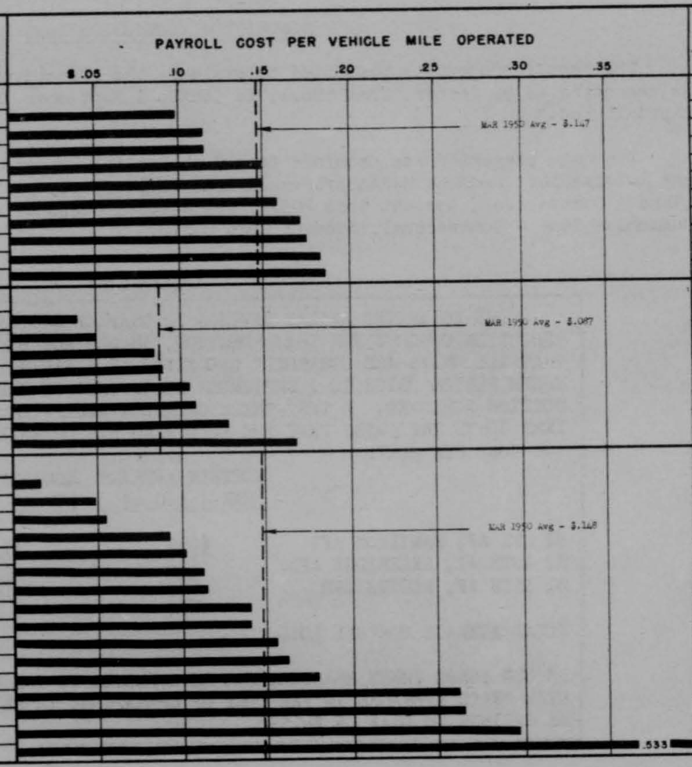
APRIL 1950

COMPARATIVE PAYROLL COST OF MAINTENANCE- AUTOMOTIVE AND GROUND POWERED EQUIPMENT

MARCH 1950

MAINTENANCE PAYROLL COST	VEHICLE MILES OPERATED	BASE	PAYROLL COST PER VEHICLE MILE OPERATED	NON PERSONNEL COST PER VEHICLE MILE OPERATED
		WINGS		
$ 9,035	92,520	78th Ftr Intcp Wg - Hamilton AFB	$.098	$.018
6,850	59,753	314th Tr Carr Wg - Sewart AFB	.115	.042
14,539	125,819	62nd Tr Carr Wg - McChord AFB	.116	.064
23,473	156,667	4th Ftr Intcp Wg - Langley AFB	.150	.040
9,404	62,878	325th Ftr All Wea Wg-Moses Lake AFB	.150	.045
14,887	93,787	31st Ftr Bmr Wg - Turner AFB	.159	.014
13,882	80,677	20th Ftr Bmr Wg - Shaw AFB	.172	.013
7,872	44,741	52nd Ftr All Wea Wg - McGuire AFB	.176	.140
15,101	81,890	33rd Ftr Intcp Wg - Otis AFB	.184	.073
12,479	66,793	56th Ftr Intcp Wg - Selfridge AFB	.187	.033
		AIR BASE GPS AND SQS		
$ 228	5,799	4406th AB Sq - Marshall AFB	$.039	$.032
4,408	88,487	2595th AB Gp - Brooks AFB	.050	.015
17,770	212,763	2500th AB Gp - Mitchel AFB	.084	.037
4,290	48,236	2600th AB Gp - Pope AFB	.089	.014
849	8,049	4405th AB Sq - Sherman AFB	.105	.040
1,582	14,500	4408th AB Sq - Lawson AFB	.109	.078
6,898	53,997	4400th AB Gp - Stewart AFB	.128	.060
3,560	21,219	2463rd Stdby B Sq - Benj Harrison AFB	.168	.005
		AFRTC's		
$ 233	14,010	2465th AFRTC - Wold-Chamberlain Field	$.017	$.007
1,924	39,580	2585th AFRTC - Miami Intl Apt	.049	.021
1,188	22,105	2343rd AFRTC - Portland Airport	.054	-0-
1,366	14,842	2584th AFRTC - Memphis Mun Apt	* .092	.020
1,894	18,651	2466th AFRTC - Atterbury AFB	.102	.022
4,513	39,871	2347th AFRTC - Long Beach Mun Apt	.113	.024
3,443	29,965	2589th AFRTC - Dobbins AFB	.115	.007
2,468	17,678	2234th AFRTC - Hanscom Apt	.140	.098
1,765	12,603	2472nd AFRTC - Fairfax Field	.140	.043
3,735	23,963	2237th AFRTC - Reading Mun Apt	.156	.012
1,704	10,514	2236th AFRTC - Godman AFB	.162	.018
2,744	15,266	2239th AFRTC - Gtr Pittsburgh Apt	.180	.041
4,417	16,850	2587th AFRTC - Birmingham Mun Apt	.262	.036
6,404	24,139	2471st AFRTC - O'Hare Intl Apt	.265	.070
3,820	12,896	2230th AFRTC - Floyd Bennett NAS	.296	.032
6,384	11,986	2596th AFRTC - Hensley Field	.533	.039



SOURCE: COST CONTROL REPORTS, AF FORMS 320, 321, 322, RCS: AF-FO-F22C
USAF GROUND ACCIDENT EXPERIENCE SUMMARY AND ANALYSIS,
AF FORM 122A, RCS: AF-AP-U8

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EXPLANATION OF PAYOFF PROJECT

CONAC SAVINGS IN COST OF

CONTRACTUAL COMMUNICATIONS

The Payoff Project is presented to evaluate the effectiveness of positive management action as demonstrated by letter, Comm 676.1, Hq ConAC, 1 September 1949, "Reduction of Telecommunications Expenditures."

The data presented was obtained from Cost Control Reports on AF Forms 320, 321 and 322. Major and Intermediate Command Headquarters figures reflect average monthly totals contained in Communications - Contractual, Account Code 20527, while total costs of all other ConAC units are contained in Communications - Contractual, Account Code 04110.

COMMENT

THE ESTIMATED ANNUAL SAVINGS TO USAF OF $56,652 DUE TO THE OVERALL REDUCTION OF COST FOR THIS FUNCTION, SHOULD NOT BE INTERPRETED TO INDICATE THAT ALL UNITS ARE CURRENTLY OPERATING AT A SAVING AS COMPARED WITH THE SIX MONTH PERIOD PRIOR TO 1 SEPTEMBER 1949: THIS IS THE NET EFFECT OF THE REDUCTION ACHIEVED. A TEST-CHECK OF MAJOR AND INTERMEDIATE COMMAND HEADQUARTERS COSTS INDICATES THAT THE FOLLOWING ARE OPERATING AT AN INCREASED AVERAGE COST PER MONTH:

	MONTHLY AVERAGE MAR - AUG 49	MONTHLY AVERAGE SEP 49 - FEB 50	MONTHLY AVERAGE INCREASED COST
HQ 4TH AF, HAMILTON AFB	$333	$560	$227
HQ 10TH AF, SELFRIDGE AFB	668	673	5
HQ 14TH AF, ROBINS AFB	927	1,078	151
TOTAL AVERAGE MONTHLY LOSS			$383

SHOULD THESE THREE HEADQUARTERS BE IMPROVED TO THE POINT OF ZERO-INCREASE OVER PRIOR AVERAGES IN THE COST OF OPERATION, THERE WOULD ENSUE AN ADDITIONAL SAVINGS TO USAF OF $4,596.

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PAYOFF PROJECT

ANALYSIS OF CONAC SAVINGS IN COST OF

CONTRACTUAL COMMUNICATIONS

MAR-AUG 49 COMPARED WITH SEP 49-FEB 50

	MAJOR AND INTERMEDIATE COMMAND HQ	ALL OTHER CONAC UNITS	TOTAL CONAC UNITS
Average monthly total cost of Contractual Communications, (telephone, telegraph and TWX service) 6 month period - March through August 1949	$5,865	$34,613	$40,478
Average monthly total cost of Contractual Communications, 6 month period - September 1949 through February 1950	5,253	30,504	35,757
Average Monthly Savings	$ 612	$ 4,109	$ 4,721

ESTIMATED ANNUAL SAVINGS TO THE USAF $ 56,652

Source: ConAC Consolidation Cost Control Report, RCS: FS-F1

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EXPLANATION OF TABULATIONS OF COMPARATIVE DATA FOR PROGRESS AND MANAGEMENT ANALYSIS COMBAT GROUPS, SEPARATE SQUADRONS AND AIR FORCE RESERVE TRAINING CENTERS

The purpose of the tabulations presented on the following three pages is to provide, to commanders and management analysts, at unit level, selected performance data. These tabulations provide a basis for local progress and management analysis.

The data contained in these tabulations does not replace, but rather supplements Comptroller Chart #6 and the presentations in this Review. Additional data will be included in future issues of this Review upon request. Information classified above RESTRICTED will not be included.

Examples of analyses possible from data shown here are:

a. Cost of Organizational Maintenance per Flying Hour (ConAC Cost Analysis Review, August).

b. Cost of Fuels and Lubes per Flying Hour (Page 16, ConAC Cost Analysis Review, July).

c. Utilization of in-commission rates.

d. Analysis of Fuel Consumption per hour.

e. Ratio of weather hours to total hours flown (Col. 11).

f. Cost of organizational maintenance per unit of flying, AFRTC (Page 11, ConAC Cost Analysis Review, November).

g. Hours flown per person assigned to organizational maintenance function.

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HQ CONAC
APRIL 1950

COMPARATIVE DATA FOR PROGRESS AND MANAGEMENT ANALYSIS

COMBAT GROUPS AND SEPARATE SQUADRONS

CONTINENTAL AIR COMMAND

MARCH 1950

DATA UNCLASSIFIED

AIRCRAFT - FLYING HOUR FACTORS

COMBAT GROUP	AIR FORCE (1)	TYPE ACFT (2)	AVG NO ACFT ON HAND (3)	AVG NO ACFT IN COMM (4)	AVG NO ACFT OUT (MAINT) (5)	AVG NO ACFT OUT (T. O. COMP) (6)	AVG NO ACFT OUT (AOCP) (7)	AVG NO ACFT OUT (OTHER) (8)	TOTAL HRS FLOWN (9)	HRS FLOWN PER ACFT (ON HAND) (10)	WEATHER HRS FLOWN (11)	HOOD HRS FLOWN (12)	GALLONS FUEL PER HR (13)
56TH FTR INTCP GP	10	F-80A	82	57	23	0	2	0	2,064	25	47	76	350
52ND FTR A/W GP	1	F-82F	25	14	9	0	1	0	579	23	30	115	135
325TH FTR A/W GP*	4	F-82F	36	17	12	0	7	0	835	23	87	87	145
20TH FTR BMR GP**	14	F-84	76	49	23	0	2	2	2,422	32	41	182	392
31ST FTR BMR GP**	14	F-84	68	16	7	0	4	41	401	6	0	112	324
78TH FTR INTCP GP	4	F-84D	54	28	21	0	4	1	2,036	38	42	149	365
33RD FTR INTCP GP	1	F-84C F-86A	35 41	22 29	10 7	0 0	2 5	1 0	994 1,162	28 28	11 3	99 83	306 303
4TH FTR INTCP GP	9	F-86A	72	53	12	1	3	3	2,001	28	0	0	364
81ST FTR INTCP GP	12	F-86A	80	62	12	0	6	0	1,791	22	13	154	343
62ND TR CARR GP	4	C-54D	39	24	11	3	1	0	1,956	50	377	107	188
314TH TR CARR GP	14	C-82A C-119B	23 37	5 17	14 14	2 1	2 5	0 0	380 1,730	16 47	28 219	38 112	132 244
316TH TR CARR GP(H)**	14	C-82A	35	24	10	0	1	0	1,505	43	24	27	179
2601ST ASSAULT SQ	14	C-82A	10	4	6	0	0	0	269	27	12	9	145
84TH BMB SQ (L)	9	B-45A	15	6	7	0	2	0	352	23	15	122	1,270
85TH BMB SQ (L)***	9	B-45A	13	4	6	1	1	1	331	25	3	147	1,258
161ST TAC RCN SQ**	14	RF-80	20	15	3	0	2	0	566	28	6	46	331
363RD TAC RCN GP	9	RB-26	17	11	4	0	1	1	668	39	37	101	136

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PERSONNEL FACTORS

COMBAT GROUP	NUMBER OFF AUTH (14)	NUMBER OFF ASGD (15)	NUMBER AMN AUTH (16)	NUMBER AMN ASGD (17)	TOTAL PERS ASGD (18)	% AUTH PERS ASGD (19)
56TH FTR INTCP GP	101	98	349	362	460	102
52ND FTR A/W GP	78	69	219	217	286	96
325TH FTR A/W GP*	111	93	316	272	365	85
20TH FTR BMR GP**	101	106	367	371	477	102
31ST FTR BMR GP**	101	121	367	355	476	102
78TH FTR INTCP GP	101	113	367	361	474	101
33RD FTR INTCP GP	101	113	367	397	510	109
4TH FTR INTCP GP	101	102	349	397	499	111
81ST FTR INTCP GP	101	103	349	377	480	107
62ND TR CARR GP	142	161	454	403	564	95
314TH TR CARR GP	206	189	486	432	621	90
316TH TR CARR GP(H)**	99	86	304	266	352	87
2601ST ASSAULT SQ	43	45	138	119	164	91
84TH BMB SQ (L)	55	46	193	189	235	95
85TH BMB SQ (L)***	55	43	193	194	237	96
161ST TAC RCN SQ**	28	30	115	105	135	94
363RD TAC RCN GP	78	48	176	187	235	93

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COST - FACTORS

COMBAT GROUP	TOTAL PERS ORG MAINT (07110) (20)	PAYROLL COST ORG MAINT (07110) (21)	TOTAL PERS UNIT OVERHEAD (07061) (22)	PAYROLL COST UNIT OVERHEAD (07061) (23)	COST OF FUEL ACFT (07102) (24)	TOTAL PERS UNIT CMBT (07270) (25)	PAYROLL COST UNIT CMBT (07270) (26)	TOTAL PERS-MISSION ACFT (05102 - 05104) (27)	PAYROLL COST-MISSION ACFT (05102 - 05104) (28)
56TH FTR INTCP GP	300	$44,698	71	$15,779	$96,839	447	$93,460	42	$ 7,740
52ND FTR A/W GP	162	25,500	56	12,764	14,739	268	60,738	78	14,297
325TH FTR A/W GP*	216	34,190	51	12,201	29,550	358	79,729	51	8,664
20TH FTR BMR GP**	291	41,995	63	12,550	215,120	446	95,148	47	8,441
31ST FTR BMR GP**	(a) 124	17,927	18	2,720	67,150	194	40,832	49	8,428
78TH FTR INTCP GP	320	47,535	44	10,117	83,443	468	100,976	99	19,215
33RD FTR INTCP GP	315	46,535	68	13,775	92,961	498	103,643	114	17,009
4TH FTR INTCP GP	316	47,482	68	14,214	100,402	491	104,850	169	28,383
81ST FTR INTCP GP	336	50,818	71	13,065	85,818	519	106,380	50	8,027
62ND TR CARR GP	262	41,301	52	11,853	70,291	545	131,524	140	28,982
314TH TR CARR GP	226	34,455	55	12,458	97,688	535	134,189	88	13,372
316TH TR CARR GP(H)**	138	19,940	11	1,837	51,092	289	59,662	0	0
2601ST ASSAULT SQ	63	9,222	(b) 21	6,341	24,232	138	32,688	0	0
84TH BMB SQ (L)	158	25,025	(c) 13	2,552	59,056	217	48,257	0	0
85TH BMB SQ (L)***	165	26,578	(c) 12	2,486	55,562	220	47,426	0	0
161ST TAC RCN SQ**	63	9,424	(c) 20	4,608	35,470	109	22,706	0	0
363RD TAC RCN GP	110	17,049	(c) 45	10,915	18,649	187	39,819	0	0

SOURCES: COST CONTROL REPORTS, AF FORMS 320 & 322 RCS: AF-FO-F22C
ACFT STATUS & FLYING TIME REPORT, AF FORM 110A, RCS: AF-SC-A1A
CONAC PERSONNEL STRENGTH REPORT, RCS: PS-P28

* ALL DATA INCLUDES 318TH SQ - McCHORD AFB
** ALL DATA INCLUDES ACFT TDY AIR MANUEVERS
*** DOES NOT INCLUDE 3 B-45A REPORTED BY 4TH M & S GP

(A) DOES NOT INCLUDE COST OF PERSONNEL TDY AIR MANUEVERS
(B) REPORTED UNDER ACCT CODE 1051 AND 7061
(C) REPORTED UNDER ACCT CODE 1051

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HQ CONAC
APRIL 1950

COMPARATIVE DATA FOR PROGRESS AND MANAGEMENT ANALYSIS

TENANT AIR FORCE RESERVE TRAINING CENTERS

CONTINENTAL AIR COMMAND

MARCH 1950

	AIRCRAFT - FLYING HOUR FACTORS																								
														PERSONNEL FACTORS							COST - FACTORS				
COLUMN	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
AFRTC	AIR FORCE	TYPE AIRCRAFT	AVG NO ACFT ON HAND	AVG NO ACFT IN COMM	AVG NO ACFT OUT (MAINT)	AVG NO ACFT OUT (T. O. COMP)	AVG NO ACFT OUT (AOCP)	AVG NO ACFT OUT (OTHER)	TOTAL HRS FLOWN	HRS FLOWN PER ACFT (ON HAND)	WEATHER HRS FLOWN	HOOD HRS FLOWN	GALLONS FUEL PER HR	NUMBER OFF AUTH	NUMBER OFF ASGD	NUMBER AMN AUTH	NUMBER AMN ASGD	TOTAL MIL PERS ASGD	% AUTH MIL PERS ASGD	TOTAL NO CIV EMPLOYED	TOTAL PERS ORGN MAINT (07110)	PAYROLL COST ORGN MAINT (07110)	COST OF FUEL - ASSIGNED ACFT (07102)	TOTAL PERS - MAINT & TRNG FUNCTION (07270)	PAYROLL COST - MAINT & TRNG FUNCTION (07270)
2230TH FLOYD BENNETT	1	C-47 T-7 T-11 T-6	14 19 8	10 15 7	4 3 1	- 1 -	- - -	- - -	834 645 177	60 34 22	23 2 -	265 165 -	87 40 28	25	24	314	338	362	107	122	184	37,493	20,772	191	39,896
2233RD MITCHEL	1	C-46 T-7 T-11 T-6	14 19 10	8 15 7	4 3 2	- - -	2 1 1	- - -	597 519 118	43 27 12	26 - -	84 123 16	147 40 37	24	27	215	231	258	108	34	187	35,706	22,283	189	36,623
2346TH HAMILTON	4	C-46 T-7 T-11 T-6	16 19 13	12 17 13	3 1 -	- - -	1 1 -	- - -	707 645 134	44 34 10	46 - -	235 341 8	143 39 31	24	25	215	224	249	104	59	185	41,767	25,555	220	51,174
2240TH CLEVELAND	9	C-46 T-7 T-11 T-6	16 19 9	11 15 7	3 3 2	- - -	2 1 -	- - -	711 386 108	44 20 12	109 7 -	104 94 28	149 35 28	32	25	368	332	357	89	7	160	32,235	24,419	170	37,310
2242ND SELFRIDGE	10	C-46 T-7 T-11 T-6	17 18 13	13 13 12	2 4 1	1 - -	1 1 -	- - -	560 500 31	33 28 2	41 3 -	199 242 5	166 42 35	24	23	215	191	214	90	60	153	35,381	22,474	166	39,680
2469TH SCOTT	10	C-46 T-7 T-11 T-6	19 20 10	14 15 8	4 4 1	- - -	1 1 -	- - 1	426 348 102	22 17 10	41 1 2	52 114 3	165 30 32	24	22	215	262	284	119	60	189	36,325	18,051	205	41,095
2473RD OFFUTT	10	C-46 T-7 T-11 T-6	15 19 11	11 17 10	2 2 1	2 - -	- - -	- - -	458 345 60	31 18 6	60 - -	99 106 2	154 42 34	24	25	215	217	242	101	60	158	27,026	17,543	171	30,968
2592ND TINKER	12	B-26 T-7 T-11 T-6	18 20 8	12 10 4	4 7 2	- 1 -	2 2 2	- - -	263 376 26	15 19 3	- 6 -	11 90 5	170 43 35	24	24	285	273	297	119	38	204	37,535	14,387	257	48,792
2596TH HENSLEY	12	C-46 T-7 T-11 T-6	16 18 9	11 13 7	4 4 1	- - -	1 1 1	- - -	873 631 53	55 35 6	88 30 -	285 177 6	144 43 32	32	34	368	420	454	114	93	188	37,732	34,777	211	43,903

SOURCES: COST CONTROL REPORTS, AF FORMS 320 & 322 RCS: AF-FO-F22C
ACFT STATUS & FLYING TIME REPORT, AF FORM 110A, RCS: AF-SC-AIA
CONAC PERSONNEL STRENGTH REPORT, RCS: FS-P28

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DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
APRIL 1950

COMPARATIVE DATA FOR PROGRESS AND MANAGEMENT ANALYSIS

NON-TENANT AIR FORCE RESERVE TRAINING CENTERS

CONTINENTAL AIR COMMAND

MARCH 1950

AIRCRAFT - FLYING HOUR FACTORS

COLUMN	1	2	3	4	5	6	7	8	9	10	11	12	13
AFRTC	AIR FORCE	TYPE AIRCRAFT	AVG NO ACFT ON HAND	AVG NO ACFT IN COMM	AVG NO ACFT OUT (MAINT)	AVG NO ACFT OUT (T.O. COMP)	AVG NO ACFT OUT (AOCP)	AVG NO ACFT OUT (OTHER)	TOTAL HRS FLOWN	HRS FLOWN PER ACFT (ON HAND)	WEATHER HRS FLOWN	HOOD HRS FLOWN	GALLONS FUEL PER HR
2234TH HANSCOM	1	C-46 T-7 T-11 T-6	17 21 4	13 18 3	3 3 1	0 0 0	1 0 0	0 0 0	673 517 135	40 25 34	23 24 6	93 47 6	145 35 24
2343RD PORTLAND	4	C-46 T-7 T-11 T-6	16 16 13	11 12 11	4 3 2	0 0 0	1 1 0	0 0 0	907 525 300	57 33 23	214 9 1	112 149 69	131 33 25
2347TH LONG BEACH	4	B-26 T-7 T-11 T-6	35 37 23	24 20 15	6 13 5	0 0 0	5 4 3	0 0 0	958 1,087 584	27 29 25	19 27 22	60 274 84	155 38 25
2236TH GODMAN	9	C-47 T-7 T-11 T-6	16 21 10	11 13 2	4 4 2	0 0 0	1 3 2	0 1 4	613 339 54	38 16 5	41 7 0	194 99 4	95 43 26
2237TH READING	9	C-46 T-7 T-11 T-6	15 17 10	9 11 8	4 5 2	0 0 0	2 1 0	0 0 0	673 527 114	45 31 11	54 4 0	82 133 15	121 38 30
2239TH GR. PITTSBURGH	9	C-46 T-7 T-11 T-6	16 16 10	11 7 7	3 3 0	0 0 0	1 6 3	1 0 0	724 461 274	45 29 7	97 2 1	113 192 84	138 33 24
2465TH WOLD-CHAMBERLAIN	10	C-46 T-7 T-11 T-6	17 16 12	10 11 8	5 4 4	0 0 0	2 1 0	0 0 0	578 543 145	34 34 12	61 14 2	163 230 9	169 36 27
2466TH ATTERBURY	10	C-46 T-7 T-11 T-6	15 29 19	6 9 12	6 19 7	0 0 0	3 1 0	0 0 0	330 436 191	22 15 10	22 2 0	61 162 47	163 41 30
2471ST O'HARE	10	C-46 T-7 T-11 T-6	34 30 23	20 19 17	7 8 5	3 0 0	4 3 1	0 0 0	813 805 283	24 27 12	113 21 0	264 88 34	144 35 33
2472ND FAIRFAX	10	C-47 T-7 T-11 T-6	14 19 10	10 14 8	1 3 1	0 0 0	3 2 1	0 0 0	643 372 178	46 20 18	63 6 10	201 139 4	91 44 29
2584TH MEMPHIS	14	C-46 T-7 T-11 T-6	16 19 10	13 15 9	1 3 1	0 0 0	1 1 0	1 0 0	597 469 60	37 25 6	29 19 1	169 126 4	148 45 26
2585TH MIAMI	14	C-46 T-7 T-11 T-6	13 17 9	10 13 7	3 3 1	0 0 0	0 1 1	0 0 0	740 691 265	57 41 29	72 5 1	89 230 5	149 50 30
2587TH BIRMINGHAM	14	B-26 C-46 T-7 T-11 T-6	17 6 20 10	7 4 9 7	4 1 5 2	0 0 0 0	6 1 6 1	0 0 0 0	454 25 621 41	27 4 31 4	13 6 23 0	23 0 192 0	147 140 42 37
2589TH DOBBINS	14	B-26 T-7 T-11 T-6	17 18 12	12 15 10	1 1 0	0 0 0	2 0 1	2 2 1	495 858 291	29 48 24	23 33 4	17 212 15	161 41 29

PERSONNEL FACTORS — COST FACTORS

COLUMN	14	15	16	17	18	19	20	21	22	23	24	25
AFRTC	NUMBER OFF AUTH	NUMBER OFF ASGD	NUMBER AMN AUTH	NUMBER AMN ASGD	TOTAL MIL PERS ASGD	% AUTH MIL PERS ASGD	TOTAL NO CIV EMPLOYED	TOTAL PERS ORGN MAINT (07110)	PAYROLL COST ORGN MAINT (07110)	COST OF FUEL - ASSIGNED ACFT (07102)	TOTAL PERS - MAINT & TRNG FUNCTION (07270)	PAYROLL COST - MAINT & TRNG FUNCTION (07270)
2234TH HANSCOM	33	32	375	411	443	109	147	213	$39,828	$21,799	215	$40,850
2343RD PORTLAND	34	37	398	424	461	107	128	194	45,781	33,122	194	45,781
2347TH LONG BEACH	42	51	588	666	717	114	151	365	74,471	41,872	372	77,655
2236TH GODMAN	32	30	300	365	395	119	107	166	37,214	14,542	172	40,207
2237TH READING	32	23	368	410	433	108	99	166	33,189	20,905	177	36,240
2239TH GR. PITTSBURGH	32	27	368	414	441	110	107	192	37,855	24,104	212	44,192
2465TH WOLD-CHAMBERLAIN	33	36	371	386	422	104	123	171	34,214	24,173	203	42,113
2466TH ATTERBURY	33	36	396	414	450	105	121	152	29,094	17,579	162	32,677
2471ST O'HARE	44	49	606	518	567	87	338	259	56,805	31,218	296	65,869
2472ND FAIRFAX	32	29	368	405	434	109	94	190	35,004	17,728	198	36,738
2584TH MEMPHIS	32	30	368	385	415	104	120	170	37,515	21,810	170	37,515
2585TH MIAMI	33	41	370	446	487	121	113	215	42,666	23,705	239	49,957
2587TH BIRMINGHAM	33	32	380	436	468	113	97	180	39,280	19,165	190	41,676
2589TH DOBBINS	33	40	385	403	343	82	99	181	35,895	24,155	192	39,041

SOURCES: COST CONTROL REPORTS, AF FORMS 320 & 322 RCS: AF-FO-F22C
ACFT STATUS & FLYING TIME REPORT, AF FORM 110A, RCS: AF-SC-A1A
CONAC PERSONNEL STRENGTH REPORT, RCS: FS-P28

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EXPLANATION OF GRAPHIC PRESENTATION ON

ANALYSIS OF NIGHT, WEATHER, & HOOD HOURS FLOWN

The data reflected in the accompanying chart represents the per cent of the total flying hours accomplished over the 3-month period, January - March 1950, at night, in weather, or during simulated instrument conditions (hood).

The tabular data reflects the number of flying hours accomplished in each of the above categories reported by units on AF Form 110A.

COMMENT

OF THE THIRTEEN GROUPS PORTRAYED, THE FOURTH FIGHTER GROUP HAS FLOWN NO WEATHER TIME AND NO HOOD TIME THROUGHOUT THE THREE-MONTH PERIOD AND THE 56TH FIGHTER GROUP HAS FLOWN LESS NIGHT, WEATHER, AND HOOD TIME THAN ANY OTHER GROUP, EXCEPT THE 4TH FIGHTER GROUP.

THE THREE-MONTH AVERAGES FOR THE COMBAT GROUPS ARE AS FOLLOWS:

	FIGHTER GROUPS		TROOP CARRIER GROUPS	
	Avg Hrs Flown	% of Avg Hrs Flown	Avg Hrs Flown	% of Avg Hrs Flown
Total	3,751	-	4,314	-
Night	206	5.5%	565	13.1%
Weather	104	2.8%	633	14.7%
Hood	253	6.7%	197	4.6%

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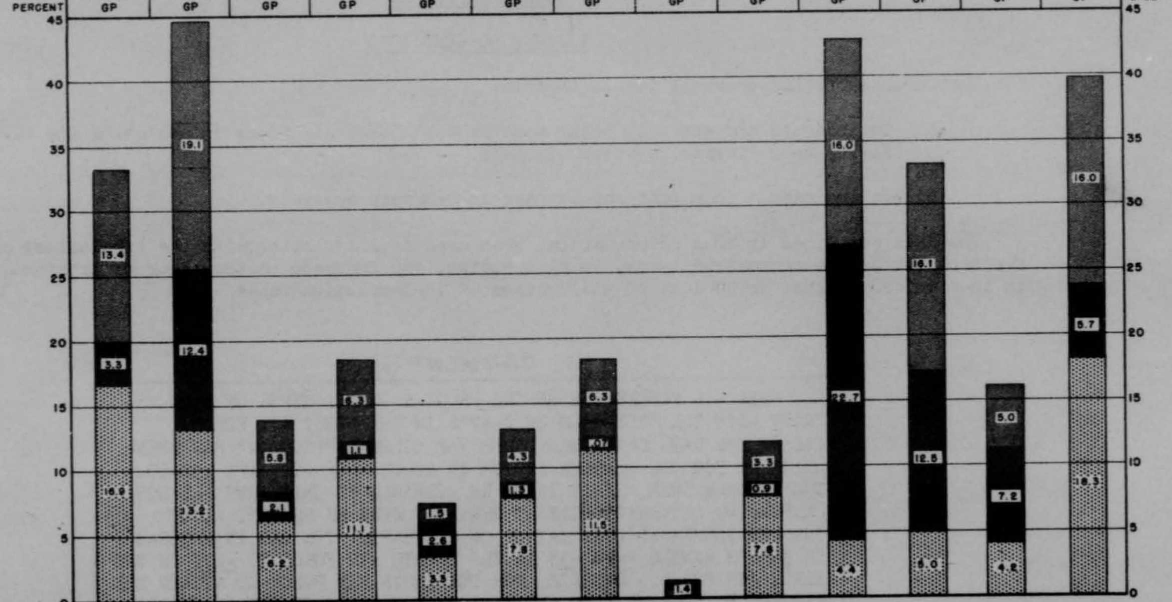
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
APRIL 1950

ANALYSIS OF NIGHT, WEATHER, AND HOOD HOURS FLOWN

PERCENT OF TOTAL HOURS FLOWN

COMBAT GROUPS

JAN – MAR 1950



-LEGEND-

	52nd FTR A/W GP	325th FTR A/W GP	20th FTR BMR GP	31st FTR BMR GP	56th FTR INTCP GP	78th FTR INTCP GP	33rd FTR INTCP GP	4th FTR INTCP GP	81st FTR INTCP GP	62nd TR CARR GP	314th TR CARR GP	316th TR CARR GP	363rd TAC RCN GP
TOTAL HOURS FLOWN	1,623	1,737	6,171	2,914	3,644	4,628	4,749	3,615	4,677	4,558	4,932	3,453	1,218
HOURS FLOWN - NIGHT	217	331	362	185	55	201	300	50	156	729	794	173	195
HOURS FLOWN - WX	54	206	133	31	96	60	32	-	43	1,036	617	247	69
HOURS FLOWN - HOOD	275	229	383	324	120	361	547	-	366	202	245	145	223

SOURCE: ACFT STATUS & FLYING TIME REPORT, AF FORM 110A,
RCS: AF-SC-A1A

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EXPLANATION OF TABULATION ON

ALLOCATION OF RESERVE FLYING HOURS (CUMULATIVE) VS ACTUAL RESERVE HOURS FLOWN

CONAC AIR FORCES

1 JAN - 30 JUNE 1950

The purpose of this presentation is twofold:

a. To indicate the progress being made by each ConAC Air Force in achieving the Reserve Flying Hour Program, by type aircraft.

b. To indicate a form that may be used in progress analysis.

The data contained in this presentation, when used in conjunction with the tabulations on data for progress and management analysis, in this Review, may indicate whether lack of progress is due to in-commission rates or to lack of utilization of in-commission rates.

COMMENT

ALL AIR FORCES ARE BEHIND PROGRAM IN ALL TYPES OF AIRCRAFT WITH THE EXCEPTION OF C-47'S IN THE FIRST AIR FORCE. ALL OF THE DATA CONTAINED UNDER THE COLUMNS "PROGRAM" HAS BEEN WEIGHTED FOR THE WEATHER FACTOR IN ACCORDANCE WITH AFL 150-10. THE PROGRAM THEN, IF IT IS TO BE ATTAINED BY UNITS WHO ARE NOT PERFORMING SATISFACTORILY AT PRESENT, MUST BE BROUGHT ABOUT THROUGH INCREASED UTILIZATION OF AIRCRAFT. THE LAG IN PROGRAM IN C-46'S RANGES FROM -3% IN THE FOURTH AIR FORCE TO -17% IN THE TENTH AIR FORCE. OVERALL, FOR THE TENTH AIR FORCE TO ATTAIN THE PROGRAM BY 30 JUNE 1950, IT WILL BE NECESSARY TO FLY AN AVERAGE OF 51 HOURS PER AIRCRAFT PER MONTH, BASED ON AN AVERAGE OF 380 AIRCRAFT (ALL TYPES) ON HAND DURING MARCH 1950.

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ALLOCATION OF RESERVE FLYING HOURS (CUMULATIVE) VS. ACTUAL RESERVE HOURS FLOWN

ConAC AIR FORCES

1 JAN - 30 JUNE 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
APRIL 1950

		B-26			C-46			C-47			T-6			T-7			T-11			AGGREGATE		
AIR FORCE	MO.	PROGRAM	ACTUAL	OVER OR SHORT	PROGRAM	ACTUAL	OVER OR SHORT	PROGRAM	ACTUAL	OVER OR SHORT	PROGRAM	ACTUAL	OVER OR SHORT	PROGRAM	ACTUAL	OVER OR SHORT	PROGRAM	ACTUAL	OVER OR SHORT	PROGRAM	ACTUAL	OVER OR SHORT
FIRST	JAN				1,272	727	- 545	623	666	+ 43	592	715	+123	455	350	-105	1,147	796	- 351	4,089	3,254	- 835
	FEB				2,570	1,540	-1,030	1,260	1,403	+143	1,195	1,288	+ 93	920	826	- 94	2,325	1,740	- 585	8,270	6,797	-1,473
	MAR				4,130	2,810	-1,320	2,018	2,237	+219	1,917	1,718	-199	1,475	1,372	-103	3,725	2,875	- 850	13,265	11,012	-2,253
	APR				5,822			2,845			2,707			2,081			5,242			18,697		
	MAY				7,570			3,695			3,515			2,705			6,810			24,295		
	JUN				9,360			4,583			4,350			3,345			8,430			30,068		
FOURTH	JAN	1,017	353	- 664	1,272	1,007	- 265				789	443	-346	606	356	-250	1,528	649	- 879	5,212	2,808	-2,404
	FEB	2,055	745	-1,310	2,570	2,168	- 402				1,595	1,049	-546	1,225	713	-512	3,095	1,417	-1,678	10,540	6,092	-4,448
	MAR	3,300	1,703	-1,597	4,130	3,834	- 296				2,558	2,067	-491	1,965	1,365	-600	4,958	3,022	-1,936	16,911	11,991	-4,920
	APR	4,655			5,822						3,610			2,770			6,995			23,852		
	MAY	6,050			7,570						4,685			3,600			9,080			30,985		
	JUN	7,488			9,360						5,800			4,456			11,240			38,344		
NINTH	JAN				1,904	1,206	- 698	623	445	-178	709	482	-307	606	380	-226	1,528	634	- 894	5,370	3,147	-2,303
	FEB				3,847	2,843	-1,004	1,260	962	-298	1,595	1,024	-571	1,225	857	-368	3,095	1,485	-1,610	11,022	7,171	-3,851
	MAR				6,182	4,951	-1,231	2,018	1,575	-443	2,558	1,574	-984	1,965	1,405	-560	4,958	2,650	-2,308	17,681	12,155	-5,526
	APR				8,715			2,845			3,610			2,770			6,995			24,935		
	MAY				11,345			3,695			4,685			3,600			9,080			32,405		
	JUN				14,040			4,583			5,800			4,456			11,240			40,119		
TENTH	JAN				4,445	2,579	-1,866	623	672	+ 49	1,576	1,020	-556	1,213	741	-472	3,053	1,442	-1,611	10,910	6,454	-4,456
	FEB				9,098	5,751	-3,347	1,258	1,327	+ 69	3,185	2,327	-858	2,452	1,808	-644	6,170	3,383	-2,787	22,163	14,596	-7,567
	MAR				14,445	8,916	-5,529	2,022	1,970	- 52	5,110	3,327	-1,783	3,930	2,862	-1,068	9,900	5,668	-4,232	35,407	22,743	-12,664
	APR				20,380			2,851			7,202			5,542			13,970			49,945		
	MAY				26,490			3,705			9,360			7,200			18,150			64,905		
	JUN				32,760			4,582			11,597			8,912			22,477			80,328		
TWELFTH	JAN	509	285	- 224	637	636	- 1				394	73	-321	303	160	-143	765	639	- 126	2,608	1,793	- 815
	FEB	1,029	515	- 514	1,286	1,056	- 230				798	250	-548	613	485	-128	1,547	1,436	-111	5,273	3,742	-1,531
	MAR	1,651	778	- 873	2,062	1,929	- 133				1,278	329	-949	983	784	-199	2,485	2,143	- 342	8,459	5,964	-2,495
	APR	2,329			2,910						1,803			1,386			3,510			11,938		
	MAY	3,025			3,780						2,342			1,800			4,555			15,502		
	JUN	3,744			4,680						2,900			2,228			5,610			19,162		
FOURTEENTH	JAN	1,017	508	- 509	1,272	1,026	- 146				789	605	-184	606	442	-164	1,528	1,091	- 437	5,212	3,672	-1,440
	FEB	2,055	1,196	- 859	2,570	2,435	- 135				1,595	1,177	-418	1,225	1,155	- 70	3,095	2,883	- 212	10,540	8,846	-1,694
	MAR	3,300	2,145	-1,155	4,130	3,797	- 333				2,558	1,834	-724	1,965	1,830	-135	4,958	4,847	- 111	16,911	14,453	-2,458
	APR	4,655			5,822						3,610			2,770			6,995			23,852		
	MAY	6,050			7,570						4,685			3,600			9,080			30,985		
	JUN	7,488			9,360						5,800			4,456			11,240			38,344		
CONAC TOTAL	JAN	2,543	1,146	-1,397	10,802	7,181	-3,521	1,869	1,783	- 86	4,849	3,338	-1,591	3,789	2,429	-1,360	9,549	5,251	-4,298	33,401	21,128	-12,353
	FEB	5,139	2,456	-2,683	21,941	15,793	-6,148	3,778	3,692	- 86	9,963	7,115	-2,848	7,660	5,844	-1,848	19,327	12,344	-6,983	67,808	47,244	-20,564
	MAR	8,251	4,626	-3,625	35,079	26,537	-8,842	6,058	5,782	-276	15,979	10,849	-5,130	12,283	9,618	-2,665	30,984	21,205	-9,779	108,634	78,318	-30,316
	APR	11,639			49,471			8,541			22,542			17,319			43,707			160,352		
	MAY	15,125			64,325			11,095			29,272			22,505			56,755			199,077		
	JUN	18,720			79,560			13,748			36,247			27,853			70,237			240,365		

SOURCES: Ltr, Hq ConAC, O&T 360.1, dtd 27 Mar 50
Acft Status & Flying Time Report, AF Form 110A, RCS: FS-A1

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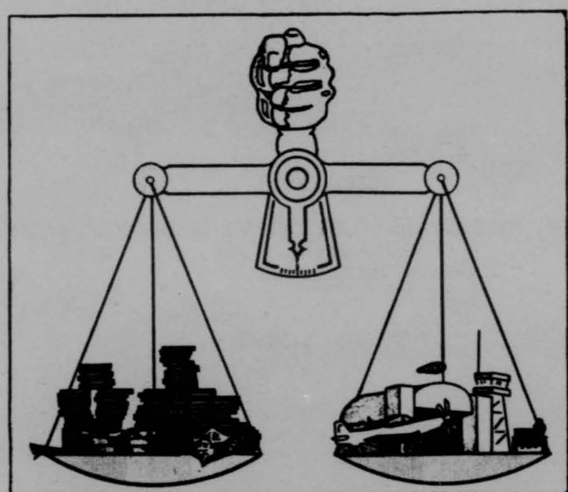
MANAGEMENT ANALYSIS REVIEW

APRIL 1950



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PREPARED BY:

DIRECTOR, PROGRAMS AND COSTS - OFFICE OF THE COMPTROLLER
HEADQUARTERS, CONAC
MITCHEL AFB

May 1950

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INTRODUCTION

THE PURPOSE OF THE CONAC MANAGEMENT ANALYSIS REVIEW IS TO PROVIDE COMMANDERS AND THEIR STAFFS EACH MONTH WITH ANALYSES AND SELECTED DATA WHICH, WHEN PROPERLY INTERPRETED, WILL INDICATE ACHIEVEMENT WITHIN SPECIFIC FUNCTIONS OF THEIR ACTIVITY.

IT IS INTENDED THAT THIS REVIEW PRESENT FACTS IN SUCH A MANNER THAT COMMANDERS AND THEIR STAFFS CAN EVALUATE THE CONSISTENCY OF THEIR OPERATING ACTIONS, THE EFFICIENT AND ECONOMICAL USE OF RESOURCES AND THE PROGRESS OF THEIR VARIOUS ACTIVITIES TOWARD AUTHORIZED OBJECTIVES.

THE CONTENTS OF THIS REVIEW WILL VARY FROM MONTH TO MONTH. THIS WILL PERMIT GREATER COVERAGE OF COMMAND ACTIVITIES AND CONCENTRATION ON CURRENT ITEMS OF COMMAND INTEREST.

THE PRESENCE OF EXTREME CONDITIONS ARE READILY APPARENT TO COMMANDERS WHEN PROPERLY SHOWN IN GRAPHIC PRESENTATIONS. MANY OF THE EXTREME CONDITIONS INDICATED HEREIN MAY BE JUSTIFIED BY LOCAL SITUATIONS AND THE NATURE OF ASSIGNED MISSIONS. THESE ANALYSES, HOWEVER, SERVE AS A GUIDE TO AREAS AND ACTIVITIES WHERE FURTHER INVESTIGATIONS AND CORRECTIVE ACTIONS MAY RESULT IN BETTER MANAGEMENT.

THE ANALYSES CONTAINED HEREIN HAVE BEEN DERIVED FROM INFORMATION AS REPORTED TO THIS HEADQUARTERS.

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EXPLANATION OF GRAPHIC PRESENTATION ON

TOTAL COST OF CONTINENTAL AIR COMMAND BY FUNCTIONAL GROUPING - MONTHLY DISTRIBUTION

The following activities are included in the functional groupings as shown on the chart:

COMMAND GROUP

Hq & Hq Sq, Continental Air Command
Hq & Hq Sq, Tactical Air Command
Hq & Hq Sq, Air Defense Forces
Hq & Hq Sq, ConAC Air Forces
Hq & Hq Sq, Air Divisions (Defense)
2220th Field Printing Plant (May through December 1950)
2220th Extension Group, Less Extension Course Activity (January through April 1950)
Hq & Hq Sq, Combat Wings

OPERATIONS GROUP

Combat - Total Operating Costs of Fighter Groups, Troop Carrier Groups, Tactical Recon Group, Bomb Squadrons (L), Assault Squadron.
Combat Support - Total Operating Costs of Liaison Squadrons and Flights, Aircraft Control and Warning Units, Tactical Control Groups, Shoran Beacon Unit.

SERVICE GROUP

Total operating costs of ConAC organizations less those included in Command, Operations and other Mission Groups.

OTHER MISSION GROUP

Air Force Reserve (AFRTC's only)
Air National Guard (includes Instructor Personnel)
Air ROTC (includes Instructor Personnel)
Air Explorer Liaison
Air Force Overseas Replacement Groups
All other (minor activities including Military Liaison Personnel with Army, Navy and other agencies)
Extension Course Activity of 2220th Extension Group (January through April 1950)

ADDITIONAL CHARGES

Cost of excess personnel and recruits awaiting shipment, AFORG Casuals, Detachment of Patients, Lump Sum Payments, reenlistment bonuses, initial issue of clothing, PCS, Supplies and Services furnished others, parts to salvage, extraordinary repairs and condemned inventory.

COMMENT

AN OVERALL DECREASE IN COSTS OF $855,728 FOR APRIL OVER MARCH IS INDICATED AND IS DIRECTLY DUE TO THE TERMINATION OF OPERATION PORTREX. HOWEVER, THERE IS AN INCREASE OF $25,034 IN THE COMMAND GROUP AND $20,251 IN OTHER MISSIONS GROUP. DECREASES OCCURRED IN THE OPERATIONS GROUP, $136,218, AND THE SERVICES GROUP, $192,320. DECREASES IN THE ADDITIONAL CHARGES GROUP WHICH AMOUNTED TO $572,475 WERE DUE TO REDUCTIONS IN THE FOLLOWING FUNCTIONS: DETACHMENT OF PATIENTS, $37,000, LUMP SUM PAYMENTS, $125,000, REENLISTMENT BONUSES, $97,000, INITIAL ISSUE OF CLOTHING, $98,000, AND PERMANENT CHANGE OF STATION, $108,000.

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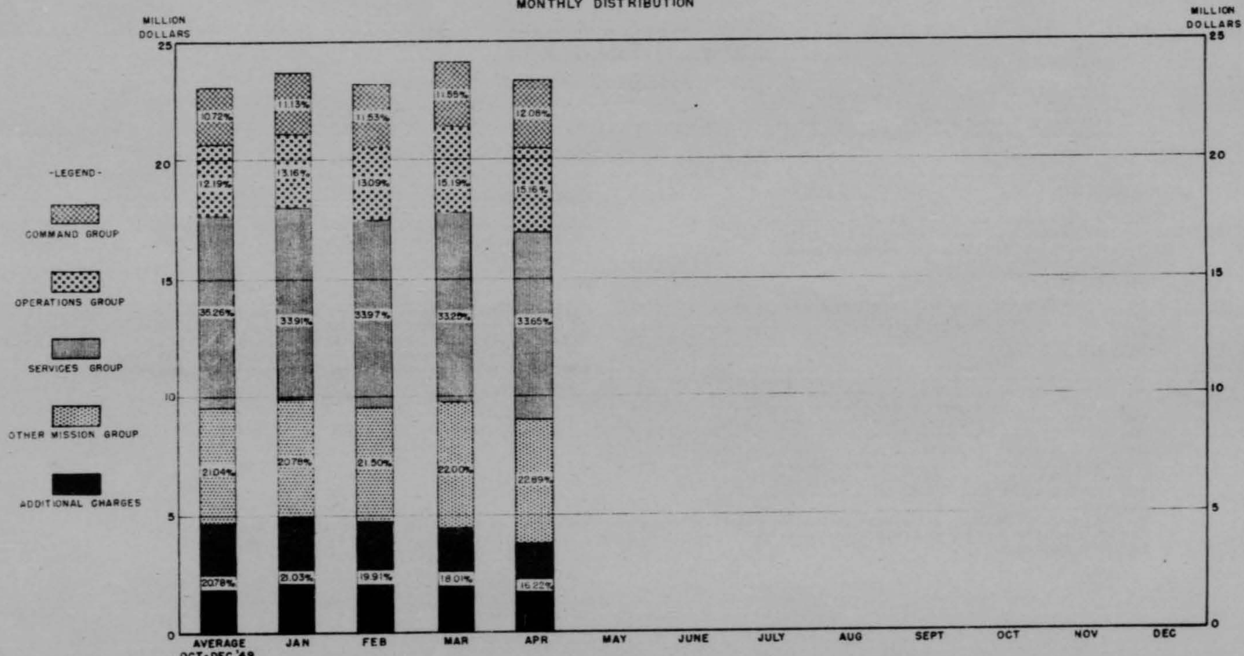
TOTAL COST OF CONTINENTAL AIR COMMAND BY FUNCTIONAL GROUPING

MONTHLY DISTRIBUTION



FUNCTIONS	AVERAGE OCT-DEC '49	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
COMMAND GROUP	$ 2,469,831	$ 2,644,365	$ 2,6[illegible]	$ 2,792,366	$ 2,817,343								
OPERATIONS GROUP	2,808,168	3,127,350	3,038,494	3,672,826	3,536,608								
SERVICES GROUP	8,119,532	8,059,017	7,887,319	8,040,420	7,848,[illegible]								
OTHER MISSION GROUP	4,845,713	4,938,632	4,992,491	5,319,026	5,339,277								
ADDITIONAL CHARGES	4,785,965	4,998,770	4,623,056	4,355,214	3,782,739								
TOTAL COST	$ 23,029,149	$ 23,768,134	$ 23,216,066	$ 24,180,192	$ 23,324,464								

SOURCE: COST CONTROL REPORT, AF FORM 320, 321, 322
RCS: AF-FO-F22C

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EXPLANATION OF GRAPHIC PRESENTATION ON
TOTAL COST OF CONTINENTAL AIR COMMAND
BY ELEMENTS OF COST - MONTHLY DISTRIBUTION

The component costs shown on this chart are derived from costs reported by all units listed in the explanation of the "Total Cost of Continental Air Command By Functional Grouping", as follows:

MILITARY PAY

Military pay includes the pay of all military personnel, officer or airman, exclusive of rental allowance for officers, and rental allowance and separate rations payable to airmen.

CIVILIAN PAY

Civilian pay is computed for the report period based on gross annual rates and does not include overtime.

CONTRACTUAL SERVICES

Contractual services include all charges for services rendered regardless of whether or not paid from funds available at base level, such as cost of shipment of government property, contract repair of office machines, communication charges, etc. Where contracts exceed one month, the monthly charge is computed on the basis of the fractional part that the month is of the total period covered. Thus, for example, where a contractual amount covers a one year period, the monthly charge will be 1/12th of the total contractual amount specified.

MISCELLANEOUS

Miscellaneous costs include the cost of PCS, TDY, overtime, lump sum payments, reenlistment bonuses, and T/A's (including T/A's for dependents)

SUPPLY

Supply costs include all supply items except complete aircraft and complete aircraft engines; includes AF Supplies, QM Supplies, Engineer Supplies (Air Installations), Fuels and Lubricants for aircraft, for ground powered vehicles, for heating, etc. All other supplies, such as Signal, Chemical, Ordnance, Medical.

The total of the items on the chart include the dollar cost of the resources which were consumed by ConAC during each month, classified to show the general purpose for which such expenditures were incurred. Total costs by elements of cost agrees with the total cost shown by functional grouping.

COMMENT

AN OVERALL DECREASE IN COSTS OF $855,728 FOR APRIL OVER MARCH IS INDICATED. PAYROLL COSTS, MILITARY AND CIVILIAN INCREASED $325,288, WHILE NON-PERSONNEL COSTS (INCLUDES MISCELLANEOUS, CONTRACTUAL SERVICES AND SUPPLIES) DECREASED $1,181,016: THE MAJOR DECREASE BEING INDICATED IN SUPPLIES, $814,717, WHICH IS A REFLECTION OF THE CESSATION OF OPERATION PORTREX.

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TOTAL COST OF CONTINENTAL AIR COMMAND
BY ELEMENTS OF COST

PREPARED BY:
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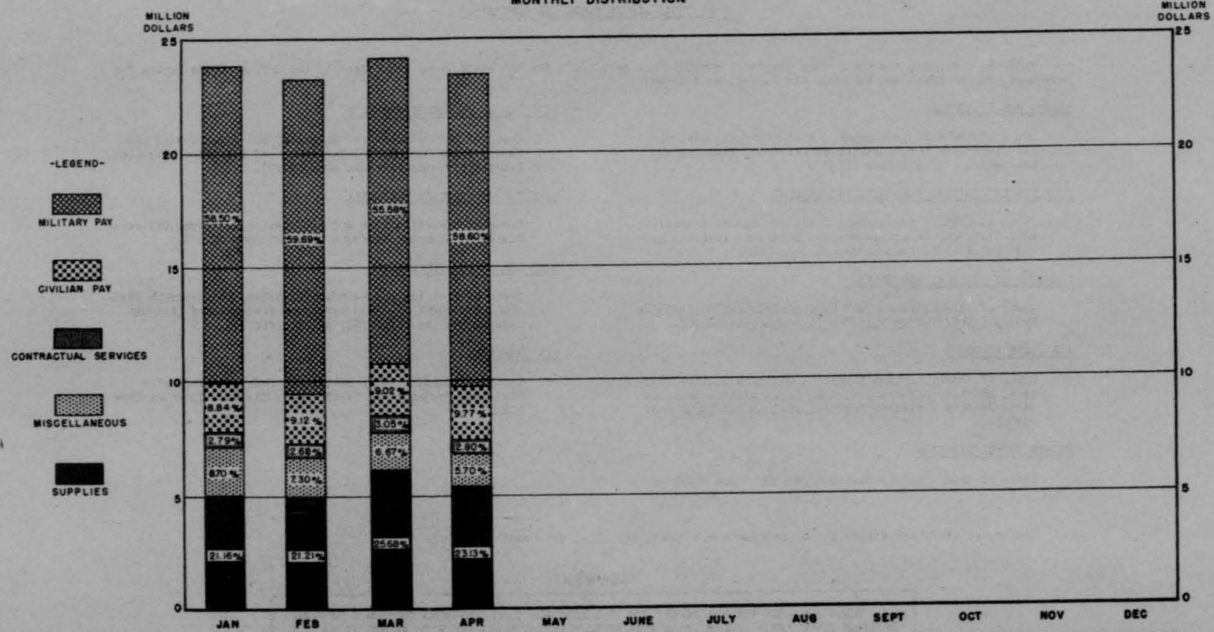
HQ, CONAC
MAY 1950

MONTHLY DISTRIBUTION



	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
MILITARY PAY	$ 13,905,202	$ 13,857,102	$ 13,439,016	$ 13,667,746								
CIVILIAN PAY	2,101,238	2,118,166	2,182,398	2,278,956								
CONTRACTUAL SERVICES	663,355	622,027	737,542	653,366								
MISCELLANEOUS	2,069,764	1,695,188	1,612,471	1,330,348								
SUPPLIES	5,028,575	4,923,583	6,208,765	5,394,048								
TOTAL COST	$ 23,768,134	$ 23,216,066	$ 24,180,192	$ 23,324,464								

SOURCE: COST CONTROL REPORT, AF FORM 320, 320A, 321, 321A, 322, 322A, RCS: AF-FO-F22C

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EXPLANATION OF GRAPHIC PRESENTATION ON

COSTS OF OFFICE OF THE DEPUTY FOR PERSONNEL

HQ CONAC AND HQ CONAC AIR FORCES

This chart depicts the total cost (payroll, supplies and services), for the staff group supervised by the Office of the Deputy for Personnel, for Hq ConAC and Hq ConAC Air Forces, as follows:

DEPUTY FOR PERSONNEL

Costs of the Assistant Deputy, Administrative Division, WAF Staff Director, Director of Personnel Planning and Management (Account Code 20203).

DIRECTOR OF MILITARY PERSONNEL PROCUREMENT

Costs of Officer Procurement Division, Airmen Procurement Division, Selective Service Division, Advertising and Publicity Division (Account Code 20221).

DIRECTOR OF CIVILIAN PERSONNEL

Costs of Classification and Wage Administration Division, Employee Utilization Division (Account Code 20229).

AIR JUDGE ADVOCATE

Costs of Administrative Division, Military Justice Division, Military Affairs Division, Legal Assistance Division, Reserve Division, Training Division (Account Code 20209).

GROUND SAFETY DIVISION

Costs of Ground Safety Division (Account Code 20223).

DIRECTOR OF PERSONNEL SERVICES

Costs of Special Services Division, Non-Appropriated and Sundry Funds Division, Information and Education Division, Library Division (Account Code 20217).

DIRECTOR OF MILITARY PERSONNEL

Costs of Classification and Utilization Division, Officers Division, Airmens' Division (Account Code 20227).

DIRECTOR OF AIR FORCE ROTC

Costs of Training and Research Division, Requirements Division, the costs of field personnel are excluded (Account Code 21009, less 21009.01, AFROTC (field)).

AIR CHAPLAIN

Costs of Administrative Division, Professional Service Division, Projects and Requirements Division (Account Code 20211)

Costing of staff activities is in accordance with ConAC Ltr 170-1 and ConAC Ltr 170-7.

COMMENT

THE TOTAL COST FOR THE DEPUTY FOR PERSONNEL FUNCTION CONTINUES TO SHOW A GENERAL INCREASE SINCE MARCH RANGING FROM $317 AT HQ FOURTEENTH AIR FORCE TO $2,879 AT HQ TENTH AIR FORCE. THE LOW COST OF THE DIRECTORATE OF MILITARY PERSONNEL, HQ FOURTH AIR FORCE, IN RELATION TO THE OTHER CONAC AIR FORCE HEADQUARTERS SHOWN, IS ATTRIBUTED TO THE METHOD OF DIVISION OF COSTS FOR RESERVE RECORDS ADMINISTRATION BETWEEN THE AIR ADJUTANT GENERAL AND THE DEPUTY FOR PERSONNEL.

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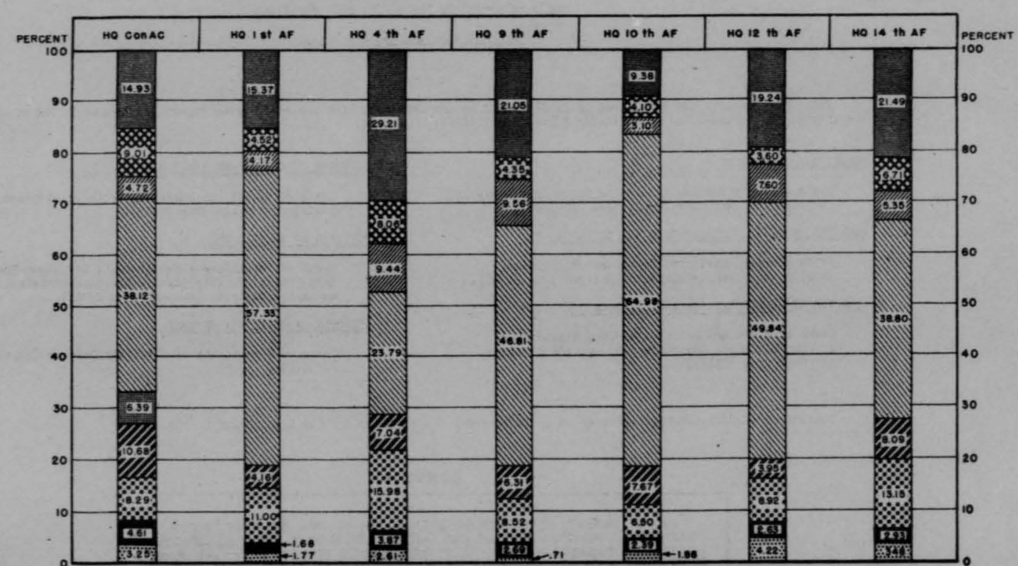
COST OF OFFICE OF THE DEPUTY FOR PERSONNEL

HQ ConAC AND HQ ConAC AIR FORCES

APRIL 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
MAY 1950



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	HQ ConAC	HQ 1st AF	HQ 4th AF	HQ 9th AF	HQ 10th AF	HQ 12th AF	HQ 14th AF
DEPUTY FOR PERSONNEL	$ 9,450	$ 5,963	$ 6,750	$ 6,309	$ 3,340	$ 5,063	$ 6,737
DIRECTOR OF PERSONNEL SERVICES	5,705	1,753	1,862	1,303	1,460	946	2,104
DIR. OF MIL. PERS. PROCUREMENT	2,990	1,617	2,181	2,867	1,103	2,000	1,678
DIRECTOR OF MILITARY PERSONNEL	24,131	22,242	5,494	14,033	23,150	13,116	12,158
DIRECTOR OF CIVILIAN PERSONNEL	4,042	NR	NR	NR	NR	NR	NR
DIRECTOR OF AIR FORCE ROTC	6,758	1,614	1,627	1,890	2,731	1,039	2,536
AIR JUDGE ADVOCATE	5,247	4,267	3,692	2,554	2,315	2,347	4,122
AIR CHAPLAIN	2,917	652	895	805	851	692	917
GROUND SAFETY DIVISION	2,057	688	604	213	671	1,110	1,092
TOTAL	$ 63,297	$ 38,796	$ 23,105	$ 29,974	$ 35,621	$ 26,313	$ 31,344

SOURCE: COST CONTROL REPORT, AF FORM 321,
RCS: AF-FO-F22C

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EXPLANATION OF GRAPHIC PRESENTATION ON

COSTS OF OFFICE OF THE DEPUTY FOR OPERATIONS

HQ CONAC AND HQ CONAC AIR FORCES

This chart depicts the total cost (payroll, supplies and services), for the staff group supervised by the Office of the Deputy for Operations, for Hq ConAC and Hq ConAC Air Forces, as follows:

DEPUTY FOR OPERATIONS

Costs of Assistant Deputy and the Operations Analysis Division (Account Code 20303, less 20303.01).

DIRECTOR OF PLANS, ORGANIZATION AND REQUIREMENTS

Costs of Plans Division, Organization Division, Mission Requirements Division (Account Code 20307).

DIRECTOR OF COMMUNICATIONS AND ELECTRONICS

Costs of Plans and Policy Division, Electronics Systems Division, Communications Systems Division (Account Code 20315).

DIRECTOR OF OPERATIONS AND TRAINING

Costs of Operations Division, Training Division, Armament Division (Account Code 20305).

DIRECTOR OF INTELLIGENCE

Costs of Intelligence Requirements Division, Photo Intelligence Division, Intelligence Doctrine Division, Intelligence Estimates Division (Account Code 20311).

DIRECTOR OF CIVIL AIR DEFENSE

Costs of Directorate of Civil Air Defense (Account Code 20303.01).

Costing of staff activities referred to is in accordance with ConAC Ltr 170-1 and ConAC Ltr 170-7.

COMMENT

A COST INCREASE SINCE MARCH IS INDICATED FOR HQ CONAC AND FIRST, FOURTH, TWELFTH AND FOURTEENTH AIR FORCE HEADQUARTERS, RANGING FROM $92 AT HQ CONAC TO $1,777 AT HQ TWELFTH AIR FORCE. (COST REDUCTIONS OF $771 AND $1,047 ARE REPORTED BY HQ NINTH AND HQ FOURTEENTH AIR FORCES, RESPECTIVELY). COST OF THE DIRECTORATE OF INTELLIGENCE, HQ FIRST AIR FORCE CONTINUES TO REFLECT LOW COST IN COMPARISON WITH THE SAME ACTIVITY AT OTHER REPORTING HEADQUARTERS.

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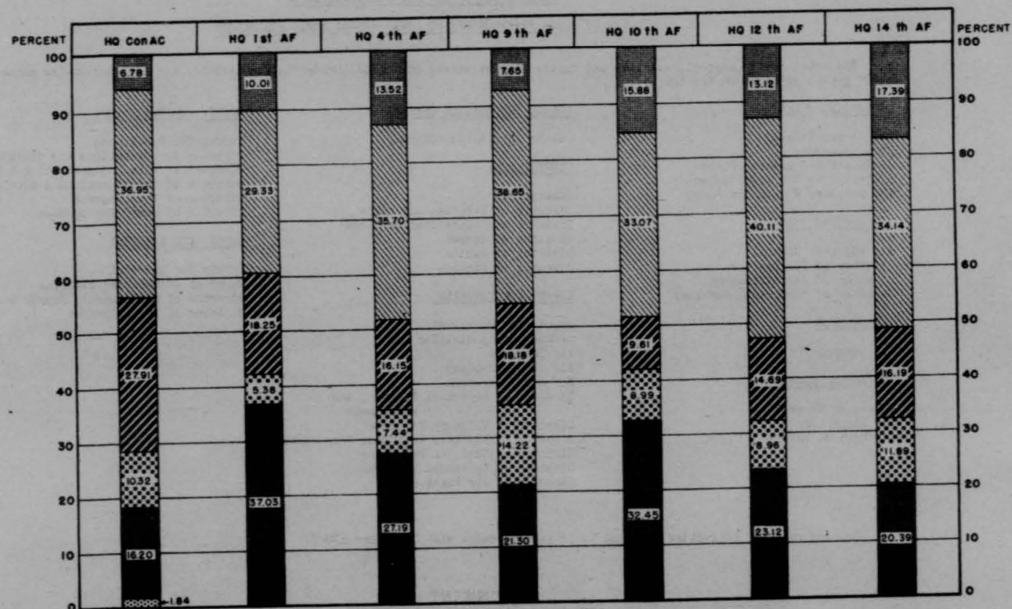
HQ, CONAC
MAY 1950

COST OF OFFICE OF THE DEPUTY FOR OPERATIONS

HQ ConAC AND HQ ConAC AIR FORCES

APRIL 1950



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	HQ ConAC	HQ 1st AF	HQ 4th AF	HQ 9th AF	HQ 10th AF	HQ 12th AF	HQ 14th AF
DEPUTY FOR OPERATIONS	$ 5,055	$ 1,839	$ 3,150	$ 1,241	$ 2,502	$ 2,096	$ 4,344
DIR. OF OPERATIONS & TRAINING	27,563	5,392	8,314	6,265	5,211	6,410	8,530
DIR. OF PLANS, ORGN, & RQMTS	20,818	3,354	3,762	2,947	1,515	2,347	4,044
DIRECTOR OF INTELLIGENCE	7,694	989	1,732	2,306	1,417	1,431	2,971
DIR. OF COMM & ELECTRONICS	12,081	6,805	6,334	3,454	5,114	3,694	5,095
DIR. OF CIVIL AIR DEFENSE	1,374	NR	NR	NR	NR	NR	NR
TOTAL	$ 74,585	$ 18,379	$ 23,292	$ 16,213	$ 15,759	$ 15,978	$ 24,984

SOURCE: COST CONTROL REPORT, AF FORM 321,
RCS: AF-FO-F22C

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EXPLANATION OF GRAPHIC PRESENTATION ON

COSTS OF MAJOR STAFF GROUPS HQ CONAC AND HQ CONAC AIR FORCES

The total costs (payroll, supplies and contractual services) of the following staff activities are included in the major staff groups as shown on the chart:

COMMANDING GENERAL

Commanding General
Vice Commander
Assistant for Reserve Forces
Assistant to the Vice Commander
The Manpower Evaluation Board

AIR ADJUTANT GENERAL

Air Adjutant General
Director of Publications
Director of Administration
Director of Historical Services

AIR SURGEON

Air Surgeon

INSPECTOR GENERAL

Inspector General
Air Inspector
Air Provost Marshal

PUBLIC INFORMATION OFFICER

Public Information Officer

COMPTROLLER

Comptroller
Director of Programs and Costs
Director of Statistical Services
Director of Budget
Director of Audits
Director of Finance

DEPUTY FOR PERSONNEL

Deputy for Personnel
Ground Safety Division
Air Chaplain
Air Judge Advocate
WAF Staff Director
Director of Personnel Planning and Management
Director of Military Personnel
Director of Military Personnel Procurement
Director of Civilian Personnel
Director of Personnel Services
Director of Air Force ROTC

DEPUTY FOR OPERATIONS

Deputy for Operations
Director for Operations and Training
Director of Plans, Organization & Requirements
Director of Communications & Electronics
Director of Intelligence
Director of Civil Air Defense

DEPUTY FOR MATERIEL

Deputy for Materiel
Director of Materiel Planning
Director of Maintenance, Supply & Services
Director of Installations

Costing of staff activities referred to is in accordance with ConAC Ltr 170-7.

COMMENT

THE DIFFERENCE IN TOTAL COST FOR THE AIR ADJUTANT GENERAL AND DEPUTY FOR PERSONNEL, PARTICULARLY AT HQ FIRST AIR FORCE AND HQ FOURTH AIR FORCE, AS COMPARED TO SIMILAR ACTIVITIES IN OTHER CONAC AIR FORCE HEADQUARTERS IS ATTRIBUTED TO THE DIVISION OF RESPONSIBILITY FOR COST OF RESERVE RECORDS ADMINISTRATION BETWEEN THE AIR ADJUTANT GENERAL AND THE DEPUTY FOR PERSONNEL. THE COMBINED COST OF THE AIR ADJUTANT GENERAL AND DEPUTY FOR PERSONNEL, OF EACH HEADQUARTERS, IS SUBSTANTIALLY THE SAME, AND TENDS TO SUPPORT THE ABOVE CONCLUSION. PARAGRAPH 3, AFR 45-17, DATED 9 MARCH 1949 AND PARAGRAPHS 2, 2a, AND 2b OF CONAC LETTER 45-1, 9 MAY 1949 CONTAIN DETAILED INFORMATION AND CLARIFY RESPONSIBILITIES FOR THE ADMINISTRATION OF RESERVE RECORDS.

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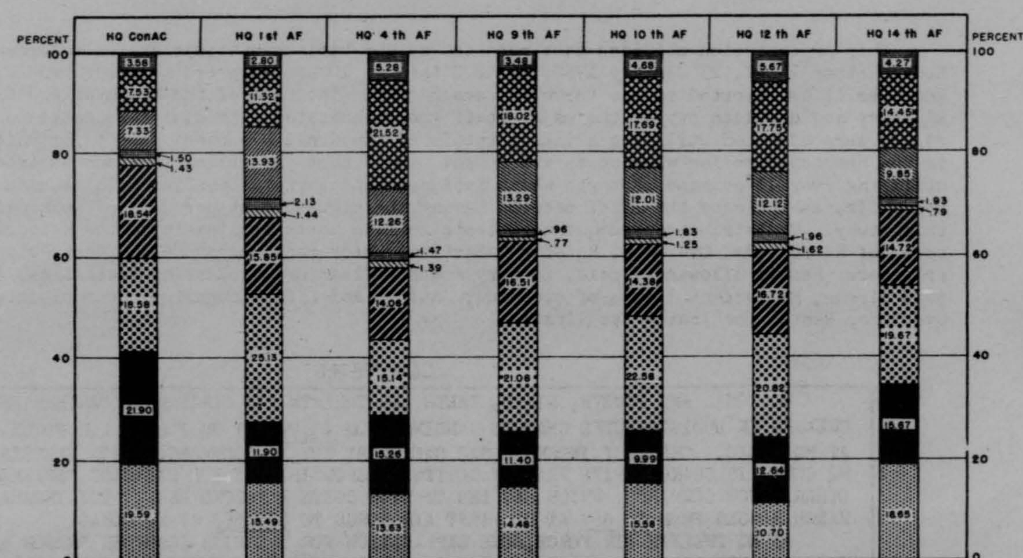
HQ, CONAC
MAY 1950

COST OF MAJOR STAFF GROUPS

HQ ConAC AND HQ ConAC AIR FORCES

APRIL 1950



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	HQ ConAC	HQ 1st AF	HQ 4th AF	HQ 9th AF	HQ 10th AF	HQ 12th AF	HQ 14th AF
COMMANDING GENERAL	$ 12,208	$ 4,321	$ 8,055	$ 4,948	$ 7,379	$ 7,165	$ 6,809
AIR ADJUTANT GENERAL	25,651	17,477	32,842	25,619	27,913	22,438	23,026
INSPECTOR GENERAL	24,974	21,505	18,708	18,900	18,949	15,319	15,693
AIR SURGEON	5,114	3,291	2,238	1,367	2,890	2,471	3,082
PUBLIC INFORMATION OFFICER	4,884	2,228	2,119	1,099	1,978	2,046	1,267
COMPTROLLER	63,163	24,471	21,457	23,476	22,688	21,129	23,454
DEPUTY FOR PERSONNEL	63,297	38,796	23,105	29,974	35,621	26,313	31,344
DEPUTY FOR OPERATIONS	74,585	18,379	23,292	16,213	15,759	15,978	24,984
DEPUTY FOR MATERIEL	66,735	23,918	20,800	20,589	24,581	13,523	29,729
TOTAL	$ 340,611	$ 154,386	$ 152,616	$ 142,185	$ 157,758	$ 126,382	$ 159,388

SOURCE: COST CONTROL REPORT, AF FORM 321,
RCS: AF-FO-F22C

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EXPLANATION OF TABULAR PRESENTATION

ANALYSIS OF HEADQUARTERS COSTS - HQ CONAC AND HQ CONAC AIR FORCES

This presentation utilizes data reported by the various headquarters in accordance with ConAC Letter 170-7, 25 January 1950; items 2 through 10 are reported as described in paragraph 3, and item 11 is reported as set forth in paragraph 4. The Cost of the Headquarters Groups includes military and civilian pay of the major staff group indicated. Headquarters costs per person assigned were computed utilizing military totals of the ConAC Personnel Report for units comparable to the Headquarters for whom costs are shown. ConAC cost per military person assigned was computed utilizing overall command strength which includes Headquarters ConAC as well as each Air Force. Heavy figures indicate the staff section having the highest cost per unit of workload selected for this study. Undistributed Headquarters costs include costs applicable to the Headquarters such as costs of Hq Sq. Adm. Overhead, Hq Flight Section, Motor Pool, Personnel Without Duty Assignment, Prisoners, Rental Allowances paid, Laundry and Dry Cleaning, Hq Messing Facilities, Separate Rations paid airmen, Replacment issues of clothing, Janitor and Office Supplies, Communications, TDY costs, Overtime, Rental for leased facilities.

COMMENT

HQ CONAC AND FOURTH, NINTH, TENTH AND TWELFTH AIR FORCE HEADQUARTERS REPORT INCREASES IN UNDISTRIBUTED CHARGES RANGING FROM $3,795 AT HQ FOURTH AIR FORCE TO $31,198 AT HQ CONAC. GREATEST INCREASE WAS CAUSED BY TDY IN CONNECTION WITH EXERCISE "SWARMER". HQ CONAC IS CHARGED WITH PRIMARY COSTING RESPONSIBILITY FOR EXERCISE "SWARMER", FOR OTHER MAJOR COMMANDS, WHICH HAS LED TO HIGH COSTS REPORTED HERE. TDY INCREASES SINCE MARCH RANGED FROM $3,867 AT HQ FIRST AIR FORCE TO $25,563 AT HQ CONAC.

AT HQ TWELFTH AIR FORCE, ONE EXPLANATION FOR THE HIGH COST PER PERSON ASSIGNED IS THE ASSIGNED STRENGTH, 3,900, WHICH IS 6,109 LOWER THAN THE AVERAGE FOR ALL CONAC AIR FORCES. DURING THE PERIOD IN WHICH THIS SUBJECT HAS BEEN TREATED IN THE MANAGEMENT ANALYSIS REVIEW, TWELFTH AIR FORCE HEADQUARTERS COST HAS RANGED FROM $216,000 TO $246,000. IT APPEARS THAT ANY SUBSTANTIAL REDUCTION IN COST FOR A HEADQUARTERS OF THIS TYPE IS IMPRACTICABLE OF ACCOMPLISHMENT MERELY BY A REDUCTION IN FIELD FORCE STRENGTH.

COST INCREASES SINCE MARCH, FOR PERSONNEL WITHOUT DUTY ASSIGNMENT (ACCOUNT CODE 20511) WERE REPORTED AS FOLLOWS: HQ CONAC $1,199, HQ FIRST AIR FORCE $591, HQ NINTH AIR FORCE $4,686, AND HQ TWELFTH AIR FORCE $2,484. HQ FOURTH, TENTH, AND FOURTEENTH AIR FORCE REPORTED DECREASES OF $226, $316 AND $4,909, RESPECTIVELY, IN THE PERSONNEL WITHOUT DUTY ASSIGNMENT ACCOUNT.

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ANALYSIS OF HEADQUARTERS COSTS

HQ ConAC AND HQ ConAC AIR FORCES

APRIL 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
MAY 1950

	ASSIGNED MILITARY STRENGTH						
	ConAC	1st AIR FORCE	4th AIR FORCE	9th AIR FORCE	10th AIR FORCE	12th AIR FORCE	14th AIR FORCE
1 PERMANENT PARTY TOTAL (LESS PIPELINE)	62,292	11,866	14,173	8,234	8,820	3,900	13,061

COST OF HEADQUARTERS GROUPS

	HQ ConAC	HQ 1st AF	HQ 4th AF	HQ 9th AF	HQ 10th AF	HQ 12th AF	HQ 14th AF
2 COMMANDING GENERAL	$ 12,208	$ 4,321	$ 8,055	$ 4,948	$ 7,379	$ 7,165	$ 6,809
3 AIR ADJUTANT GENERAL	25,651	17,477	32,842	25,619	27,913	22,438	23,026
4 INSPECTOR GENERAL	24,974	21,505	18,708	18,900	18,949	15,319	15,693
5 AIR SURGEON	5,114	3,291	2,238	1,367	2,890	2,471	3,082
6 PUBLIC INFORMATION OFFICER	4,884	2,228	2,119	1,099	1,978	2,046	1,267
7 COMPTROLLER	63,163	24,471	21,457	23,476	22,688	21,129	23,454
8 DEPUTY FOR PERSONNEL	63,297	38,796	23,105	29,974	35,621	26,313	31,344
9 DEPUTY FOR OPERATIONS	74,585	18,379	23,292	16,213	15,759	15,978	24,984
10 DEPUTY FOR MATERIEL	66,735	23,918	20,800	20,589	24,581	13,523	29,729
11 UNDISTRIBUTED HQ COST	188,098	124,778	113,115	169,993	123,369	119,356	162,992
12 TOTAL HEADQUARTERS COST	$ 528,709	$ 279,164	$ 265,731	$ 312,178	$ 281,127	$ 245,738	$ 322,380

HEADQUARTERS COST PER PERSON ASSIGNED

13 COMMANDING GENERAL	$ .20	$ .36	$ .57	$ .60	$ .84	$ 1.84	$ .52
14 AIR ADJUTANT GENERAL	.41	1.47	2.32	3.11	3.16	5.75	1.76
15 INSPECTOR GENERAL	.40	1.81	1.32	2.30	2.15	3.93	1.20
16 AIR SURGEON	.08	.28	.16	.17	.33	.63	.24
17 PUBLIC INFORMATION OFFICER	.08	.19	.15	.13	.22	.52	.10
18 COMPTROLLER	1.01	2.06	1.51	2.85	2.57	5.42	1.80
19 DEPUTY FOR PERSONNEL	1.02	3.27	1.63	3.64	4.04	6.75	2.40
20 DEPUTY FOR OPERATIONS	1.20	1.55	1.64	1.97	1.79	4.10	1.91
21 DEPUTY FOR MATERIEL	1.07	2.02	1.47	2.50	2.79	3.47	2.28
22 UNDISTRIBUTED HQ COST	3.02	10.52	7.98	20.65	13.99	30.60	12.48
23 TOTAL HEADQUARTERS COSTS (PER PERSON ASSIGNED)	$ 8.49	$ 23.53	$ 18.75	$ 37.92	$ 31.88	$ 63.01	$ 24.69

SOURCE: COST CONTROL REPORT, AF FORM 321, RCS: AF-FO-F22C
CONAC PERSONNEL STRENGTH REPORT, RCS: FS-P2b

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EXPLANATION OF GRAPHIC PRESENTATION ON

COST OF CONTRACTUAL COMMUNICATIONS - HQ CONAC AND HQ CONAC AIR FORCES

The cost of Contractual Communications reflects all payments to commercial organizations for services and includes charges for long distance telephone calls, trunk service, telegraph and cable service, teletype service, charges for rental of commercial telephone service, central office equipment, and the cost of installation of communications equipment as required.

Where commercial service for a headquarters is paid for by the base on which located, the headquarters proportionate share of contractual costs is posted to this account (20527).

The chart reflects the cost variation to date for Contractual Communications since the beginning of Fiscal Year 1950.

COMMENT

EMPHASIS WAS PLACED ON THE REDUCTION IN COSTS OF CONTRACTUAL COMMUNICATION SERVICES IN SEPTEMBER 1949. THIS PRESENTATION DEPICTS COSTS INCURRED FOR THE FIRST TEN MONTHS OF FISCAL YEAR 1950. THE CHART INDICATES A 7% ($389) OVERALL INCREASE IN COMMUNICATIONS COSTS FOR APRIL OVER THE AVERAGE ($5,202) FOR THE PREVIOUS NINE MONTHS. HEADQUARTERS, CONAC REFLECTS A 76% ($952) INCREASE AND HQ FOURTEENTH AIR FORCE REPORTS A 23% ($252) INCREASE, FOR APRIL, OVER THE AVERAGE FOR THE PREVIOUS NINE MONTHS. OTHER CONAC AIR FORCE HEADQUARTERS INDICATE COMMUNICATIONS COST REDUCTIONS FROM AVERAGES TO DATE RANGING FROM 9% ($44) AT HQ NINTH AIR FORCE TO 39% ($115) AT HQ TWELFTH AIR FORCE.

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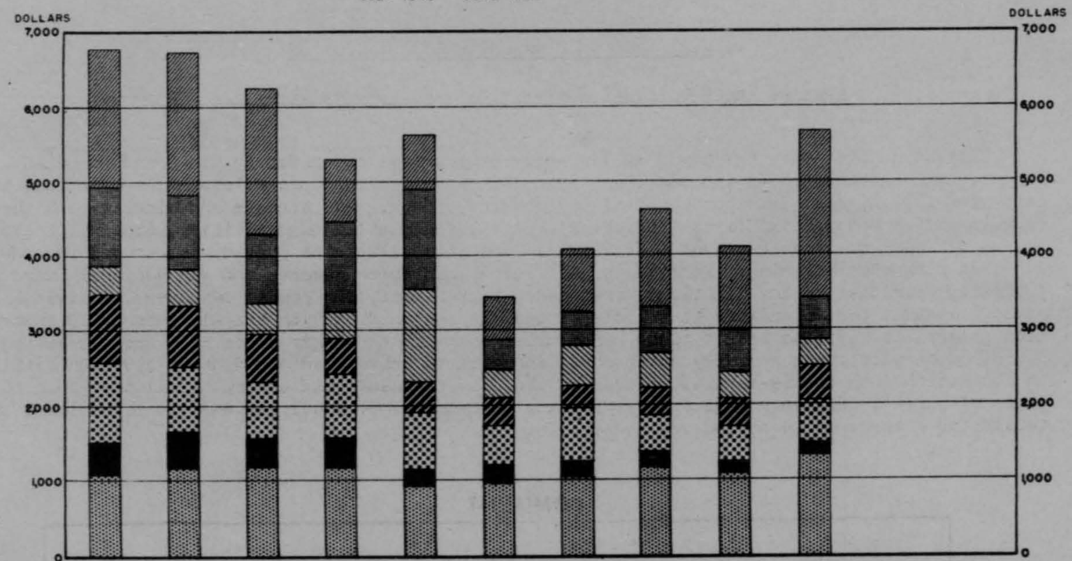
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
MAY 1950

COST OF CONTRACTUAL COMMUNICATIONS

HQ ConAC AND HQ ConAC AIR FORCES

JULY 1949 – JUNE 1950



-LEGEND-

	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE
HQ CONAC	$ 1,863	$ 1,953	$ 1,950	$ 866	$ 763	$ 577	$ 886	$ 1,301	$ 1,113	$ 2,204	$	$
HQ 1st AF	1,152	991	937	1,202	1,309	387	427	657	547	556		
HQ 4th AF	376	535	413	355	1,242	386	508	455	353	351		
HQ 9th AF	898	809	630	490	394	348	293	329	355	461		
HQ 10th AF	1,038	840	751	829	784	530	698	448	477	555		
HQ 12th AF	378	499	375	377	199	228	207	200	174	178		
HQ 14th AF	1,088	1,106	1,178	1,179	911	953	1,056	1,189	1,081	1,334		
TOTAL	$ 6,793	$ 6,733	$ 6,234	$ 5,298	$ 5,602	$ 3,409	$ 4,075	$ 4,579	$ 4,100	$ 5,639	$	$

SOURCE: COST CONTROL REPORT, AF FORM 321,
RCS: AF-FO-F22C

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EXPLANATION OF GRAPHIC PRESENTATION ON

COST OF TEMPORARY DUTY TRAVEL - HQ CONAC AND HQ CONAC AIR FORCES

This chart indicates the trend of Temporary Duty travel costs for Hq ConAC and Hq ConAC Air Forces. Expenditures shown include those from both specific and open allotments and include the cost of Per Diem, Rail Transportation of persons and things, meal tickets and minor expenditures (liquid coffee money, taxi fares and porter's tips), for civilian and military personnel traveling on official business (Account Code 2[illegible]529). Specific allotments provide for travel in conjunction with the following: Ferrying of Air Force, Air Force Reserve and Air National Guard aircraft, Operation of installations, area cadet recruitment, air combat manuevers, individual or group movements for attendance at schools, travel in conjunction with the Air Force ROTC instruction program at civilian institutions, and summer encampments of Air Force ROTC and Air National Guard. Open allotments normally cover costs incident to travel and per diem of civilian witnesses in connection with courts-martial, travel of medical attendants and escort of military dead to the place of burial. Although cost figures include adjustments over obligations, it is believed that totals for a three month period are comparable.

COMMENT

TDY COSTS REPORTED BY HQ CONAC INCLUDE THOSE INCURRED BY OTHER MAJOR COMMANDS DURING EXERCISE "SWARMER". INDIVIDUAL CONAC AIR FORCE HEADQUARTERS REPORT THEIR OWN TDY COSTS. INCREASES RANGE FROM 20% AT HQ FOURTH AIR FORCE TO 308% AT HQ CONAC OVER THE AVERAGE FOR THE PREVIOUS NINE MONTHS. INCREASE IN TOTAL EXPENDITURE WAS $85,384, AN INCREASE OF 108% OVER THE AVERAGE OF $79,029 FOR THE PREVIOUS NINE MONTHS.

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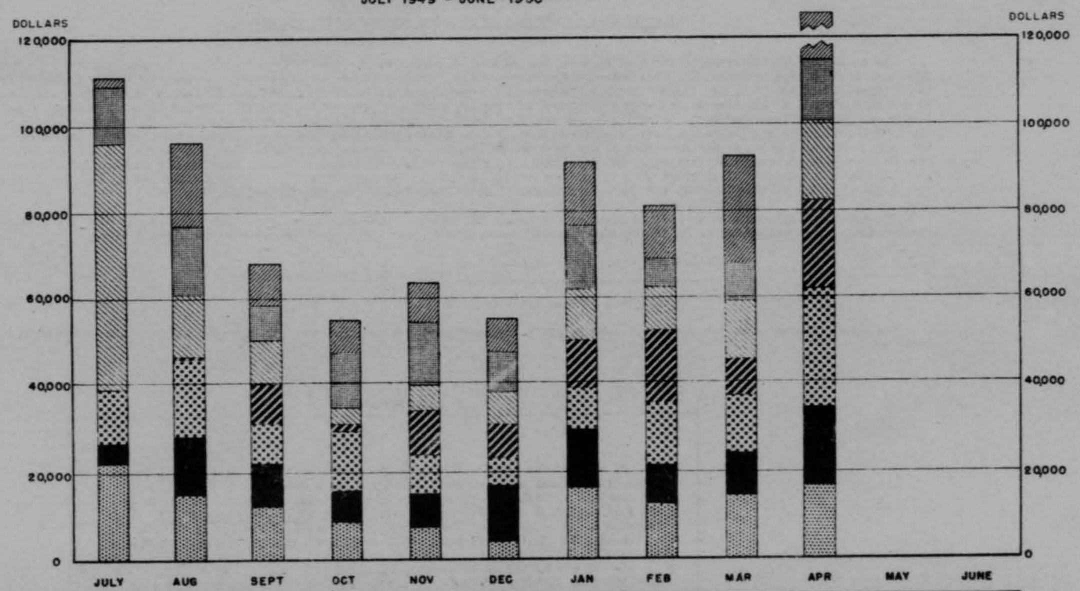
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
MAY 1950

COST OF TEMPORARY DUTY TRAVEL

HQ ConAC AND HQ ConAC AIR FORCES

JULY 1949 - JUNE 1950



-LEGEND-	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE
HQ CONAC	$ 1,856	$ 21,299	$ 9,229	$ 7,246	$ 9,557	$ 7,295	$ 17,581	$ 11,984	$ 24,570	$ 50,133	$	$
HQ 1st AF	13,168	14,240	8,926	8,415	14,492	11,528	11,822	6,598	9,495	13,362		
HQ 4th AF	57,668	15,087	9,632	7,405	5,286	4,696	12,203	10,491	13,207	18,055		
HQ 9th AF	0	50	8,222	1,993	9,575	5,798	11,172	16,449	8,293	20,537		
HQ 10th AF	11,671	18,638	9,406	13,069	9,365	9,051	8,570	13,722	12,596	27,249		
HQ 12th AF	4,426	11,524	9,839	7,513	7,489	12,198	13,199	8,979	9,409	17,536		
HQ 14th AF	22,451	15,298	12,433	8,624	7,408	3,979	16,468	12,687	14,704	17,541		
TOTAL	$ 111,240	$ 96,136	$ 67,687	$ 54,265	$ 63,172	$ 54,545	$ 91,015	$ 80,910	$ 92,274	$ 164,413	$	$

SOURCE: COST CONTROL REPORT, AF FORM 321,
RCS: AF-FO-F22C

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EXPLANATION OF GRAPHIC PRESENTATION ON

RELATIVE WORK PERFORMANCE OF SQUADRON ADMINISTRATIVE OVERHEAD

The costs include the combined costs of squadron administrative functions for the following units and/or activities: Hq and Hq Squadrons of Wing Organizations, Air Base Groups (Separate), AFRTCs, Air Base Squadrons (Separate). Aircraft Control and Warning Organizations (Special Mission Group B), Liaison Flights, Fighter and Bomber Squadrons (Separate), and Standby Base Squadrons (Account Code 01020); Hq and Hq Squadrons of Air Base Groups when a component of Wing Organizations (Account Code 02013); Communications Squadrons, Motor Vehicle Squadrons, Installation Squadrons, Air Police Squadrons, Food Service Squadrons, Air Base Service Squadrons, Installation Squadrons, and Air Base Groups (Separate), except Medical Squadrons (Account Code 02014); Maintenance Squadrons of M&S Groups of Wing Organizations and the maintenance activities of M&S Squadrons of Air Base Groups (Separate). (Account Code 05012); Supply Squadrons of M&S Groups of Wing Organizations and the supply activities of M&S Squadrons of Air Base Groups (Separate), (Account Code 05014); Mission Units - Combat Squadrons, Operations Squadrons of Aircraft Control and Warning Groups (Special Mission Group B); Operating companies of Engineer Aviation Battalions (Special Mission Group B) and Operating Squadrons of Air Base Groups (Separate), (Account Code 07014).

The work performance is determined by dividing the total costs of the above mentioned activities by the total military personnel of these organizations (except major or intermediate command headquarters), and applying the results in the formula below:

$$\frac{\text{United States Air Force Standard Cost}}{\text{Actual Cost of Base Activity}} \times 100 = \text{Work Performance Rating}$$

The ConAC Standard Cost for these functions is $8.75 for bases having a military strength over 500 and $4.75 for bases with a population under 500.

COMMENT

AT MEMPHIS THE NUMBER OF PERSONS IN THE FUNCTION DECREASED FROM 24 TO 18, WHILE THE WORKLOAD REMAINED ABOUT THE SAME. THIS REDUCTION IN PERSONNEL IN THE FUNCTION IS REFLECTED IN IMPROVED WORK PERFORMANCE RATINGS FROM 75 TO 89, AND A REDUCTION IN COST PER PERSON SERVICED FROM $10.04 TO $8.42 OR 19%. THIS PROGRESS IS AN ENCOURAGING SIGN; HOWEVER, THE NUMBER OF PERSONS IN THE FUNCTION AS COMPARED TO SIMILAR TYPE BASES STILL APPEARS TO BE EXCESSIVE AND FURTHER IMPROVEMENT CAN BE SOUGHT.

IN THE POPULATION GROUP 500 PERSONNEL AND OVER, BROOKS AND MCGUIRE AFB'S HAVE SHOWN NO IMPROVEMENT OVER LAST MONTH, WHEREAS TURNER SHOWS AN IMPROVED WORK PERFORMANCE RATING FROM 73 TO 94 DUE TO INCREASED WORKLOAD BEING HANDLED (PERSONNEL RETURNED FROM OPERATION FORTMEX).

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HQ, CONAC
MAY 1950

RELATIVE WORK PERFORMANCE OF SQUADRON ADMINISTRATIVE OVERHEAD

APRIL 1950

COST PER PERSON	BASE	WORK PERFORMANCE RATING	TOTAL MILITARY PERSONNEL	RATIO: PERSONS SERVING TO PERSONS SERVICED
	UNDER 500 PERSONNEL			
$ 2.55	2343rd AFRTC - Portland Apt	294	457	1:95
2.95	2239th AFRTC - Gtr Pittsburgh Apt	254	477	1:48
2.95	2472nd AFRTC - Fairfax Field	254	416	1:52
3.37	2465th AFRTC - Wold-Chamberlain Fld	223	448	1:75
3.39	2466th AFRTC - Atterbury AFB	221	487	1:54
3.79	2237th AFRTC - Newcastle Co Apt	198	431	1:43
4.03	2585th AFRTC - Miami Int Apt	186	496	1:55
4.11	4406th AB Sq - Marshall AFB	182	167	1:33
4.69	2596th AFRTC - Hensley Field	160	455	1:38
5.70	2587th AFRTC - Birmingham Mun Apt	132	492	1:35
5.88	2234th AFRTC - Hanscom Apt	128	456	1:30
6.49	2236th AFRTC - Godman AFB	116	429	1:27
6.53	2240th AFRTC - Schlegel AF Plant	115	486	1:29
7.53	2230th AFRTC - Floyd Bennett NAS	100	344	1:25
7.76	2463rd Standby Sq - Benj Harrison AFB	97	385	1:19
8.15	4408th AB Sq - Lawson AFB	92	247	1:31
8.30	2476th Base Sv Sq - Oscoda AFB	90	134	1:19
8.42	2584th AFRTC - Memphis Mun Apt	89	431	1:24
	500 PERSONNEL AND OVER			
$ 3.10	2347th AFRTC - Long Beach Mun Apt	290	738	1:67
4.98	78th Ftr-Intcp Wg - Hamilton AFB	181	9,726	1:32
6.57	2500th AB Gp - Mitchel AFB	137	2,387	1:23
6.67	2589th AFRTC - Dobbins AFB	135	528	1:31
7.33	2600th AB Sq - Pope AFB	123	1,205	1:21
7.61	2471st AFRTC - O'Hare Int Apt	118	645	1:27
9.23	4400th AB Gp - Stewart AFB	98	661	1:20
9.41	314th Tr Carr Wg - Sewart AFB	96	2,747	1:19
9.52	62nd Tr Carr Wg - McChord AFB	95	3,193	1:19
9.55	31st Ftr Bmr Wg - Turner AFB	94	2,225	1:18
9.65	4th Ftr Intcp Wg - Langley AFB	93	4,240	1:18
9.92	20th Ftr Bmr Wg - Shaw AFB	91	2,569	1:17
10.99	56th Ftr Intcp Wg - Selfridge AFB	82	3,202	1:16
11.17	33rd Ftr Intcp Wg - Otis AFB	81	2,066	1:16
12.28	325th Ftr A/W Wg - Moses Lake AFB	73	1,736	1:14
12.43	2595th AB Gp - Brooks AFB	72	904	1:16
13.35	52nd Ftr A/W Wg - McGuire AFB	67	1,448	1:15

COST PER PERSON (MILITARY PERSONNEL): $ 12.00 · 10.00 · 8.00 · 6.00 · 4.00 · 2.00

Under 500 personnel: ConAC Standard $4.75; USAF Standard $7.50

500 personnel and over: ConAC Standard $8.75; USAF Standard $9.00

DEVIATION FROM STANDARD: BELOW STANDARD 50 · 0 · ABOVE STANDARD 50 · 100 · 150

USAF Standard Work Performance Rating of 100 Based on Costs of $7.50 Per Person

USAF Standard Work Performance Rating of 100 Based on Costs of $9.00 Per Person

SOURCE: WORK PERFORMANCE REPORT, AF FORM 323, RCS: AF-FO-F30

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EXPLANATION OF GRAPHIC PRESENTATION ON

RELATIVE WORK PERFORMANCE OF ADMINISTRATION

The costs of Administration include the combined cost of the A-1, S-1, and Adjutant functions, Squadron Administrative Overhead and Military Personnel. The work performance is determined by dividing the total cost of the above three groups of activities, by the total military personnel of the base, (except major or intermediate command headquarters) and applying the results in the following formula.

$$\frac{\text{United States Air Force Standard Cost}}{\text{Actual Cost of Activity}} \times 100 = \text{Work Performance Rating}$$

COMMENT

AT BIRMINGHAM, GODMAN, MEMPHIS, AND LAWSON, LOW PERFORMANCE RATINGS ARE AGAIN CAUSED BY A RELATIVELY HIGH NUMBER OF PERSONS IN THE FUNCTION FOR THE EXISTING WORKLOAD. ON A COMPARATIVE BASIS, AT FAIRFAX, WOLD-CHAMBERLAIN AND HENSLEY, WORKLOADS OF APPROXIMATELY THE SAME SIZE AS AT THE ABOVE BASES ARE BEING ADMINISTERED BY FEWER PERSONNEL. IMPROVEMENT IS NOTED AT MEMPHIS WHERE A REDUCTION IN PERSONNEL OF ABOUT 15% HAS BEEN EFFECTED.

THE FACT THAT THE MAJORITY OF BASES FOR THE POPULATION GROUP 500 AND OVER SHOW WORK PERFORMANCE RATINGS WHICH ARE BELOW THE STANDARDS SET BY HQ USAF, IS AN INDICATION THAT THE USAF STANDARD FOR BASES IN THESE POPULATION GROUPS MAY NOT BE APPLICABLE TO ALL CONAC UNITS BECAUSE OF DIFFERENCE IN MISSION RESPONSIBILITIES AND/OR ORGANIZATIONAL STRUCTURE. IT IS THEREFORE MOST DESIRABLE IN THESE CASES THAT INDIVIDUAL STANDARDS BE DETERMINED BY BASE ANALYSTS FOR APPLICATION TO THE LOCAL SITUATIONS IN ACCOMPLISHING COST CONTROL. HQ CONAC IS STUDYING STANDARDS WHICH MAY BE MORE APPLICABLE TO THESE POPULATION GROUPS.

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DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
MAY 1950

RELATIVE WORK PERFORMANCE OF ADMINISTRATION

APRIL 1950

COST PER PERSON (MILITARY PERSONNEL): $ 24.00 20.00 16.00 12.00 8.00 4.00

DEVIATION FROM STANDARD: BELOW STANDARD 50 0 | ABOVE STANDARD 50 100 150

COST PER PERSON	BASE	WORK PERFORMANCE RATING	TOTAL MILITARY PERSONNEL	RATIO: PERSONS SERVING TO PERSONS SERVICED
	UNDER 500 PERSONNEL (USAF Standard $18.70)			
$ 12.22	4406th AB Sq - Marshall AFB	153	167	1:13
13.86	2240th AFRTC - Schlegel AF Plant	135	486	1:13
13.99	4405th AB Sq - Sherman AFB	134	163	1:15
14.05	2463rd Standby Sq - Benj Harrison AFB	133	385	1:12
14.52	2476th Base Sv. Sq - Oscoda AFB	129	134	1:13
15.54	2596th AFRTC - Hensley Fld	120	455	1:12
15.77	2239th AFRTC - Gtr Pittsburgh Apt	119	417	1:11
15.93	2472nd AFRTC - Fairfax Fld	117	416	1:12
17.38	2465th AFRTC - Wold-Chamberlain Fld	108	448	1:13
18.16	2466th AFRTC - Atterbury AFB	103	487	1:10
19.43	2343rd AFRTC - Portland Apt	96	457	1:11
19.46	2237th AFRTC - New Castle Co Apt	96	431	1:9
19.73	2230th AFRTC - Floyd Bennett NAS	95	344	1:10
20.40	2234th AFRTC - Hanscom Apt	92	456	1:10
20.52	2585th AFRTC - Miami Int Apt	91	496	1:10
22.23	2584th AFRTC - Memphis Mun Apt	84	431	1:10
23.39	2587th AFRTC - Birmingham Mun Apt	80	492	1:9
24.75	2236th AFRTC - Godman AFB	76	429	1:8
28.02	4408th AB Sq - Lawson AFB	67	247	1:8
	500-999 PERSONNEL (USAF Standard $17.35)			
$ 17.47	2347th AFRTC - Long Beach Mun Apt	99	738	1:12
19.57	2471st AFRTC - O'Hare Int Apt	89	643	1:11
20.46	2595th AB Gp - Brooks AFB	85	904	1:10
23.50	2589th AFRTC - Dobbins AFB	74	528	1:8
23.59	4400th AB Gp - Stewart AFB	74	661	1:8
	1000-1499 PERSONNEL (USAF Standard $16.00)			
$ 16.52	2600th AB Sq - Pope AFB	97	1,205	1:11
18.98	52nd Ftr A/W Wg - McGuire AFB	84	1,448	1:10
	1500-1999 PERSONNEL (USAF Standard $15.10)			
$ 18.11	325th Ftr A/W Wg - Moses Lake AFB	83	1,736	1:10
	2000-2999 PERSONNEL (USAF Standard $14.50)			
$ 15.27	314th Tr Carr Wg - Sewart AFB	95	2,747	1:13
15.82	20th Ftr Bmr Wg - Shaw AFB	92	2,569	1:12
16.19	31st Ftr Bmr Wg - Turner AFB	90	2,225	1:12
16.84	33rd Ftr Intcp Wg - Otis AFB	86	2,066	1:11
18.99	2500th AB Gp - Mitchel AFB	76	2,347	1:9
	3000-3999 PERSONNEL (USAF Standard $13.94)			
$ 15.97	62nd Tr Carr Wg - McChord AFB	87	3,193	1:12
18.09	56th Ftr Intcp Wg - Selfridge AFB	77	3,202	1:10
	4000-4999 PERSONNEL (USAF Standard $13.50)			
$ 14.65	4th Ftr Intcp Wg - Langley AFB	92	4,240	1:13
	9000-9999 PERSONNEL (USAF Standard $11.85)			
$ 11.18	78th Ftr Intcp Wg - Hamilton AFB	105	9,720	1:14

Chart annotations (Cost per person): USAF Standard $18.70; $28.02; USAF Standard $17.35; USAF Standard $16.00; USAF Standard $15.10; USAF Standard $14.50; USAF Standard $13.94; USAF Standard $13.50; USAF Standard $11.85

Chart annotations (Deviation from standard):
USAF Standard Work Performance Rating of 100 Based on Costs of $18.70 per person
USAF Standard Work Performance Rating of 100 Based on Costs of $17.35 Per Person
USAF Standard Work Performance Rating of 100 Based on Costs of $16.00 Per Person
USAF Standard Work Performance Rating of 100 Based on Costs of $15.10 Per Person
USAF Standard Work Performance Rating of 100 Based on Costs of $14.50 Per Person
USAF Standard Work Performance Rating of 100 Based on Costs of $13.94 Per Person
USAF Standard Work Performance Rating of 100 Based on Costs of $13.50 Per Person
USAF Standard Work Performance Rating of 100 Based on Costs of $11.85 Per Person

SOURCE: WORK PERFORMANCE REPORT, AF FORM 323,
RCS: AF-FO-F30

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EXPLANATION OF GRAPHIC PRESENTATION ON RELATIVE WORK PERFORMANCE OF COMMANDER AND STAFF

The costs include the combined costs of the Commanding Officer, his Deputy and Executive, the A-1, A-2, A-3, A-4, Comptroller, Inspector General, Air Inspector, Adjutant, Public Information Officer, Hq & Hq Sq Overhead, and Expendable Supplies utilized in these activities (Account Code 01051). The work performance is determined by dividing the total Base costs of the above mentioned activities by the total military personnel of all organizations on the base (except major or intermediate command headquarters), and applying the results in the formula below:

$$\frac{\text{United States Air Force Standard Cost}}{\text{Actual Cost of Base Activity}} \times 100 = \text{Work Performance Rating}$$

COMMENT

THE WORK PERFORMANCE RATING AT BIRMINGHAM DROPPED FROM 114 REPORTED IN MARCH TO 102, DUE TO AN INCREASE IN PERSONNEL IN THE FUNCTION, WITH NO APPRECIABLE INCREASE IN WORKLOAD. AT MEMPHIS, IMPROVEMENT IS NOTED IN THE WORK PERFORMANCE RATING FROM A PREVIOUSLY REPORTED 82 IN MARCH TO 94 IN APRIL. THE INCREASED PERFORMANCE IS DUE TO THE REDUCTION OF EIGHT (8) PEOPLE IN THE FUNCTION.

SLIGHT IMPROVEMENT IS NOTED AT LAWSON WHERE THE WORK PERFORMANCE RATING INCREASED FROM 59 TO 63 WITH A REDUCTION OF 1 PERSON IN THE FUNCTION. IN COMPARISON WITH OTHER BASES, WORKLOADS 50 TO 75% GREATER THAN THAT OF LAWSON ARE ADMINISTERED BY SUBSTANTIALLY THE SAME OR FEWER PERSONNEL IN THE FUNCTION. THIS RAISES THE QUESTION OF WHETHER IT IS POSSIBLE TO ACCOMPLISH THE FUNCTION OF COMMAND AND STAFF AT LAWSON WITH FEWER PERSONNEL. IT IS POSSIBLE THAT METHODS IMPROVEMENT MAY PROVIDE A SOLUTION.

THE FACT THAT THE MAJORITY OF BASES FOR THE POPULATION GROUP 500 AND OVER SHOW WORK PERFORMANCE RATINGS WHICH ARE BELOW THE STANDARDS SET BY HQ USAF, IS AN INDICATION THAT THE USAF STANDARD FOR BASES IN THESE POPULATION GROUPS MAY NOT BE APPLICABLE TO ALL CONAC UNITS BECAUSE OF DIFFERENCE IN MISSION RESPONSIBILITIES AND/OR ORGANIZATIONAL STRUCTURE. IT IS THEREFORE MOST DESIRABLE IN THESE CASES THAT INDIVIDUAL STANDARDS BE DETERMINED BY BASE ANALYSTS FOR APPLICATION TO THE LOCAL SITUATIONS IN ACCOMPLISHING COST CONTROL. HQ CONAC IS STUDYING STANDARDS WHICH MAY BE MORE APPLICABLE TO THESE POPULATION GROUPS.

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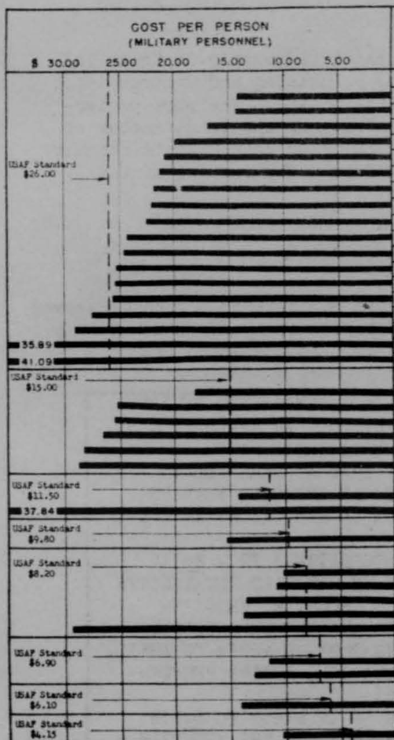
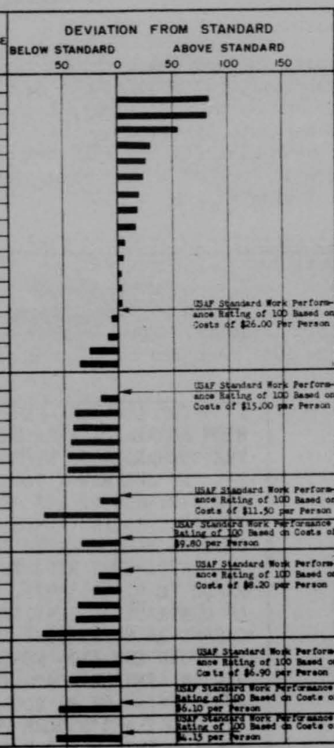
HQ, CONAC
MAY 1950

RELATIVE WORK PERFORMANCE OF COMMANDER AND STAFF

APRIL 1950





COST PER PERSON	BASE	WORK PERFORMANCE RATING	TOTAL MILITARY PERSONNEL	RATIO: PERSONS SERVING TO PERSONS SERVICED
	UNDER 500 PERSONNEL			
$ 14.10	4406th AB Sq - Marshall AFB	184	167	1:15
14.27	2463rd Standby Sq - Benj Harrison AFB	182	385	1:12
16.91	4405th AB Sq - Sherman AFB	154	163	1:16
19.93	2343rd AFRTC - Portland Apt	130	457	1:14
20.84	2476th Base Sv Sq - Oscoda AFB	125	134	1:12
21.24	2465th AFRTC - Wold-Chamberlain Fld	122	448	1:14
21.91	2237th AFRTC - New Castle Co. Apt	119	431	1:12
22.07	2239th AFRTC - Gtr Pittsburgh Apt	118	477	1:12
22.50	2472nd AFRTC - Fairfax Field	116	416	1:12
24.45	2240th AFRTC - Schlegel AF Plant	106	486	1:10
24.79	2585th AFRTC - Miami Int Apt	105	496	1:12
25.37	2596th AFRTC - Hensley Field	102	455	1:11
25.45	2236th AFRTC - Godman AFB	102	429	1:9
25.60	2587th AFRTC - Birmingham Mun Apt	102	492	1:10
27.78	2584th AFRTC - Memphis Mun Apt	94	431	1:9
29.19	2234th AFRTC - Hanscom Apt	89	456	1:9
35.89	2230th AFRTC - Floyd Bennett NAS	72	344	1:8
41.09	4408th AB Sq - Lawson AFB	63	247	1:7
	500-999 PERSONNEL			
$ 18.21	2466th AFRTC - Atterbury AFB	82	487	1:15
25.33	2347th AFRTC - Long Beach Mun Apt	59	738	1:11
25.68	2471st AFRTC - O'Hare Int Apt	58	645	1:10
26.64	2595th AB Gp - Brooks AFB	56	904	1:9
28.67	2589th AFRTC - Dobbins AFB	52	528	1:9
28.92	4400th AB Gp - Stewart AFB	52	633	1:8
	1000-1499 PERSONNEL			
$ 14.23	52nd Ftr All Wea Wg - McGuire AFB	81	1,448	1:19
37.84	2600th AB Sq - Pope AFB	30	1,205	1:6
	1500-1999 PERSONNEL			
$ 15.21	325th Ftr All Wea Wg - Moses Lake AFB	64	1,736	1:14
	2000-2999 PERSONNEL			
$ 10.20	33rd Ftr Intcp Wg - Otis AFB	80	2,066	1:25
10.84	31st Ftr Bmr Wg - Turner AFB	76	2,225	1:22
13.62	314th Tr Carr Wg - Sewart AFB	60	2,747	1:22
13.83	20th Ftr Bmr Wg - Shaw AFB	59	2,569	1:20
29.41	2500th AB Gp - Mitchel AFB	28	2,387	1:8
	3000-3999 PERSONNEL			
$ 11.58	62nd Tr Carr Wg - McChord AFB	60	3,193	1:21
12.97	56th Ftr Intcp Wg - Selfridge AFB	53	3,202	1:19
	4000-4999 PERSONNEL			
$ 14.05	4th Ftr Intcp Wg - Langley AFB	43	4,240	1:18
	9000-9999 PERSONNEL			
$ 10.33	70th Ftr Intcp Wg - Hamilton AFB	40	9,726	1:22

SOURCE: WORK PERFORMANCE REPORT, AF FORM 323, RCS: AF-FO-F30

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EXPLANATION OF GRAPHIC PRESENTATION ON

RELATIVE WORK PERFORMANCE OF SUPPLY

The costs include the combined costs of all supply activities such as (a) Supply Control, (b) Supply Warehouses, (c) Subsistence Handling, (d) Commissary Sales, (e) Purchasing and Contracting, (f) Salvage and Surplus Property, Laundry and Dry Cleaning (Account Code 05450). The work performance is determined by dividing the total costs of the base supply activity by the total number of personnel, both civilian and military of the base. In addition, if a major or intermediate command headquarters is located on the base, personnel of those commands are added. The results of the above calcul tion will be applied to the formula below:

$$\frac{\text{United States Air Force Standard Cost}}{\text{Actual Cost of Activity}} \times 100 = \text{Work Performance Rating}$$

Total installation personnel reported include all civilians as well as military personnel served by the supply activity. For purposes of comparison with overall USAF performance, the ConAC Average, derived from data reported during the period May 1949 through January 1950 is presented hereon.

COMMENT

THE LOW WORK PERFORMANCE RATING OF 46 AT MARSHALL IS EXPLAINED BY THE HIGH NUMBER OF PERSONNEL IN THE FUNCTION FOR THE WORKLOAD. AN EVALUATION BY THE COMMANDER IS NECESSARY TO DETERMINE IF THIS IS JUSTIFIED.

AT SHERMAN A WORKLOAD APPROXIMATELY THE SIZE OF THAT AT MARSHALL IS ADMINISTERED BY 40% FEWER PERSONNEL. SHERMAN REPORTS AN IMPROVED WORK PERFORMANCE RATING (FROM 75 IN MARCH TO 87 IN APRIL) DUE TO REDUCTIONS IN THE COST OF PERSONNEL IN THE FUNCTION.

ATTERBURY REPORTS A REDUCTION IN WORK PERFORMANCE RATINGS FROM 86 IN MARCH TO 61 IN APRIL. THIS IS DUE TO A 40% INCREASE IN REPORTED TOTAL COSTS OF CONTRACTUAL SERVICES FOR LAUNDRY AND DRY CLEANING. HOWEVER, THIS INCREASE IN TOTAL COST IS DUE TO THE FACT THAT THE COST ANALYST ERRONEOUSLY INCLUDED TEN (10) MONTHS CHARGES FOR LAUNDRY IN COSTS FOR THE MONTH OF APRIL. HAD AN AVERAGE MONTHLY FIGURE BEEN USED IN THE COMPUTATION, A WORK PERFORMANCE RATING OF 81 WOULD HAVE RESULTED.

PORTLAND'S WORK PERFORMANCE RATING DROPPED FROM 66 IN MARCH TO 61 IN APRIL. THIS WAS DUE PRIMARILY TO AN INCREASE IN PERSONNEL IN THE FUNCTION WITH APPROXIMATELY THE SAME WORKLOAD.

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PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
MAY 1950

RELATIVE WORK PERFORMANCE OF SUPPLY

APRIL 1950

COST PER PERSON (MILITARY PERSONNEL) $ 24.00 20.00 16.00 12.00 8.00 4.00	COST PER PERSON	BASE	WORK PERFORMANCE RATING	DEVIATION FROM STANDARD BELOW STANDARD 50 0 ABOVE STANDARD 50 100 150	TOTAL INSTALLATION PERSONNEL	RATIO: PERSONS SERVING TO PERSONS SERVICED
	UNDER 500 PERSONNEL					
USAF Standard $16.00	$ 8.88	2476th B. Sv. Sq. - Cocoda AFB	180	USAF Standard Work Performance Rating of 100 Based on Costs of $16.00 per Person	150	1:21
	18.31	4405th AB Sq - Sherman AFB	87		174	1:12
	21.12	4408th AB Sq - Lawson AFB	76		321	1:12
	21.87	2230th AFRTC - Floyd Bennett NAS	73		462	1:10
34.92	34.92	4406th AB Sq - Marshall AFB	46		171	1:7
	500-999 PERSONNEL					
USAF Standard $15.50; ConAC Avg $18.50	$ 6.17	2463rd Standby Sq - Ben Harrison AFB	251	USAF Standard Work Performance Rating of 100 Based on Costs of $15.50 per Person	572	1:25
	7.71	2240th AFRTC - Schlegel AF Plant	201		561	1:13
	14.81	2239th AFRTC - Gtr Pittsburgh Apt	105		585	1:15
	14.92	2236th AFRTC - Godman AFB	104		536	1:13
	16.05	2585th AFRTC - Miami Int Apt	96		611	1:13
	17.18	2596th AFRTC - Hensley Field	90		546	1:11
	17.73	2472nd AFRTC - Fairfax Field	87		514	1:11
	18.47	2584th AFRTC - Memphis Mun Apt	84		550	1:12
	18.82	2587th AFRTC - Birmingham Mun Apt	82		588	1:11
	19.68	2589th AFRTC - Dobbins AFB	79		644	1:12
	19.78	2347th AFRTC - Long Beach Mun Apt	78		895	1:11
	20.31	2465th AFRTC - Wold Chamberlain Field	76		568	1:11
	21.27	2234th AFRTC - Hanscom Apt	73		605	1:10
	21.92	2237th AFRTC - New Castle Co. Apt	71		525	1:9
	22.54	2471st AFRTC - O'Hare Int Apt	69		926	1:11
	25.37	2466th AFRTC - Atterbury AFB	61		606	1:11
	25.46	2343rd AFRTC - Portland Apt	61		593	1:9
	1000-1499 PERSONNEL					
USAF Standard $15.00; ConAC Avg $13.34	$ 12.04	2600th AB Sq - Pope AFB	124	USAF Standard Work Performance Rating of 100 Based on Costs of $15.00 per Person	1,298	1:17
	14.96	4400th AB Gp - Stewart AFB	100		1,216	1:19
	1500-1999 PERSONNEL					
USAF Standard $14.50	$ 12.21	325th Ftr All Wea Wg - Moses Lake AFB	119	USAF Standard Work Performance Rating of 100 Based on Costs of $14.50 per Person	1,906	1:16
	17.91	52nd Ftr All Wea Wg - McGuire AFB	81		1,665	1:12
	2000-2999 PERSONNEL					
USAF Standard $14.00; ConAC Avg $11.89	$ 10.85	314th Tr Carr Wg - Sewart AFB	129	USAF Standard Work Performance Rating of 100 Based on Costs of $14.00 per Person	2,968	1:19
	12.49	33rd Ftr Intcp Wg - Otis AFB	112		2,308	1:16
	13.44	31st Ftr Bmr. Wg - Turner AFB	104		2,472	1:14
	15.09	20th Ftr Bmr. Wg - Shaw AFB	93		2,809	1:16
	3000-3999 PERSONNEL					
USAF Standard $13.20; ConAC Avg $12.20	$ 11.84	62nd Tr Carr Wg - McChord AFB	111	USAF Standard Work Performance Rating of 100 Based on Costs of $13.20 per Person	3,543	1:19
	4000-4999 PERSONNEL					
USAF Standard $12.40; ConAC Avg $9.03	$ 5.28	2595th AB Gp - Brooks AFB	235	USAF Standard Work Performance Rating of 100 Based on Costs of $12.40 per Person	4,205	1:39
	7.54	56th Ftr Intcp Wg - Selfridge AFB	164		4,882	1:26
	6000-6999 PERSONNEL					
USAF Standard $10.80; ConAC Avg $10.12	$ 10.05	2500th AB Gp - Mitchel AFB	107	USAF Standard Work Performance Rating of 100 Based on Costs of $10.80 per Person	6,055	1:24
	10.79	4th Ftr Intcp Wg - Langley AFB	100		6,243	1:20
	11000-11999 PERSONNEL					
USAF Standard $6.00; ConAC Avg $5.34	$ 5.09	78th Ftr Intcp Wg - Hamilton AFB	118	USAF Standard Work Performance Rating of 100 Based on Costs of $6.00 per Person	11,456	1:41

SOURCE: WORK PERFORMANCE REPORT, AF FORM 323, RCS: AF-FO-F30

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EXPLANATION OF TABULAR PRESENTATION ON
WORK PERFORMANCE RATINGS

Presented on the facing page is a tabulation by Air Force and organization of Work Performance ratings extracted from AF Forms 323. This is designed
to permit appraisal of unit efficiency relative to the USAF performance of 100. A minimum number of corrections, as indicated by notes, have been made.
Due to time limitations, only a sampling audit can be performed prior to publication. No explanations have been furnished by the reporting units for ratings
shown in heavy type. With reference to the proper procedure for the accumulation of costs for Group 3, attention is invited to item 20 of Attachment 1 to
ConAC Letter 170-1B.

COMMENT

THERE IS AN APPARENT INCONSISTENCY BETWEEN MAINTAINING TOTAL PERSONNEL AUTHORIZATIONS AND THE ACCOMPLISHMENT OF WORK PERFORMANCE RATINGS ABOVE USAF STANDARDS.

EVALUATIONS BASED SOLELY ON WORK PERFORMANCE RATINGS SHOULD NOT BE CONCLUSIVE. CONSIDERATION MUST BE GIVEN TO VARIOUS CONDITIONS RELATED TO THESE RATINGS.

IT IS ESSENTIAL THAT TERMINOLOGY AND PROCEDURES BE UNDERSTOOD. THE WORK PERFORMANCE RATING IS MERELY
A NUMERICAL EXPRESSION FOR COMPARING UNIT COST TO A STANDARD COST ESTABLISHED BY HQ USAF. THE UNIT COST IS
DETERMINED AT BASE LEVEL BY DIVIDING THE FUNCTION COST BY THE UNITS OF WORKLOAD (THE WORKLOAD USED BEING
THAT WHICH IS CONSIDERED BY HQ USAF TO BE MOST REPRESENTATIVE OF DIRECT OUTPUT IN THE PERFORMANCE OF THE
FUNCTION); NORMALLY, THE GREATER THE FUNCTION COST, THE LOWER THE WORK PERFORMANCE RATING AND THE GREATER
THE WORKLOAD THE HIGHER THE WORK PERFORMANCE RATING. IT SHOULD BE CLEAR THAT THE MORE WORK PRODUCED AND THE
LOWER THE COST OF PRODUCING IT, THE GREATER THE INDEX OF ECONOMIC EFFICIENCY (THE WORK PERFORMANCE RATING)
BECOMES.

SINCE ALL UNITS OF EQUAL SIZE AND/OR TYPE USE THE SAME STANDARD COST AS A BASIS OF COMPARISON,
IT IS THUS POSSIBLE TO COMPARE ONE AGAINST THE OTHER AND SEE IF "A" IS MORE, OR LESS EFFICIENT THAN "B".
HOWEVER, BEFORE IT CAN BE DETERMINED WHETHER TRUE EFFICIENCY HAS BEEN ACHIEVED, EITHER THE NORM (THE
MEASURE OF WHAT IS TYPICAL, OR STANDARD FOR EACH PARTICULAR UNIT) OR THE USAF STANDARD MUST BE
EXAMINED. SINCE THE USAF STANDARD IS BASED ON A WIDE AREA OF REPORTED COSTS, IT IS QUESTIONABLE
WHETHER IT IS THE NORM FOR ALL UNITS. EACH ORGANIZATION SHOULD DEVELOP ITS INDIVIDUAL NORM OR
STANDARD WHEN IT IS DESIRED TO DETERMINE WHETHER THE UNIT IS TRULY EFFICIENT BASED ON ITS WORK PER-
FORMANCE RATING. THERE MAY BE TWO INEFFICIENT ACTIVITIES YET ONE IS MORE EFFICIENT THAN THE OTHER;
IT IS ALSO LIKELY THAT WHAT IS INEFFICIENT COMPARED TO THE NORM (STANDARD) FOR ALL USAF UNITS
(HAVING A LOW WORK PERFORMANCE RATING) MAY BE TRULY EFFICIENT WHEN EXAMINED IN THE LIGHT OF ITS
MISSIONS AND ORGANIZATIONAL STRUCTURE. A LOW WORK PERFORMANCE RATING IS NOT, "PER SE", POOR PER-
FORMANCE. IT MAY BE ENTIRELY CONSISTENT TO HAVE SIMULTANEOUSLY, A LOW PERFORMANCE RATING AND AN
EVALUATION OF PERFORMANCE AS EFFICIENT AND ECONOMICAL. SUCH EVALUATIONS ARE THE PREROGATIVE AND
RESPONSIBILITY OF THE MANAGEMENT AND STAFF OF EACH ACTIVITY.

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PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
MAY 1950

WORK PERFORMANCE RATINGS *
CONTINENTAL AIR COMMAND
APRIL 1950

BASE	FUNCTION OR GROUP										
	A-1 S-1 & ADJUTANT (GROUP 1)	SQ ADM OVERHEAD (GROUP 2)	MILITARY PERSONNEL (GROUP 3)	COST OF ADMINISTRATION (GROUP 4)	COMMANDER & STAFF (GROUP 5)	TOTAL ADM & SERVICES (GROUP 6)	SUPPLY (GROUP 7)	TOT MAINT & SUPPLY (1) (GROUP 8)	MOTOR POOL (GROUP 9)	MAINT-AUTO & G P E (GROUP 10)	PERSONNEL SERVICES (GROUP 11)
FIRST AIR FORCE											
33rd Ftr-Intcp Wg - Otis AFB	101	81	83	86	80	74	112	100	116	82	82
52nd Ftr A/W Wg - McGuire AFB	84	67	NPC (3)	84	61	76	41	(1)	74	84	90
2230th AFRTC - Floyd Bennett NAS	61	100	152	95	72	131	73 (2)	(1)	71	51	372
2234th AFRTC - Hanscom Apt	111	128	62	92	89	79	73	(1)	109	109	91
2500th AB Gp - Mitchel AFB	41	137	68	76	28	79	107	121	92	73	93
4400th AB Gp - Stewart AFB	63	98	53	74	52	79	100	(1)	89	55	81
FOURTH AIR FORCE											
78th Ftr-Intcp Wg - Hamilton AFB	85	140	10	105	(4) 40	91	118	132	38	90	117
62nd Tr Carr Wg - McChord AFB	64	95	NPC (3)	87	60	60	111	105	69	87	139
325th Ftr A/W Wg - Moses Lake AFB	79	73	NPC (3)	83	64	61	119	(1)	148	132	102
2343rd AFRTC - Portland Apt	103	(4) 294	51	96	130	73	61	(1)	90	224	69
2347th AFRTC - Long Beach Mun Apt	119	290	34	99	59	79	78	(1)	61	106	92
NINTH AIR FORCE											
4th Ftr-Intcp Wg - Langley AFB	77	93	NPC (3)	92	43	81	100	102	112	94	89
2236th AFRTC - Godman AFB	78	116	52	76	102	104	104	(1)	55	69	80
2237th AFRTC - New Castle Co Apt	73	198	70	96	118	81	71	(1)	175	213	103
2239th AFRTC - Gtr Pittsburgh Apt	104	(4) 254	77	(4) 119	117	81	104	(1)	49	69	145
2240th AFRTC - Schlegel AF Plant	625	115	95	135	106	108	201	(1)	114	117	86
TENTH AIR FORCE											
56th Ftr-Intcp Wg - Selfridge AFB	72	82	58	77	53	94	154	136	107	134	137
2465th AFRTC - Wold-Chamberlain Fld	111	222	65	108	122	94	(2) 76	(1)	58	809	106
2466th AFRTC - Atterbury AFB	160	(2) 221	30	(2) 103	82	74	61	(1)	51	80	261
2471st AFRTC - O'Hare Int Apt	96	118	50	89	58	62	69	(1)	109	61	99
2472nd AFRTC - Fairfax Fld	128	254	68	117	116	107	(2) 87	(1)	87	86	167
4405th AB Sq - Sherman AFB	51	NPC (3)	145	134	154	45	87	(1)	90	106	246
4406th AB Sq - Marshall AFB	107	182	181	153	184	60	46	(1)	138	140	367
2463rd Standby Base Sq - Benj Harr AFB	102	97	44	133	182	109	251	(1)	174	149	NPC (3)
2476th Base Sv. Sq - Oscoda AFB	80	90	NPC (3)	129	125	58	180	(1)	104	NPC (3)	204
TWELFTH AIR FORCE											
2596th AFRTC - Hensley Fld	110	160	98	120	102	92	90	(1)	136	61	73
2595th AB Gp - Brooks AFB	79	72	187	85	56	180	235	322	92	115	177
FOURTEENTH AIR FORCE											
314th Tr Carr Wg - Sewart AFB	81	96	268	95	60	107	129	110	83	174	113
20th Ftr-Bmr Wg - Shaw AFB	75	91	NPC (3)	92	59	92	93	126	96	140	100
31st Ftr-Bmr Wg - Turner AFB	83	94	NPC (3)	90	76	100	104	127	95	105	128
2584th AFRTC - Memphis Mun Apt	87	89	77	84	94	63	84	(1)	112	88	208
2585th AFRTC - Miami Int Apt	87	186	58	91	105	95	97	(1)	118	69	100
2587th AFRTC - Birmingham Mun Apt	42	132	63	80	102	90	82	(1)	125	74	72
2589th AFRTC - Dobbins AFB	83	135	32	74	52	77	79	(1)	110	126	47
2600th AB Sq - Pope AFB	69	123	98	97	31	68	124	(1)	221	303	281
4408th AB Sq - Lawson AFB	42	92	77	67	63	47	76	(1)	122	129	128

NOTE (1) Less than 2000 total population not required to report for Group 8
(2) Corrected Rating computed at Hq ConAC - Incorrect standards applied by Base Analyst accomplishing AF Form 323
(3) No personnel costed (NPC)
(4) Mathematical error, corrected at Hq ConAC

SOURCE: WORK PERFORMANCE REPORT, AF FORM 323, RCS: AF-FO-F30

* RATING FOR COST EQUAL TO USAF STANDARD IS 100

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EXPLANATION OF GRAPHIC PRESENTATION ON

COST OF SERVING THE RATION

This chart shows the cost of serving the ration at Continental Air Command Bases reporting Food Service, Subsistence Handling and Subsistence Costs. Costs of the Food Supervisor, Hq ConAC and Hq ConAC Air Forces are not included since these functions service all units of the respective commands and do not materially affect the costs of the function described in this presentation.

The Food Service account includes the cost of the Base Food Supervisor and personnel necessary to direct and operate dining halls for airmen, the officer's mess and other central food activities such as bakeries. The Subsistence Handling account includes the costs incurred in the receipt, issue and distribution of subsistence. The Subsistence account includes the cost of the ration; this cost was not added as a cost, to the cost of serving the ration but was used as explained below. Subsistence costs of headquarters, tenant and special mission organizations as described in AF Manual 170-5 are reported under the organization providing the services, such as the Wings, Air Base Groups or Squadrons, or AFRTC's.

The number of rations served was obtained from the Commissary Operating Statement (WD AGO Form 10-133) for those bases submitting this statement. Where bases did not submit the Commissary Operating Statement, the number of rations was computed by dividing the total cost of subsistence by the ration value. If the field ration value was not available, the garrison ration value was used.

The cost of serving the ration was computed by dividing the total cost of the function (Food Service Costs plus Subsistence Handling Costs) by the number of rations served. The cost of the ration furnished is not included in costs of the function presented here, but was used to determine the number of rations served as explained above.

The ConAC Standard shown on the chart is $.46 per ration applicable to all bases regardless of type. The decision to use a single standard applicable to all units was made after statistical tests indicated that there is no correlation between the size of the workload (number of rations served) and the cost per unit. High and low cost per unit of workload for both large and small workloads was evidenced for all three types of bases. An average for the four months period 1 November 1949 - 28 February 1950, after elimination of extreme deviations, was established. The median is approximately the same as the mean.

COMMENT

AN OVERALL REDUCTION OF $.04 IN THE COST OF SERVING THE RATION IN MARCH COMPARED TO THE PRIOR FOUR MONTHS PERIOD IS SHOWN. WINGS GENERALLY SHOW AN INCREASE IN COST OF SERVING THE RATION IN MARCH COMPARED TO THE PRIOR FOUR MONTHS. THIS IS ATTRIBUTED TO AN INCREASE IN PERSONNEL, PRINCIPALLY AT MCCHORD, SHAW, OTIS, SELFRIDGE AND HAMILTON. WITH THE EXCEPTION OF MITCHEL AND POPE, AIR BASE GROUPS AND SQUADRONS SHOW DECREASED COSTS AND NUMBERS OF PERSONNEL IN THE FUNCTION WITH A GREATER WORKLOAD, RESULTING IN A LOWER UNIT COST. THE CURTAILMENT OF ACTIVITY AT BEN HARRISON AND THE REDUCTION IN COST AT BROOKS AND LAWSON MATERIALLY AFFECTED THE AVERAGE FOR THIS GROUP.

WORKLOAD AT THE AFRTC'S INCREASED CONSIDERABLY WHILE THE OVERALL PERSONNEL FOR THE GROUP DECREASED SOMEWHAT. A CONSIDERABLE REDUCTION IN PERSONNEL AT PORTLAND, BIRMINGHAM, HENSLEY, AND MEMPHIS IS NOTED.

WHILE TOTAL COST INCREASED $16,000 AND NUMBER OF PERSONNEL INCREASED BY 51 IN MARCH OVER THE FOUR MONTHS PRIOR PERIOD, THE WORKLOAD INCREASE AT AIR BASE GROUPS, SQUADRONS AND AFRTC'S CONTRIBUTED TO THE OVERALL REDUCTION IN UNIT COST OF SERVING THE RATION. ACTION HAS BEEN TAKEN BY DIRECTOR OF MAINTENANCE, SUPPLY AND SERVICES, HQ CONAC TO REDUCE THE HIGH COST AT BIRMINGHAM.

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PREPARED BY:
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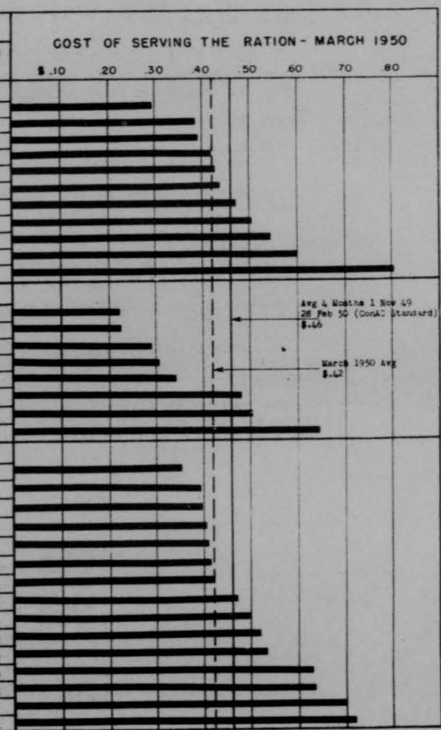
HQ, CONAC
MAY 1950

COST OF SERVING THE RATION

MARCH 1950 COMPARED TO MONTHLY AVERAGE OF 1 NOVEMBER TO 28 FEBRUARY 1950

MONTHLY AVERAGE FOR THE PERIOD 1 NOVEMBER 1949 - 28 FEBRUARY 1950				BASE	MARCH 1950				COST OF SERVING THE RATION	
NUMBER OF PERSONNEL IN FUNCTION	TOTAL COST OF FUNCTION	AVG COST PER PERSON	NUMBER OF RATIONS		NUMBER OF PERSONNEL IN FUNCTION	TOTAL COST OF FUNCTION	AVG COST PER PERSON	NUMBER OF RATIONS SERVED	AVG 4 MOS. 1 NOV 49 - 28 FEB 50	MARCH 1950
				WINGS						
215	$ 33,784	$ 157	133,989	78th Ftr Intcp Wg - Hamilton AFB	224	$ 34,620	$ 155	116,620	$.252	$.297
78	10,132	130	27,452	81st Ftr Intcp Wg - Kirtland AFB	79	10,326	131	26,503	.347	* .39
87	12,759	146	32,689	33rd Ftr Intcp Wg - Otis AFB	90	14,188	158	35,914	.390	.395
129	17,824	139	41,759	62nd Tr Carr Wg - McChord AFB	144	20,593	143	48,769	.243	.422
114	15,867	139	39,455	56th Ftr Intcp Wg - Selfridge AFB	119	17,776	149	41,641	.402	.427
93	11,754	127	32,847	325th Ftr All Wea Wg - Moses LakeAFB	94	12,612	136	28,714	.358	.439
86	11,349	131	24,502	52nd Ftr All Wea Wg - McGuire AFB	88	11,795	134	25,008	.463	* .472
105	15,558	148	35,733	20th Ftr Bmr Wg - Shaw AFB	120	19,247	160	38,267	.435	.503
250	37,788	151	64,345	4th Ftr Intcp Wg - Langley AFB	253	37,715	149	69,211	.587	.545
112	14,911	133	25,559	314th Tr Carr Wg (Med) - Sewart AFB	110	15,936	145	26,544	.583	** .60
104	15,734	152	25,992	31st Ftr Bmr Wg - Turner AFB	103	15,439	150	19,238	.605	** * .803
				AIR BASE GROUPS AND SQUADRONS						
10	$ 1,334	$ 127	4,367	4406th AB Sq - Marshall AFB	9	$ 1,090	**$ 121	4,813	$.306	** *$.226
8	917	** 115	3,730	2476th Base Sv Sq - Oscoda AFB	11	1,309	** 119	5,770	(1) .246	* .227
65	10,332	159	17,186	2595th AB Gp - Brooks AFB	56	9,374	167	32,193	.601	.291
30	4,504	149	10,699	4400th AB Gp - Stewart AFB	26	4,120	159	13,442	.421	* .307
47	7,458	159	13,500	2463rd Stby B Sq - Ben Harrison AFB	18	2,670	148	7,680	.552	* .348
182	25,464	140	56,987	2500th AB Gp - Mitchel AFB	196	28,558	146	59,427	.447	.481
14	2,361	** 171	3,144	4408th AB Sq - Lawson AFB	8	1,426	** 178	2,824	** .751	* .505
66	10,926	** 166	19,889	2600th AB Sq - Pope AFB	76	12,751	** 168	19,679	.549	** * .648
				AFRTC'S						
19	$ 2,951	$ 157	7,812	2230th AFRTC - Floyd Bennett NAS	16	$ 2,305	$ 144	6,448	$.378	* $.357
18	2,602	142	7,878	2237th AFRTC - Reading Mun Apt	24	3,766	157	9,559	.330	* .394
24	3,439	145	6,385	2585th AFRTC - Miami Int Apt	19	2,879	151	7,256	.539	.397
20	2,835	140	5,685	2584th AFRTC - Memphis Mun Apt	16	2,405	150	5,896	.499	.408
13	2,078	162	6,179	2234th AFRTC - Hanscom Apt	17	2,727	160	6,623	.336	* .412
17	2,596	159	6,283	2236th AFRTC - Godman AFB	18	2,877	159	6,886	.413	* .418
23	2,910	125	7,203	2239th AFRTC - Gtr Pittsburgh Apt	23	3,144	137	7,488	.404	* .420
27	3,651	138	7,175	2471st AFRTC - O'Hare Int Apt	28	3,789	135	8,055	.509	* .471
26	4,008	154	7,511	2466th AFRTC - Atterbury AFB	28	4,176	149	8,373	.534	* .499
19	2,702	144	5,756	2589th AFRTC - Dobbins AFB	19	3,190	** 168	6,141	.469	* .519
25	3,676	145	5,953	2596th AFRTC - Hensley Field	21	3,177	151	5,971	.618	* .532
34	5,260	155	7,195	2343rd AFRTC - Portland Apt	24	4,162	** 173	6,609	** .731	** .630
16	2,218	136	3,430	2472nd AFRTC - Fairfax Field	19	2,713	143	4,271	.647	** * .635
28	4,245	153	4,675	2587th AFRTC - Birmingham Mun Apt	24	3,816	159	5,449	** .908	** .70
26	3,437	133	8,870	2347th AFRTC - Long Beach Mun Apt	33	4,629	140	6,421	.388	** * .721



SOURCE: COST CONTROL REPORT, AF FORM 320, 321, 322, RCS AF-FO-F22C
COMMISSARY OPERATING STATEMENT, WD-AGO FORM 10-133, RCS: QMG-1

NOTE (1)-ONE MONTH AVERAGE

* GARRISON RATION VALUE USED FOR THESE BASES
** EXTREME DEVIATIONS FROM AVERAGES

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EXPLANATION OF GRAPHIC PRESENTATION ON

COST OF REFUSE COLLECTION

The function of "Refuse Collection" includes the collection of refuse, salvageable scrap and waste materiel and the washing of garbage containers and cans.

Activities included in this account are:

(1) Loading from designated pick-up points the garbage, trash, salvageable scrap, and waste materials into suitable vehicles, delivering and unloading at points of disposal.

(2) Washing and replacing garbage cans.

(3) Refuse collection and disposal accomplished under contract at a cost to the government. Credits collected under such agreements are not reported in the Refuse Collection account.

The bases were divided into USAF and USAFR groups. This division was made because of the strength difference in the number of personnel at USAF and USAFR Bases.

Military labor, which makes up about 70% of the total cost of Refuse Collection for USAF bases and about 25% for USAFR bases may include some prison labor. In those instances where military prisoners accomplish refuse collection, the cost of such labor should be included in the cost report as this is an AIC responsibility. However, there is no way of differentiating between prison labor and other military labor on the Monthly Cost Report, AF Form 329. All labor is costed at civilian pay rates.

The monthly cost and the monthly number of cubic yards collected shown on this chart are reported in the Refuse Collection account (08303), AF Form 329.

The number of personnel shown on this chart is taken from the work unit quantity column for the Mess and Kitchen Equipment account (02102), AF Form 329. This figure includes the number of military and civilian personnel quartered <u>on</u> the base plus 1/2 the military and civilians quartered <u>off</u> the base.

The installations included in this analysis are those which submit a detailed AF Form 329. Installations which submit Army or Navy type reports and those which submit a short form report on AF Form 329 were omitted. Birmingham Municipal Airport was excluded because no costs or work units were reported in the Refuse Collection account.

COMMENT

FOR USAF BASES THE AVERAGE COST PER CUBIC YARD COLLECTED, <u>$1.12</u> IS <u>5.7%</u> GREATER THAN THE CONAC STANDARD ($1.06). THIS IN ITSELF IS NOT A SIGNIFICANT INCREASE. CERTAIN BASES HOWEVER DO SHOW LARGE INCREASES. HAMILTON WENT FROM <u>$1.50</u> TO <u>$2.28</u> AN INCREASE OF OVER <u>50%</u>; SELFRIDGE WENT FROM <u>$1.74</u> TO <u>$2.41</u>, AN INCREASE OF <u>39%</u>; STEWART INCREASED FROM <u>$4.01</u> TO <u>$4.56</u> AN INCREASE OF ONLY <u>12%</u>. THE UNIT COST FOR STEWART IS EXCEEDINGLY HIGH, OVER <u>4</u> TIMES GREATER THAN THE CONAC STANDARD. THE PER CAPITA COST FOR STEWART IS ALMOST <u>3</u> TIMES GREATER THAN THE APRIL AVERAGE. AN INVESTIGATION OF THIS ACTIVITY COST IS SUGGESTED FOR INCLUSION IN THE MONTHLY NARRATIVE ANALYSIS. ON THE OTHER HAND LANGLEY DECREASED FROM <u>$1.21</u> TO <u>$.67</u>, A DECREASE OF <u>36%</u>.

EXAMINATION OF THE USAFR BASES SHOWS A DECREASE IN THE AVERAGE OF <u>$.08</u>, OR <u>6%</u> UNDER THE CONAC STANDARD. MIAMI SHOWS AN INCREASE FROM <u>$1.27</u> TO <u>$2.29</u> (80%) PER CUBIC YARD OF REFUSE COLLECTED. WOLD-CHAMBERLAIN ROSE FROM <u>$2.77</u> TO <u>$6.55</u>, AN INCREASE OF <u>$3.78</u> OR <u>136%</u>. FAIRFAX AND NEW CASTLE (2237th AFRTC AT READING UNTIL 18 APRIL 1950) SHOW DECREASES OF <u>55%</u> AND <u>36%</u> RESPECTIVELY.

AT THOSE BASES WHERE APPRECIABLE INCREASES HAVE OCCURRED OR WHERE HIGH UNIT COSTS EXIST, INVESTIGATION SHOULD BE MADE INTO THE ACTIVITY TO SEE WHERE MORE EFFICIENT AND ECONOMICAL OPERATIONS CAN BE EFFECTED. REFERENCE CAN BE MADE TO ANY ACTION TAKEN, IN THE MONTHLY NARRATIVE ANALYSIS.

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PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
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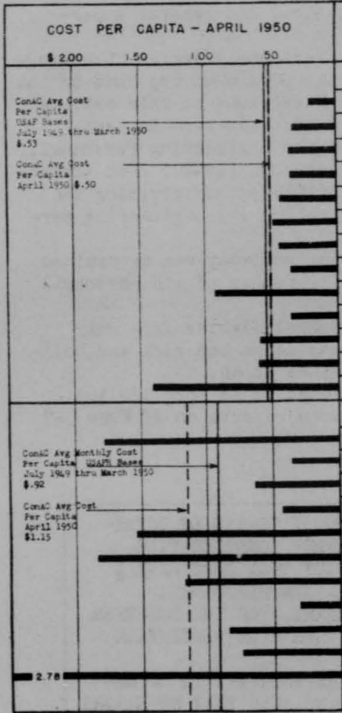
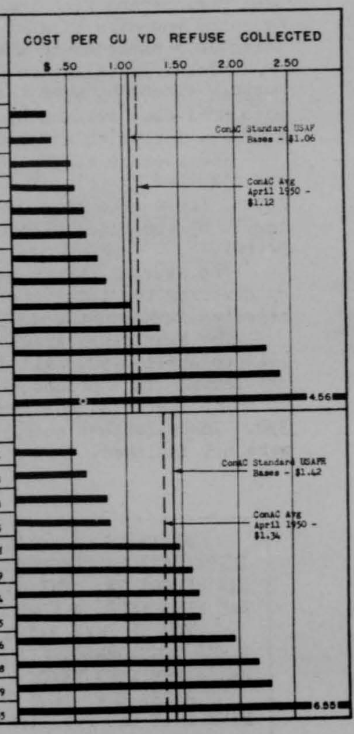
COST OF REFUSE COLLECTION

SELECTED INSTALLATIONS

APRIL 1950



COST PER CAPITA	PERSONNEL WORKLOAD	BASE	TOTAL COST	CU YDS REFUSE COLLECTED	COST PER CU YD
		USAF INSTALLATIONS			
$ .18	1,560	Turner AFB	$ 275	825	$ .33
.31	265	Oscoda AFB	82	223	.37
.34	2,529	McChord AFB	653	1,596	.53
.33	1,606	Moses Lake AFB	529	941	.56
.42	2,162	Sewart AFB	912	1,405	.65
.47	7,070	Langley AFB	3,344	5,013	.67
.42	2,579	Shaw AFB	1,064	1,382	.78
.33	2,399	Brooks AFB	800	948	.84
.93	1,441	McGuire AFB	1,338	1,261	1.06
.33	4,212	Mitchel AFB	1,379	1,040	1.33
.59	9,255	Hamilton AFB	5,422	2,378	2.28
.60	5,386	Selfridge AFB	3,217	1,335	2.41
1.40	1,172	Stewart AFB	1,643	360	4.56
		USAFR INSTALLATIONS			
$1.79	289	Portland AFB	$ 517	961	$ .54
.34	648	Long Beach Mun Apt	220	352	.63
.64	415	Atterbury AFB	264	317	.83
.42	842	O'Hare Int Apt	357	420	.85
1.55	338	Gtr Pittsburg Apt	525	354	1.48
1.85	387	Hanscom Apt	717	452	1.59
1.18	466	Memphis Mun Apt	548	335	1.64
.29	277	Fairfax Field	79	48	1.65
.85	374	Hensley Field	317	162	1.96
.75	301	New Castle County Apt	227	104	2.18
2.78	293	Miami Int Apt	815	356	2.29
-	-	Wold-Chamberlain Field	720	110	6.55



SOURCE: REAL ESTATE FACILITIES MONTHLY COST REPORT,
AF FORM 329, RCS: AF-MD-F33A
DAILY LOG OF REFUSE & SALVAGE COLLECTION -WD-AGO 5-126, RCS: ENG 14 (R1) A

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EXPLANATION OF GRAPHIC PRESENTATION

OVERHEAD OF AIR INSTALLATIONS ACTIVITY

"Overhead" personnel are those reported in the Administrative and Engineering Account (10103). It includes military and civilian administration and clerical personnel, personnel engaged in general engineering functions such as the preparation of project estimates, maintenance of real property cards and maps of installations, preparation of engineering reports, etc., and general superintendents assigned to the air installation activity.

"Total Installation Personnel" and "Administrative and Engineering Personnel" represent average monthly strength, over a 10 month period, (July 1949 - April 1950), of the personnel reported in the personnel data section of the report, (Account Codes 30001 and 30099). Exceptions to this exist at McGuire, for which a 7 month average is used and Portland, for which a 6 month average is used.

The average salary per civilian employed, other than Administration and Engineering Personnel, was computed by using the total civilian labor costs in the Grand Total account (19999) less Accrued Annual Leave account (10101), and Sick and Holiday Leave Taken account, (10102), and dividing the result by the total number of installations personnel, less the administration and engineering personnel.

The average salary per civilian in the administration and engineering activity was determined by dividing the total civilian labor costs in the A&E account by the total number of A&E personnel reported in account code 30001.

The average salaries shown are based upon ten months costs and personnel figures from July 1949 to April 1950. All average salaries exclude costs for accrued annual leave and sick and holiday leave. This procedure does not restrict the comparability of the values shown.

The installations included in this study are those which submit a detailed AF Form 329 and 330. Installations submitting Army or Navy type cost reports or short form reports on AF Form 329 were not included.

COMMENT

STAFFING OF ADMINISTRATIVE AND ENGINEERING PERSONNEL RANGES FROM 7% TO 15% OF TOTAL INSTALLATIONS PERSONNEL FOR USAF BASES: OF THE THIRTEEN USAF BASES UNDER CONSIDERATION, SIX REPORT 9%. THE HIGH POSITION OF OSCODA MAY BE EXPLAINED BY THE FACT THAT THEY HAVE 4 A&E PERSONNEL, A NUMBER WHICH APPEARS TO BE A MINIMUM FOR 26 INSTALLATION PERSONNEL.

FOR RESERVE BASES THE RANGE IS FROM 7% FOR MEMPHIS TO 16% FOR MIAMI. OF THE THIRTEEN BASES CONSIDERED, SIX REPORT 9% - 11% AS THEIR PERCENTAGE FACTOR. OTHER HIGH PERCENTAGE BASES ARE LONG BEACH - 15%, AND WOLD-CHAMBERLAIN - 14%.

BASES THAT SHOW THESE HIGH PERCENT FACTORS SHOULD INVESTIGATE THE ACTIVITY TO DETERMINE THAT THE FUNCTION IS NOT OVERSTAFFED, AND THE COST REPORTING TO BE SURE THAT NO ERRORS OF COSTING ARE BEING MADE.

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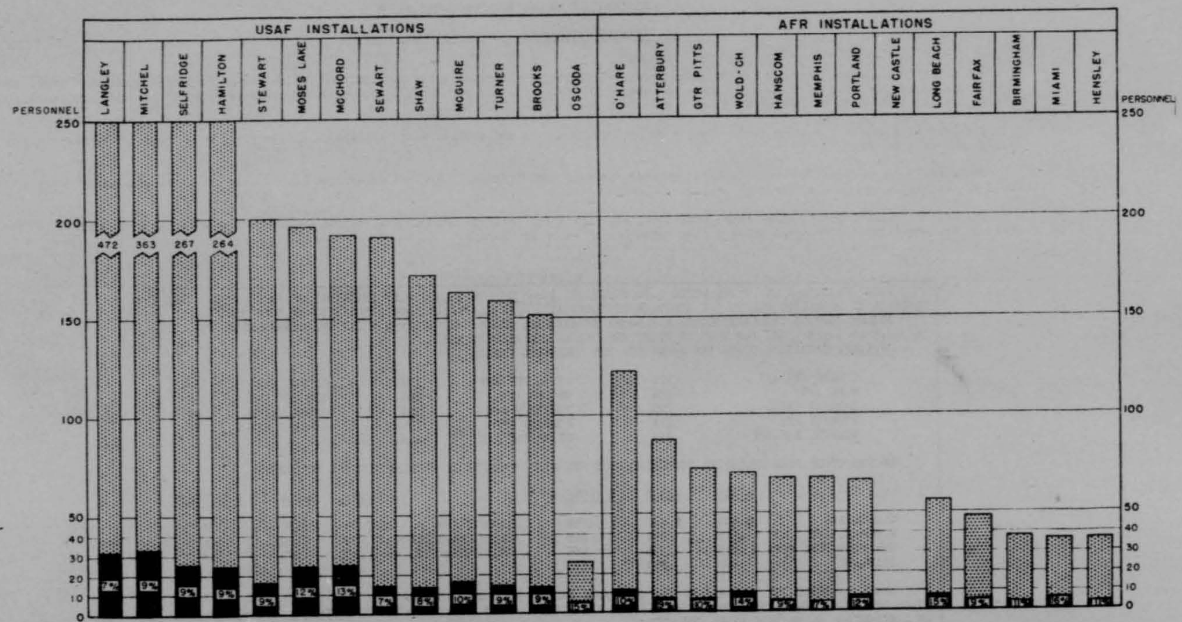
OVERHEAD OF AIR INSTALLATIONS ACTIVITY

SELECTED INSTALLATIONS

JULY 1949 – APRIL 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
MAY 1950



	LANGLEY	MITCHEL	SELFRIDGE	HAMILTON	STEWART	MOSES LAKE	MCCHORD	SEWART	SHAW	MCGUIRE	TURNER	BROOKS	OSCODA
ADM & ENG PERS	32	33	25	24	17	24	25	14	13	17**	14	13	4
TOTAL INST PERSONNEL	472	363	267	264	200	196	192	191	172	163**	158	151	26
*AVG SALARY CIV OTHER THAN A&E PERS	234	270	237	216	227	239	240	230	244	229**	246	230	168
*AVG SALARY - A & E PERSONNEL (CIV)	$ 221	$ 275	$ 270	$ 275	$ 221	$ 250	$ 272	$ 212	$ 192	$ 184**	$ 169	$ 205	$ 258

	O'HARE	ATTERBURY	GTR PITTS	WOLD-CH	HANSCOM	MEMPHIS	PORTLAND	NEW CASTLE	LONG BEACH	FAIRFAX	BIRMINGHAM	MIAMI	HENSLEY
ADM & ENG PERS	12	8	7	10	6	5	8	***	8	4	4	6	4
TOTAL INST PERSONNEL	122	87	72	70	67	67	66	***	55	47	38	37	37
*AVG SALARY CIV OTHER THAN A&E PERS	242	191	242	237	239	285	239	***	314	195	251	242	198
*AVG SALARY - A & E PERSONNEL (CIV)	$ 226	$ 205	$ 207	$ 251	$ 224	$ 196	$ 239	***	$ 196	$ 229	$ 182	$ 189	$ 179

SOURCE: REAL ESTATE FACILITIES MONTHLY COST REPORT, AF FORMS 329 & 330,
RCS: AF - MD - F33A

* EXCLUDES ACCRUED ANNUAL LEAVE, & SICK & HOLIDAY LEAVE TAKEN
** BASED ON 7 MONTHS RECORDS
*** NOT APPLICABLE DURING PERIOD; BASE ACTIVATED 18 APRIL 1950

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EXPLANATION OF GRAPHIC PRESENTATION ON

COMPARATIVE PAYROLL COST OF MOTOR POOL ACTIVITY

The Motor Pool Account includes the following costs of operation: Cost of Motor Pool Officer, Refueling Officer, dispatchers, clerks, drivers, service personnel, and cost of fuels and lubricants used. The "Payroll Cost per Vehicle Mile Operated" is determined by dividing the Payroll Cost of the above activities by the number of miles operated as reported on AF Form 122A.

The payroll costs of the Motor Pool activity do not include any of the payroll costs applicable to the field maintenance of Automotive and ground powered equipment.

The average payroll cost per vehicle mile operated for each organizational type was determined by dividing the total of average costs by the total of average miles operated for each period.

The factor "Payroll Cost" rather than Total Cost, was chosen for analysis, since personnel discrepancies revealed can more readily be "controlled" for the purpose of accomplishing a cost reduction of value to USAF.

COMMENT

TOTAL PAYROLL COST OF THE MOTOR POOL ACTIVITY, $266,310, IS $7,931 MORE THAN THAT OF MARCH 1950. THIS INCREASE IS PRIMARILY DUE TO THE ADDITION OF COSTS AT SCHLEGEL AF PLANT NOW SUBMITTING AF FORM 320.

SLIGHT OVERALL DECREASED COSTS ARE SHOWN BY AIR BASE GROUPS AND AFRTC'S WHILE THE WINGS SHOW A PAYROLL INCREASE OF $.028 (16%) PER VEHICLE MILE OPERATED AS COMPARED TO MARCH.

IMPROVED OPERATING COSTS ARE SHOWN FOR THE FOLLOWING BASES:

O'HARE INT APT	32%	ATTERBURY AFB	17%	GODMAN AFB	13%
POPE AFB	28%	BROOKS AFB	16%	MCGUIRE AFB	11%
FAIRFAX FIELD	22%	HAMILTON AFB	16%	SHERMAN AFB	9%
STEWART AFB	21%	DOBBINS AFB	16%	HENSLEY FIELD	7%
MEMPHIS MUN APT	21%	SELFRIDGE AFB	14%		

ON THE OTHER HAND EXCESSIVE INCREASED COST PER MILE OPERATED IS EVIDENT FOR THE FOLLOWING:

	APRIL	MARCH	% INCREASE		APRIL	MARCH	% INCREASE
TURNER AFB	$.246	$.120	105%	SEWART AFB	$.296	$.193	53%
MARSHALL AFB	.166	.091	82%	WOLD-CHAMBERLAIN	.297	.198	50%
GTR PITTSBURG APT	.545	.325	68%	FLOYD BENNETT NAS	.255	.183	39%
SHAW AFB	.466	.279	67%				

ANALYSIS INDICATES THAT ALL OF THE INCREASES SHOWN ABOVE ARE DUE PRIMARILY TO A REDUCTION OF VEHICLE MILES OPERATED INCREASED COSTS PER MILE FOR THE FOLLOWING CAN BE ATTRIBUTED TO INCREASED PAYROLL AS WELL AS A REDUCTION IN VEHICLE MILES OPERATED:

	APRIL	MARCH	INCREASE	PERCENT
WOLD-CHAMBERLAIN FIELD	$ 3,824	$ 2,773	$ 1,051	38%
TURNER AFB	15,095	11,286	3,809	34%
SEWART AFB	13,577	11,506	2,071	18%

FURTHER INVESTIGATION OF THE ACTIVITY AT THESE BASES IS WARRANTED. IF EXCESSIVE PERSONNEL AUTHORIZATIONS EXIST, IMMEDIATE ACTION SHOULD BE TAKEN TO REDUCE STAFFING, AS WELL AS AUTHORIZATIONS TO A POINT CONSISTENT WITH WORKLOAD.

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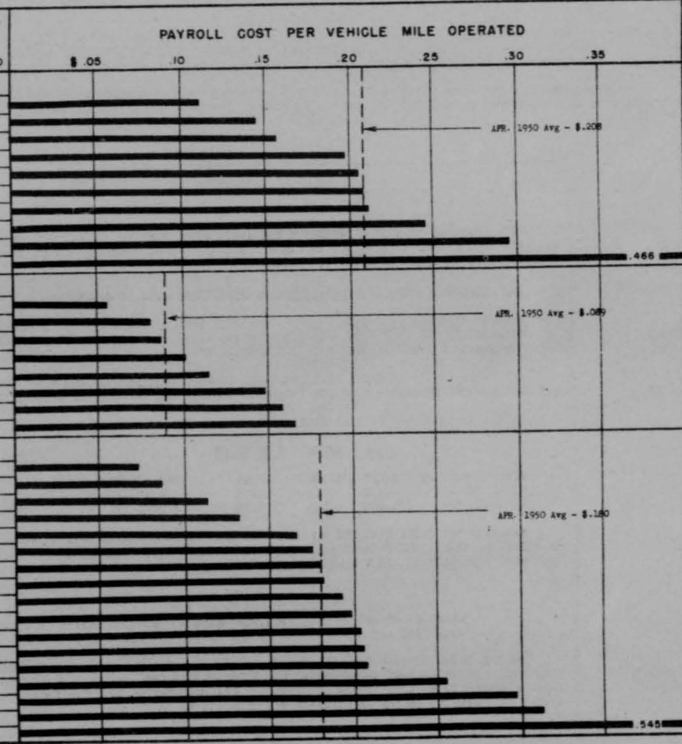
HQ, CONAC
MAY 1950

COMPARATIVE PAYROLL COST OF MOTOR POOL ACTIVITY

APRIL 1950



MOTOR POOL PAYROLL COST	VEHICLE MILES OPERATED	BASE	PAYROLL COST PER VEHICLE MILE OPERATED	NON PERSONNEL COST PER VEHICLE MILE OPERATED
		WINGS		
$ 7,250	65,412	325th Ftr All Wea Wg - Moses Lake AFB	$.111	$.057
19,843	136,976	4th Ftr Intcp Wg - Langley AFB	.145	.034
10,557	67,073	33rd Ftr Intcp Wg - Otis AFB	.157	.039
14,268	72,429	56th Ftr Intcp Wg - Selfridge AFB	.197	.052
10,927	53,216	52nd Ftr All Wea Wg - McGuire AFB	.205	.021
25,540	122,793	62nd Tr Carr Wg - McChord AFB	.208	.063
23,778	112,439	78th Ftr Intcp Wg - Hamilton AFB	.211	.015
15,095	61,443	31st Ftr Bmr Wg - Turner AFB	.246	.046
13,577	45,837	314th Tr Carr Wg - Sewart AFB	.296	.070
23,381	50,209	20th Ftr Bmr Wg - Shaw AFB	.466	.106
		AIR BASE GPS & SQS		
$ 5,967	106,145	2595th AB Gp - Brooks AFB	$.056	$.018
1,818	22,563	2463rd Stdby B Sq - Benj Harrison AFB	.081	.031
15,778	178,696	2500th AB Gp - Mitchel AFB	.088	.015
6,117	60,554	4400th AB Gp - Stewart AFB	.101	.027
7,151	62,396	2600th AB Sq - Pope AFB	.115	.064
2,272	15,221	44[illegible]th AB Sq - Lawson AFB	.149	.036
1,131	7,133	4405th AB Sq - Sherman AFB	.159	.022
423	2,553	4406th AB Sq - Marshall AFB	.166	.037
		AFRTC'S		
$ 2,114	33,390	2585th AFRTC - Miami Intl Apt	$.063	$.013
3,329	38,157	2237th AFRTC - New Castle Co. Apt	.087	.035
3,777	33,433	2589th AFRTC - Dobbins AFB	.113	.023
2,253	17,091	2596th AFRTC - Hensley Field	.132	.031
3,535	21,477	2471st AFRTC - O'Hare Intl Apt	.165	.032
2,190	12,585	2472nd AFRTC - Fairfax Field	.174	.031
2,689	14,911	2234th AFRTC - Hanscom Apt	.180	.023
2,383	13,193	2584th AFRTC - Memphis Mun Apt	.181	.045
4,558	23,753	2343rd AFRTC - Portland Apt	.192	.047
2,669	13,486	2587th AFRTC - Birmingham Mun Apt	.198	.040
2,823	13,233	2240th AFRTC - Schlegel AF Plant	.213	.042
7,491	34,900	2347th AFRTC - Long Beach Mun Apt	.215	.032
5,868	26,985	2466th AFRTC - Atterbury AFB	.217	.036
2,659	10,419	2230th AFRTC - Floyd Bennett NAS	.255	.032
3,824	12,867	2465th AFRTC - Wold-Chamberlain Field	.297	.077
3,715	11,913	2236th AFRTC - Godman AFB	.312	.026
5,560	10,200	2239th AFRTC - Gtr Pittsburgh Apt	.545	.058

SOURCE: COST CONTROL REPORTS, AF FORMS 320, 321, 322, RCS: AF-FO-F22C
USAF GROUND ACCIDENT EXPERIENCE SUMMARY AND ANALYSIS,
AF FORM 122A, RCS: AF-AP-U8

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EXPLANATION OF GRAPHIC PRESENTATION ON

COMPARATIVE PAYROLL COST OF MAINTENANCE - AUTOMOTIVE AND GROUND POWERED EQUIPMENT

Automotive and Ground Powered Equipment Maintenance Costs include cost of personnel and supplies utilized in the accomplishment of field maintenance. The "payroll cost per vehicle mile operated" is determined by dividing the payroll cost of the above activities by the number of miles operated as reported on AF Form 112a.

The payroll costs of the maintenance activity do not include any costs applicable to the Motor Pool. The average payroll cost per mile for each group was determined by dividing the total of average payroll costs by the total of average miles operated for each period.

COMMENT

TOTAL PAYROLL COST OF MAINTENANCE FOR APRIL 1950, FOR THE 35 BASES UNDER REVIEW, AMOUNTS TO $226,838 AS COMPARED TO $215,109 IN MARCH. $2,912 OF THIS INCREASE COVERS THE NEWLY REPORTED 2240TH AFRTC, SCHLEGEL AF PLANT AT CLEVELAND.

THE FOLLOWING BASES SHOW IMPROVED OPERATING COSTS OVER LAST MONTH:

HENSLEY FIELD	39%	HAMILTON AFB	22%	STEWART AFB	13%
SHERMAN AFB	39%	DOBBINS AFB	18%	SELFRIDGE AFB	9%
BEN HARRISON AFB	24%	MCGUIRE AFB	15%	O'HARE INT APT	5%

ALL THREE GROUPS OF BASES SHOW INCREASED OVERALL COST PER VEHICLE MILE OPERATED AS COMPARED WITH MARCH. THE INCREASED COST FOR THE WINGS WAS 13% AND THAT OF THE AFRTC'S WAS 10%.

EXCESSIVE INCREASED PAYROLL COST PER MILE OPERATED IS EVIDENT AT THE FOLLOWING BASES:

	APRIL	MARCH	% INCREASE		APRIL	MARCH	% INCREASE
MEMPHIS MUN APT	$.229	$.092	149%	GTR PITTSBURGH APT	$.339	$.180	88%
MIAMI INT APT	.118	.049	141%	SEWART AFB	.174	.115	51%
MARSHALL AFB	.089	.039	128%	TURNER AFB	.239	.159	50%

ANALYSIS INDICATES THAT THE WORKLOAD "VEHICLE MILES OPERATED" DIMINISHED AT EACH OF THE BASES. IN ADDITION, EXORBITANT PAYROLL COST INCREASES ARE REPORTED FOR MEMPHIS AND MIAMI, AS FOLLOWS: (FIGURES IN PARENTHESIS SHOW NUMBER OF PERSONS IN FUNCTION)

	APRIL	MARCH	INCREASE	PERCENT
MEMPHIS MUN APT	$ 3,015 (15)	$ 1,366 (5)	$ 1,646	121%
MIAMI INT APT	3,954 (19)	1,924 (9)	2,030	106%

FURTHER INVESTIGATION TO DETERMINE THE REASON FOR THESE ADDITIONAL PERSONNEL IS WARRANTED. POSSIBILITY OF ADJUSTMENT IN REPORTING PROCEDURE IS EVIDENT, IN THE CASE OF MEMPHIS, SINCE THE PAYROLL REPORT SHOWS A REDUCTION OF SEVEN (7) PERSONS SERVING IN MOTOR POOL ALONG WITH AN INCREASE OF TEN (10) PERSONS IN THE MAINTENANCE FUNCTION.

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MAY 1950

COMPARATIVE PAYROLL COST OF MAINTENANCE-AUTOMOTIVE AND GROUND POWERED EQUIPMENT

APRIL 1950

MAINTENANCE PAYROLL COST	VEHICLE MILES OPERATED	BASE	PAYROLL COST PER VEHICLE MILE OPERATED	PAYROLL COST PER VEHICLE MILE OPERATED ($ .05 .10 .15 .20 .25 .30 .35)	NON PERSONNEL COST PER VEHICLE MILE OPERATED
		WINGS			
$ 8,595	112,439	78th Ftr Intcp Wg - Hamilton AFB	$.076		$.017
18,233	122,793	62nd Tr Carr Wg - McChord AFB	.148	APR. 1950 Avg - $.166	.044
7,952	53,216	52nd Ftr All Wea Wg - McGuire AFB	.149		.048
10,436	65,412	325th Ftr All Wea Wg - Moses Lake AFB	.160		.026
23,054	136,976	4th Ftr Intcp Wg - Langley AFB	.168		.043
12,331	72,429	56th Ftr Intcp Wg - Selfridge AFB	.170		.024
7,974	45,837	314th Tr Carr Wg - Sewart AFB	.174		.035
15,597	67,073	33rd Ftr Intcp Wg - Otis AFB	.233		.044
11,678	50,209	20th Ftr Bmr Wg - Shaw AFB	.233		.153
14,669	61,443	31st Ftr Bmr Wg - Turner AFB	.239		.022
		AIR BASE GPS AND SQS			
$ 5,537	106,145	2595th AB Gp - Brooks AFB	$.052	APR. 1950 Avg - $.089	$.015
457	7,133	4405th AB Sq - Sherman AFB	.064		.088
228	2,553	4406th AB Sq - Marshall AFB	.089		.108
16,912	178,696	2500th AB Gp - Mitchel AFB	.095		.027
6,187	62,396	2600th AB Sq - Pope AFB	.099		.031
1,685	15,221	4408th AB Sq - Lawson AFB	.111		.060
6,704	60,554	4400th AB Gp - Stewart AFB	.111		.052
2,899	22,563	2463rd Stdby B Sq - Benj Harrison AFB	.128		.001
		AFRTC'S			
$ 233	12,867	2465th AFRTC - Wold-Chamberlain Field	$.018		$.009
1,257	23,753	2343rd AFRTC - Portland AFB	.053		.042
3,157	33,433	2589th AFRTC - Dobbins AFB	.094	APR. 1950 Avg - $.143	.023
3,735	38,157	2237th AFRTC - New Castle Co. Apt	.098		.002
3,954	33,390	2585th AFRTC - Miami Intl Apt	.118		.011
4,234	34,900	2347th AFRTC - Long Beach Mun Apt	.121		.020
3,363	26,985	2466th AFRTC - Atterbury AFB	.125		.036
1,777	12,585	2272nd AFRTC - Fairfax Field	.141		.063
2,742	14,911	2234th AFRTC - Hanscom Apt	.184		.018
2,912	13,233	2240th AFRTC - Schlegel AF Plant	.220		.028
2,657	11,913	2236th AFRTC - Godman AFB	.223		.043
3,025	13,193	2584th AFRTC - Memphis Mun Apt	.229		.056
5,431	21,477	2471st AFRTC - O'Hare Intl Apt	.253		.092
5,560	17,091	2596th AFRTC - Hensley Field	.325		.034
4,483	13,486	2587th AFRTC - Birmingham Mun Apt	.332		.064
3,453	10,200	2239th AFRTC - Gtr Pittsburgh Apt	.339		.089
3,745	10,419	2230th AFRTC - Floyd Bennett NAS	.359		.036

SOURCE: COST CONTROL REPORTS, AF FORMS 320, 321, 322, RCS: AF-FO-F22C
USAF GROUND ACCIDENT EXPERIENCE SUMMARY AND ANALYSIS, AF FORM 122A, RCS: AF-AP-U8

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EXPLANATION OF PAY-OFF PROJECT

CONAC SAVINGS IN COST OF FUELS AND LUBES

MOTOR POOL

31ST FIGHTER-BOMBER WING, TURNER AIR FORCE BASE, GEORGIA

The Fourteenth Air Force has instituted a vigorous program seeking cost reductions in all activities where subnormal work performance ratings or inordinately high costs have indicated the need for management action.

This Pay-Off Project illustrates the effect of such management action and the savings accruing to the USAF as a result of the reduction in operating costs in the Motor Pool, at the 31st Fighter-Bomber Wing at Turner Air Force Base.

During November 1949, the number of general purpose vehicles authorized for use by the 31st Fighter-Bomber Wing was sharply curtailed by direction of Headquarters, USAF and ConAC (letter Hq ConAC, MatS 451, dated 26 Sept 1949, subject "Reduction in Utilization of Vehicles").

A ceiling of 131 general purpose vehicles, as authorized by TA 1-75, was approved by a team from Headquarters, Fourteenth Air Force during the first part of December 1949. Realizing that this ceiling did not represent the maximum possible reduction in the use of vehicles the Commanding Officer of the 31st M&S Group concurrently instituted a program calling for rigid control over the daily dispatch of vehicles from the Motor Pool, with particular emphasis being placed on the consolidation of all trips and the restriction of off-base trips. Average monthly POL (petroleum, oil and lubricants) costs for the three month period immediately preceding the reduction in authorized vehicles have been compared with December 1949 POL costs to determine the savings resulting from the reduction in authorization of vehicles. The savings resulting from the M&S group program have then been determined by subtracting the monthly average POL costs for January, February and March 1950 from the December cost of fuel and lubes.

This Pay-Off Project is an example of the method of analysis which can be used to indicate savings to the USAF resulting from management action in regard to a specific activity or function. Pay-Off Projects should include cost data covering the period before and after implementing action has been taken, and a reference to directives or program initiating such action, showing the date instituted and the authority for the program or action. Cost and workload data should be accurate and sources referred to of such a nature that ready reference may be made to reports from which the data was obtained. It is of primary importance in the reporting of "Pay-Off Projects" that the situation be one in which cost reductions have resulted in no loss in operating efficiency or mission performance.

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PAY-OFF PROJECT

ANALYSIS OF CONAC SAVINGS IN COST OF FUELS AND LUBES, MOTOR POOL

31ST FIGHTER-BOMBER WING

1 JAN - 31 MAR 1950 COMPARED WITH 1 SEP - 30 NOV 1949

Three months average cost of fuels and lubes before reduction in number of vehicles and institution of 31st M&S Group program (Sep - Nov 1949)	$ 2,708	
Cost of fuels and lubes, December 1949, after reduction in general purpose vehicles authorized by TA 1-75 and approved by Hq 14th AF	2,355	
Reduction in monthly cost of fuels and lubes attributable to reduction in number of vehicles		$ 353
Three months average cost of fuels and lubes (Jan - Mar 1950) during institution of M&S Group program	1,933	
Additional reduction in monthly cost of fuels and lubes attributed to M&S program (Jan - Mar 1950 compared with Dec 1949)		422
Total average monthly savings in cost of fuels and lubes accomplished by reduction in vehicles and maintenance of M&S group program, or an		775

ESTIMATED ANNUAL SAVINGS TO THE USAF OF $ 9,300

SOURCE: Analysis - 31st Fighter-Bomber Wing, March 1950

This Pay-Off Project is presented from data reported to Hq ConAC by the Commanding General, Fourteenth Air Force

EXPLANATION OF TABULATIONS OF COMPARATIVE DATA FOR PROGRESS AND MANAGEMENT ANALYSIS COMBAT GROUPS, SEPARATE SQUADRONS AND AIR FORCE RESERVE TRAINING CENTERS

The purpose of the tabulations presented on the following three pages is to provide, to commanders and management analysts, at unit level, selected performance data. These tabulations provide a basis for local progress and management analysis.

The data contained in these tabulations does not replace, but rather supplements Comptroller Chart #6 and the presentations in this Review. Additional data will be included in future issues of this Review upon request. Information classified above RESTRICTED will not be included.

Examples of analyses possible from data shown here are:

a. Cost of Organizational Maintenance per Flying Hour (ConAC Cost Analysis Review, August).

b. Cost of Fuels and Lubes per Flying Hour (Page 16, ConAC Cost Analysis Review, July).

c. Utilization of in-commission rates.

d. Analysis of Fuel Consumption per hour.

e. Cost of organizational maintenance per unit of flying, AFRTC (Page 11, ConAC Cost Analysis Review, November).

f. Hours flown per person assigned to organizational maintenance function.

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COMPARATIVE DATA FOR PROGRESS AND MANAGEMENT ANALYSIS

COMBAT GROUPS AND SEPARATE SQUADRONS

CONTINENTAL AIR COMMAND

APRIL 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
MAY 1950

	AIRCRAFT - FLYING HOUR FACTORS													PERSONNEL FACTORS						COST - FACTORS								
COLUMN	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
COMBAT GROUP	AIR FORCE	TYPE ACFT	AVG NO ACFT ON HAND	AVG NO ACFT IN COMM	AVG NO ACFT OUT (MAINT)	AVG NO ACFT OUT (T.O. COMP)	AVG NO ACFT OUT (AOCP)	AVG NO ACFT OUT (OTHER)	TOTAL HRS FLOWN	HRS FLOWN PER ACFT (ON HAND)	WEATHER HRS FLOWN	HOOD HRS FLOWN	GALLONS FUEL PER HR	NUMBER OFF AUTH	NUMBER OFF ASGD	NUMBER AMN AUTH	NUMBER AMN ASGD	TOTAL PERS ASGD	% AUTH PERS ASGD	TOTAL PERS ORG MAINT (07110)	PAYROLL COST ORG MAINT (07110)	TOTAL PERS UNIT OVERHEAD (07061)	PAYROLL COST UNIT OVERHEAD (07061)	COST OF FUEL ACFT (07102)	TOTAL PERS CMBT UNIT (07270)	PAYROLL COST - COMBAT UNIT (07270)	TOTAL PERS - MISSION ACFT (05102-05104)	PAYROLL COST - MISSION ACFT (05102-05104)
56TH FTR INTCP GP	10	F-80	74	57	16	-	1	-	1,832	25			348	101	92	349	360	452	100%	297	$ 44,264	63	$ 14,782	$ 74,325	435	$ 91,671	43	$ 8,010
52ND FTR A/W GP	1	F-82	24	17	6	-	1	-	622	26			128	78	68	219	215	283	95%	165	25,496	55	11,796	15,343	272	61,306	64	11,840
325TH FTR A/W GP (a)	4	F-82	36	19	9	-	.8	-	761	21	N	N	154	111	91	316	299	390	91%	218	33,454	39	9,803	27,774	351	77,846	75	12,929
20TH FTR BMR GP	14	F-84	65	44	19	-	2	-	2,469	38	O	O	405	101	104	367	419	523	112%	333	47,324	58	11,128	126,239	486	100,360	57	10,023
31ST FTR BMR GP (b)	14	F-84	69	49	18	-	1	1	2,634	38	T	T	345	101	115	367	375	490	105%	305	43,071	44	8,258	119,114	479	100,391	94	15,265
78TH FTR INTCP GP (c)	4	F-84	57	35	17	-	4	1	1,830	32			379	101	112	367	358	470	100%	301	43,735	42	9,942	26,943	447	97,001	108	20,786
33RD FTR INTCP GP	1	F-84 F-86	23 79	16 66	4 10	- -	2 3	1 -	159 1,839	7 23	A	A	292 312	101	114	367	402	516	110%	323	47,851	73	14,659	102,390	510	105,600	110	16,388
4TH FTR INTCP GP	9	F-86	77	62	8	-	5	2	1,591	21	V	V	340	101	104	349	391	495	110%	299	44,901	60	13,414	70,463	460	99,262	162	26,437
81ST FTR INTCP GP	4	F-86	75	53	16	1	5	-	1,055	14	A	A	346	101	103	349	433	536	119%	328	50,590	65	13,044	51,270	485	99,939	57	8,629
62ND TR CARR GP (d)	4	C-54	39	28	11	-	-	-	1,003	26	I	I	179	142	148	454	433	581	97%	255	40,748	50	11,630	48,268	529	127,798	100	21,486
314TH TR CARR GP (e)	14	C-82 C-119	29 52	13 34	2 13	2 1	3 4	9 -	878 2,425	30 47	L	L	148 305	206	193	486	477	670	97%	279	42,182	59	13,968	33,504	620	152,004	78	12,077
316TH TR CARR GP (H)	14	C-82	21	8	12	-	1	-	525	25	A	A	196	99	100	304	286	386	96%	159	24,463	16	2,739	25,820	318	75,130	-	-
2601ST ASSAULT SQ	14	C-82	13	5	7	-	1	-	283	22	B	B	169	43	44	138	135	179	99%	75	10,953	5	684	9,370	150	34,114	-	-
84TH BMB SQ (L)	9	B-45	16	12	2	-	2	-	339	11	L	L	1,463	55	51	193	195	246	99%	154	24,870	-	-	64,854	221	50,242	-	-
85TH BMB SQ (L)	9	B-45	17	11	5	-	1	-	294	17	E	E	1,497	55	47	193	197	244	98%	165	26,432	-	-	57,369	220	47,278	-	-
161ST TAC RCN SQ	14	RF-80	17	15	1	-	1	-	957	56			352	28	30	115	111	141	99%	68	10,103	-	-	44,180	114	23,273	-	-
363RD TAC RCN GP	9	RB-26	16	12	3	-	1	-	625	39			160	78	48	176	188	236	93%	102	16,327	1	498	20,160	177	38,492	-	-

SOURCE: COST CONTROL REPORTS, AF FORMS 320 & 322 RCS: AF-FO-F22C
ACFT STATUS & FLYING TIME REPORT, AF FORM 110A, RCS: AF-SC-A1A
CONAC PERSONNEL STRENGTH REPORT, RCS: FS-P2B

NOTES:
(a) Includes 318th and 319th Ftr Sqdns
(b) Includes 18 acft TDY Oper SWARMER (Langley)
(c) Includes 82nd Ftr Sq - TDY Oper SWARMER (Langley)
(d) Includes 4th TC Sq - TDY Oper SWARMER
(e) Includes 19 C-119's, and 13 C-82's - TDY Oper SWARMER (Lawson)

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PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
MAY 1950

COMPARATIVE DATA FOR PROGRESS AND MANAGEMENT ANALYSIS

TENANT AIR FORCE RESERVE TRAINING CENTERS

CONTINENTAL AIR COMMAND

APRIL 1950

	AIRCRAFT-FLYING HOUR FACTORS													PERSONNEL FACTORS							COST-FACTORS				
COLUMN	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
AFRTC	AIR FORCE	TYPE AIRCRAFT	AVG NO ACFT ON HAND	AVG NO ACFT IN COMM	AVG NO ACFT OUT (MAINT)	AVG NO ACFT OUT (T.O. COMP)	AVG NO ACFT OUT (AOCP)	AVG NO ACFT OUT (OTHER)	TOTAL HRS FLOWN	HRS FLOWN PER ACFT (ON HAND)	WEATHER HRS FLOWN	HOOD HRS FLOWN	GALLONS FUEL PER HR	NUMBER OFF AUTH	NUMBER OFF ASGD	NUMBER AMN AUTH	NUMBER AMN ASGD	TOTAL MIL PERS ASGD	% AUTH MIL PERS ASGD	TOTAL NO CIV EMPLOYED	TOTAL PERS ORG MAINT (07110)	PAYROLL COST ORG MAINT (07110)	COST OF FUEL-ASSIGNED ACFT (07102)	TOTAL PERS - MAINT & TRNG FUNCTION (07270)	PAYROLL COST - MAINT & TRNG FUNCTION (07270)
2230TH FLOYD BENNETT	1	C-47 T-7, T-11 T-6	15 20 2	13 17 2	2 3 -	- - -	- - -	- - -	656 587 3	44 29 2			88 40 35	26	27	300	318	345	106	111	178	$ 36,741	$ 11,624 4,695	184	$ 38,637
2233RD MITCHEL	1	C-46 T-7, T-11 T-6	15 20 10	12 16 9	3 2 1	- - -	1 2 -	- - -	774 491 52	52 25 5	N O	N O	124 26 37	22	27	215	234	261	110	41	191	36,782	19,294 2,737	195	38,661
2346TH HAMILTON	4	C-46 T-7, T-11 T-6	16 20 9	14 18 9	1 1 -	- - -	1 1 -	- - -	464 813 87	29 41 10	T	T	175 38 32	22	24	189	215	239	113	59	184	41,781	23,492 6,204	220	51,558
2240TH CLEVELAND	9	C-46 T-7, T-11 T-6	15 20 3	10 16 3	4 2 -	- - -	1 2 -	- - -	677 421 125	45 21 42	A	A	143 40 29	33	30	368	471	501	125	74	231	42,529	19,373 2,099	250	49,454
2242ND SELFRIDGE	10	C-46 T-7, T-11 T-6	18 20 5	15 15 5	3 3 -	- - -	- 2 -	- - -	1,099 583 2	61 29 1	V A	V A	146 40 32	21	29	215	181	204	96	59	155	35,645	32,036 4,343	168	40,018
2469TH SCOTT	10	C-46 T-7, T-11 T-6	18 18 5	11 16 5	5 1 -	- - -	2 1 -	- - -	457 468 125	25 26 25	I L	I L	164 40 27	22	23	215	254	277	117	59	205	41,092	14,460 4,393	218	45,050
2473RD OFFUTT	10	C-46 T-7, T-11 T-6	16 20 5	12 18 5	4 2 -	- - -	- - -	- - -	598 546 78	37 27 16	A B	A B	142 44 28	22	25	215	219	244	103	64	168	30,397	17,131 5,159	277	33,532
2592ND TINKER	12	B-26 T-7, T-11 T-6	18 20 6	11 16 4	3 2 1	- - -	4 2 1	- - -	579 428 27	32 21 5	L E	L E	148 37 33	22	24	225	267	291	118	59	193	38,567	23,607	245	50,530
2596TH HENSLEY	12	C-46 T-7, T-11 T-6	17 19 7	12 16 7	2 2 -	- - -	3 1 -	- - -	864 717 54	51 38 8			151 42 32	33	31	368	408	439	109	91	163	32,884	23,396 6,025	184	38,344

SOURCE: COST CONTROL REPORTS, AF FORMS 320 & 322 RCS: AF-FO-F22C
ACFT STATUS & FLYING TIME REPORT, AF FORM 110A, RCS: AF-SC-A1A
CONAC PERSONNEL STRENGTH REPORT, RCS: FS-P28

NOTE: Column 23 Broken out by tactical and trainer type aircraft where data was available

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HQ, CONAC
MAY 1950

COMPARATIVE DATA FOR PROGRESS AND MANAGEMENT ANALYSIS

NON-TENANT AIR FORCE RESERVE TRAINING CENTERS

CONTINENTAL AIR COMMAND

APRIL 1950

AIRCRAFT - FLYING HOUR FACTORS

COLUMN	1	2	3	4	5	6	7	8	9	10	11	12	13
AFRTC	AIR FORCE	TYPE AIRCRAFT	AVG NO ACFT ON HAND	AVG NO ACFT IN COMM	AVG NO ACFT OUT (MAINT)	AVG NO ACFT OUT (T O COMP)	AVG NO ACFT OUT (AOCP)	AVG NO ACFT OUT (OTHER)	TOTAL HRS FLOWN	HRS FLOWN PER ACFT (ON HAND)	WEATHER HRS FLOWN	HOOD HRS FLOWN	GALLONS FUEL PER HR
2234 TH HANSCOM	1	C-46 T-7 & T-11 T-6	16 21 7	15 19 7	1 1 -	- 1 -	- - -	- - -	681 910 142	42 43 20			145 37 22
2343 RD PORTLAND	4	C-46 T-7, T-11 T-6	16 18 9	14 17 8	2 1 1	- - -	- - -	- - -	926 665 220	58 37 24	N	N	166 44 28
2347 TH LONG BEACH	4	B-26 T-7, T-11 T-6	36 39 19	20 23 13	13 14 5	- - -	3 2 1	- - -	1,283 1,084 301	36 28 17	O	O	159 42 24
2236 TH GODMAN	9	C-47 T-7, T-11 T-6	16 20 6	12 13 3	3 4 1	- - -	1 3 -	- - 2	663 313 26	41 16 4	T	T	99 42 31
2237 TH READING	9	C-46 T-7, T-11 T-6	15 18 7	10 14 7	3 3 -	- - -	2 1 -	- - -	421 405 46	28 22 7			106 34 21
2239 TH GR. PITTSBURGH	9	C-46 T-7, T-11 T-6	15 19 6	13 13 5	2 1 1	- - -	- 5 -	- - -	411 578 129	27 30 22	A	A	147 38 31
2465 TH WOLD-CHAMBERLAIN	10	C-46 T-7, T-11 T-6	16 15 8	13 13 6	2 2 2	- - -	1 - -	- - -	837 675 106	52 45 13	V	V	152 35 28
2466 TH ATTERBURY	10	C-46 T-7, T-11 T-6	15 30 11	11 13 8	3 17 3	- - -	1 - -	- - -	547 525 116	36 18 11	A	A	152 36 28
2471 ST O'HARE	10	C-46 T-7, T-11 T-6	34 30 16	27 18 11	6 9 4	- - -	1 3 1	- - -	1,075 844 251	32 28 16	I	I	146 40 22
2472 ND FAIRFAX	10	C-47 T-7, T-11 T-6	15 20 8	10 15 6	2 3 -	1 - 1	1 2 1	1 - -	739 623 129	49 31 16	L	L	90 42 24
2584 TH MEMPHIS	14	C-46 T-7, T-11 T-6	20 19 8	14 10 7	2 4 1	- - -	3 1 -	1 4 -	546 523 54	27 28 7	A	A	141 38 28
2585 TH MIAMI	14	C-46 T-7, T-11 T-6	15 17 8	12 13 7	2 2 1	- - -	1 2 -	- - -	765 638 182	51 38 23	B	B	149 53 30
2587 TH BIRMINGHAM	14	B-26 C-46 T-7, T-11 T-6	17 2 21 8	11 1 10 6	3 - 5 2	- - - -	3 1 6 -	- - - -	553 - 606 47	33 - 29 6	L	L	141 - 38 31
2589 TH DOBBINS	14	B-26 T-7, T-11 T-6	17 18 7	12 14 6	1 1 -	- - -	2 1 -	2 2 1	659 806 107	39 45 15	E	E	162 40 29

PERSONNEL FACTORS / COST - FACTORS

COLUMN	14	15	16	17	18	19	20	21	22	23	24	25
AFRTC	NUMBER OFF AUTH	NUMBER OFF ASGD	NUMBER AMN AUTH	NUMBER AMN ASGD	TOTAL MIL PERS ASGD	% AUTH MIL PERS ASGD	TOTAL NO CIV EMPLOYED	TOTAL PERS ORGN MAINT (07110)	PAYROLL COST ORGN MAINT (07110)	COST OF FUEL - ASSIGNED ACFT (07102)	TOTAL PERS - MAINT & TRNG FUNCTION (07270)	PAYROLL COST - MAINT & TRNG FUNCTION (07270)
2234 TH HANSCOM	33	34	375	398	432	106	146	208	$ 39,164	$ 17,203 7,250	209	$ 39,668
2343 RD PORTLAND	34	39	400	413	452	104	141	190	43,722	30,758 5,860	190	43,722
2347 TH LONG BEACH	42	53	589	657	710	113	162	362	75,400	41,555 12,360	369	78,721
2236 TH GODMAN	33	29	300	376	405	122	107	178	40,221	13,089 2,685	184	43,228
2237 TH READING	33	23	368	396	419	104	86	156	31,532	8,873 2,952	158	35,101
2239 TH GR. PITTSBURGH	33	27	368	404	431	107	112	151	31,699	12,146 4,056	182	37,982
2465 TH WOLD-CHAMBERLAIN	35	35	371	391	426	105	122	184	37,440	25,848 5,074	208	43,371
2466 TH ATTERBURY	34	34	396	426	460	107	135	150	29,573	19,063 5,074	162	33,847
2471 ST O'HARE	45	50	606	547	597	92	266	268	54,049	31,195 8,197	304	62,940
2472 ND FAIRFAX	33	28	368	374	402	100	97	187	37,411	16,430 6,019	195	39,560
2584 TH MEMPHIS	34	30	368	384	414	103	119	180	35,683	15,446 3,720	180	35,683
2585 TH MIAMI	33	44	370	372	416	103	119	212	42,056	22,834 7,785	235	49,414
2587 TH BIRMINGHAM	33	37	380	405	442	107	92	191	42,620	14,535 3,914	204	46,160
2589 TH DOBBINS	34	39	385	385	424	101	101	186	36,567	21,506 6,521	196	40,216

SOURCE: COST CONTROL REPORTS, AF FORMS 320 & 322 RCS: AF-FO-F22C
ACFT STATUS & FLYING TIME REPORT, AF FORM 110A, RCS: AF-SC-A1A
CONAC PERSONNEL STRENGTH REPORT, RCS: FS-P29

NOTE: Column 23 Broken out by tactical and trainer type aircraft where data was available

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EXPLANATION OF GRAPHIC PRESENTATION ON

RELATIVE MAINTENANCE EFFECTIVENESS - COMBAT GROUPS

The "Average Number of Personnel in Maintenance Function" was determined from account codes 07110 (Maintenance Performend by the Combat Group) and 05102 (Field Maintenance of the Predominant Type Aircraft in the Combat Group).

"Hours of Flying Per Person in Function" is the basic unit of measure charted in this presentation. This figure is obtained by dividing Average Hours of Flying per Month by Average Number of Personnel in Maintenance Function.

COMMENT

FOUR OF THE TWELVE COMBAT GROUPS CHARTED (20TH, 4TH, 314TH, 81ST) SHOW A SUBSTANTIAL INCREASE IN HOURS OF FLYING PER PERSON IN THE MAINTENANCE FUNCTION, WHILE THREE (56TH, 78TH, AND 325TH) SHOW A SUBSTANTIAL DECREASE. THE 56TH GP WITH AN INCREASE IN AVERAGE NUMBER OF MAINTENANCE PERSONNEL (286 TO 338), SHOWS PRACTICALLY NO INCREASE IN IN-COMMISSION RATE AND CONSEQUENTLY A SIZEABLE DROP IN HOURS FLOWN PER PERSON IN THE MAINTENANCE FUNCTION. THE 325TH GP, WHILE INCREASING FROM AN AVERAGE OF 259 TO 275 MAINTENANCE PERSONNEL, SHOWS A DECREASE IN IN-COMMISSION RATES (FROM 47% TO 41%) AND A DECREASE IN HOURS OF FLYING PER PERSON IN MAINTENANCE FUNCTION. ALTHOUGH THE IN-COMMISSION RATE DID INCREASE SLIGHTLY, THE 78TH GP FOLLOWS THE SAME PATTERN.

THE AVERAGE ZI WEATHER INDEX (AFL 150-10) FOR 1 SEPT - 31 DEC 49 WAS 97% AND FOR 1 JAN - 30 APR 50, 91%. ON THE AVERAGE, 6% OF ANY DECREASE IN FLYING FROM THE NORMAL PROGRAM MIGHT BE EXPLAINED BY WEATHER. THE ABOVE DECREASES ARE CONSIDERABLY MORE THAN 6%, (RANGING FROM 21% AT THE 78TH TO 31% AT THE 56TH GROUP) AND THEREFORE MUST BE ATTRIBUTED TO RELATIVELY LARGE INCREASES IN PERSONNEL.

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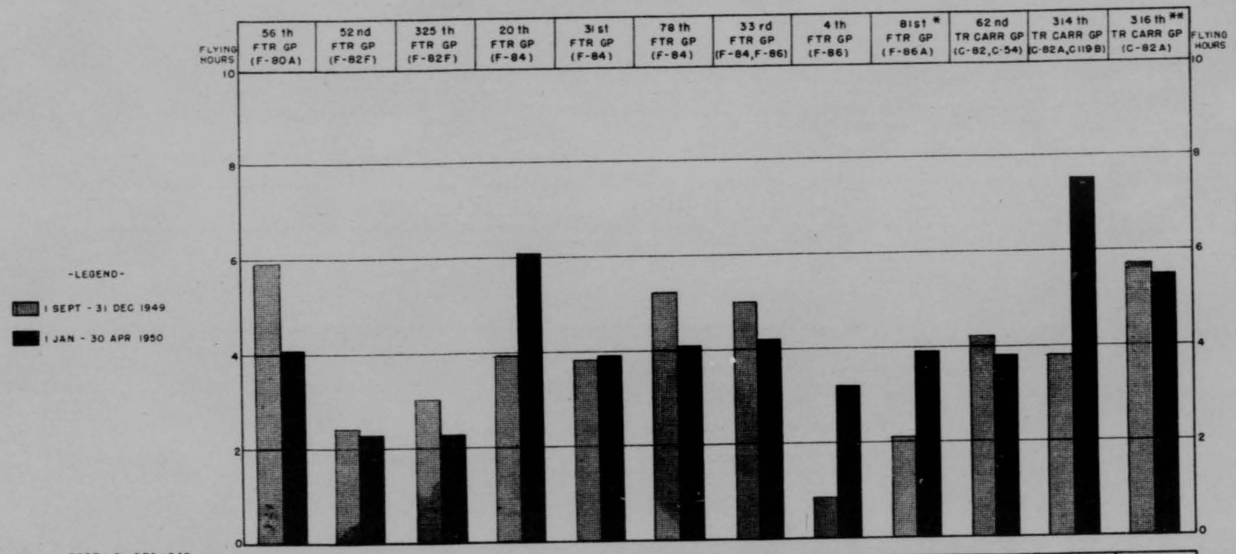
RELATIVE MAINTENANCE EFFECTIVENESS

COMBAT GROUPS

FOUR MONTH AVERAGES

I SEPT - 31 DEC 1949 VS. I JAN - 30 APR 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
MAY 1950



I SEPT - 31 DEC 1949

	56th FTR GP (F-80A)	52nd FTR GP (F-82F)	325th FTR GP (F-82F)	20th FTR GP (F-84)	31st FTR GP (F-84)	78th FTR GP (F-84)	33rd FTR GP (F-84, F-86)	4th FTR GP (F-86)	81st * FTR GP (F-86A)	62nd TR CARR GP (C-82, C-54)	314th TR CARR GP (C-82A, C119B)	316th ** TR CARR GP (C-82A)
AVG HRS OF FLYING PER MONTH	1,680	510	783	1,301	1,170	1,661	1,277	260	459	1,336	901	1,202
AVG NO OF PERS IN MAINT FUNCTION	286	211	259	336	311	312	252	311	215	320	240	212
HRS OF FLYING PER PERSON IN FUNCTION	5.9	2.4	3.0	3.9	3.8	5.2	5.0	.8	2.1	4.2	3.8	5.7
AVG % ACFT IN COMMISSION	65%	50%	47%	69%	57%	54%	53%	17%	47%	54%	29%	44%

I JAN - 30 APR 1950

	56th FTR GP (F-80A)	52nd FTR GP (F-82F)	325th FTR GP (F-82F)	20th FTR GP (F-84)	31st FTR GP (F-84)	78th FTR GP (F-84)	33rd FTR GP (F-84, F-86)	4th FTR GP (F-86)	81st * FTR GP (F-86A)	62nd TR CARR GP (C-82, C-54)	314th TR CARR GP (C-82A, C119B)	316th ** TR CARR GP (C-82A)
AVG HRS OF FLYING PER MONTH	1,374	561	625	2,158	1,388	1,616	1,675	1,302	1,433	1,389	2,060	1,007
AVG NO OF PERS IN MAINT FUNCTION	338	241	275	351	356	391	399	411	370	361	276	183
HRS OF FLYING PER PERSON IN FUNCTION	4.1	2.3	2.3	6.1	3.9	4.1	4.2	3.2	3.9	3.8	7.5	5.5
AVG % ACFT IN COMMISSION	66%	63%	41%	61%	51%	58%	75%	60%	68%	57%	43%	43%

SOURCE: COST CONTROL REPORTS, AF FORMS 320, 322, RCS: AF-FO-F22C
REPORT OF SELECTED AIRCRAFT AND STATUS OPERATIONS
AF FORM 110A, RCS: FS-A1

NOTES: * FIELD MAINTENANCE PERSONNEL FOR MONTHS OF FEB, MAR & APR ONLY ARE REPORTED
** INCLUDES PROPORTIONAL PART OF 314TH FIELD MAINTENANCE PERSONNEL

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EXPLANATION OF
RELATIVE MAINTENANCE EFFECTIVENESS
TENANT AFRTC'S

The purpose of this presentation is twofold:

a. To indicate the variation between Tenant Air Force Reserve Training Centers for the number of flying units produced in relation to number of personnel assigned in the maintenance function.

b. To compare the trends of performance at each AFRTC for the periods 1 July - 31 December 1949 and 1 January - 30 April 1950.

"Maintenance Function" data is obtained from Account Code 07110 (Maintenance performed by the organization).

Units of Flying are weighted flying hours. The weights used (Aircraft Maintenance Workload Factors) are based on the number of T/O&E authorizations in maintenance SSN's (modified for AFRTC's) in relation to the number of flying hours expected per aircraft, by type, as specified in AFL 150-10. The factors are as follows:

B-26 = 1
C-46 = .82
C-45, T-7, T-11 = .80
C-47 = .68
T-6 = .53

"Units of Flying Accomplished" are then computed as follows: Workload Factor (By type acft) X Actual Hours Flown (By type acft) = Total Units of Flying Accomplished

EXAMPLE: C-47 - 147 hrs x .68 = 99.96
T-7 - 196 hrs x .80 = 156.80
T-6 - 239 hrs x .53 = 126.67

TOTAL UNITS OF FLYING ACCOMPLISHED = 383.43

The 2230th AFRTC at Floyd Bennett NAS and the 2596th AFRTC at Hensley Field, heretofore included with Tenants, have been excluded since they perform the major portion of Base Services normally required by their activity.

COMMENT

IN THIS GROUP, THE AFRTC AT OFFUTT ALONE IMPROVED ITS "MAINTENANCE EFFECTIVENESS" OVER THE PRIOR PERIOD. THE GREATEST DECREASE IN EFFECTIVENESS (33%) IS SHOWN FOR HAMILTON. THE AVERAGE ZI WEATHER FACTOR (AFL 150-10) DECLINED 11% DURING THE SAME PERIOD. THIS FACTORIAL DECREASE WOULD EXPLAIN THE DECREASED FLYING, THEREFORE WE MIGHT CONCLUDE THAT THE INCREASE IN PERSONNEL AT HAMILTON IS THE DIRECT CAUSE OF DECREASED MAINTENANCE EFFECTIVENESS.

THE 2240TH AFRTC ACTUALLY HAD AN INCREASE IN FLYING, YET THE INCREASE IN MAINTENANCE PERSONNEL (119 TO 174) OVERCAME THIS INFLUENCE AND PRODUCED A SUBSTANTIAL DECREASE IN "MAINTENANCE EFFECTIVENESS".

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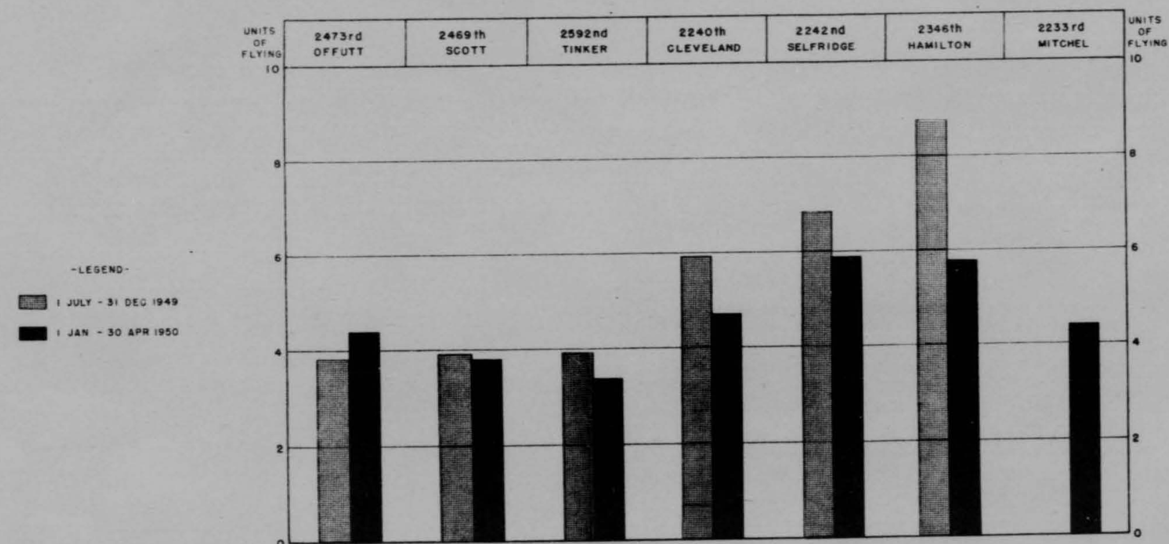
RELATIVE MAINTENANCE EFFECTIVENESS
TENANT AFRTC's
1 JULY - 31 DEC 1949 VS 1 JAN - 30 APR 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
MAY 1950



1 JULY - 31 DEC 1949

	2473rd OFFUTT	2469th SCOTT	2592nd TINKER	2240th CLEVELAND	2242nd SELFRIDGE	2346th HAMILTON	2233rd MITCHEL
AVG UNITS OF FLYING ACCOMPLISHED PER MO	535	535	611	706	992	1,244	-
AVG NO OF PERSONNEL IN MAINT FUNCTION	138	136	158	119	145	143	-
UNITS OF FLYING PER PERSON IN FUNCTION	3.8	3.9	3.9	5.9	6.8	8.7	-
AVG % ACFT IN COMMISSION	81%	68%	75%	81%	63%	86%	-

1 JAN - 30 APR 1950

	2473rd OFFUTT	2469th SCOTT	2592nd TINKER	2240th CLEVELAND	2242nd SELFRIDGE	2346th HAMILTON	2233rd MITCHEL
AVG UNITS OF FLYING ACCOMPLISHED PER MO	711	720	722	821	931	1,009	802
AVG NO OF PERSONNEL IN MAINT FUNCTION	161	190	212	174	157	173	184
UNITS OF FLYING PER PERSON IN FUNCTION	4.4	3.8	3.4	4.7	5.9	5.8	4.4
AVG % ACFT IN COMMISSION	84%	74%	64%	78%	77%	89%	69%

SOURCE: COST CONTROL REPORTS, AF FORMS 320, 322, RCS AF-FO-F22C
REPORT OF SELECTED ACFT & STATUS OPERATIONS, AF FORMS 110A, RCS FS-A1

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EXPLANATION OF
RELATIVE MAINTENANCE EFFECTIVENESS
NON-TENANT AFRTC'S

The purpose of this presentation is twofold:

a. To indicate the variation between Non-Tenant Air Force Reserve Training Centers for the number of flying units produced in relation to number of personnel assigned in the maintenance function.

b. To compare the trends of performance at each AFRTC for the periods 1 July - 31 December 1949 and 1 January - 30 April 1950.

"Maintenance Function" data is obtained from Account Code 07110 (Maintenance performed by the organization)

Units of Flying are weighted flying hours. The weights used (Aircraft Maintenance Workload Factors) are based on the number of T/O&E authorizations in maintenance SSN's (modified for AFRTC's) in relation to the number of flying hours expected per aircraft, by type, as specified in AFL 150-10. The factors are as follows:

B-26 = 1
C-46 = .82
C-45, T-7, T-11 = .80
C-47 = .68
T-6 = .53

"Units of Flying Accomplished" are then computed as follows: Workload Factor (By type acft) X Actual Hours Flown (By type acft) = Total Units of Flying Accomplished

EXAMPLE:	C-47	-	147 hrs	x	.68	= 99.96
	T-7	-	196 hrs	x	.80	= 156.80
	T-6	-	239 hrs	x	.53	= 126.67

TOTAL UNITS OF FLYING ACCOMPLISHED = 383.43

The 2230th AFRTC at Floyd Bennett NAS and the 2596th AFRTC at Hensley Field, heretofore included with Tenants, are included since they perform the major portion of Base services normally required by their activity.

COMMENT

OF THE SIXTEEN AFRTC'S IN THIS GROUP, ONLY TWO (2230TH AND 2237TH) SHOW A SUBSTANTIAL INCREASE IN UNITS OF FLYING PER PERSON IN FUNCTION FOR THE PERIOD 1 JAN - 30 APR OVER THE PREVIOUS SIX MONTHS. THE FOLLOWING AFRTC'S SHOW A SUBSTANTIAL DECREASE:

2236TH	GODMAN AFB	2585TH	MIAMI INTERNATIONAL AIRPORT	2466TH	ATTERBURY AFB
2234TH	HANSCOM AFB	2471ST	O'HARE INTERNATIONAL AIRPORT	2347TH	NEW CASTLE COUNTY AIRPORT
2472D	FAIRFAX FIELD	2465TH	WOLD-CHAMBERLAIN FIELD	2596TH	HENSLEY FIELD

THE AVERAGE ZI WEATHER INDEX (AFL 150-10) FOR 1 JUL - 31 DEC WAS 102% AND FOR 1 JAN -30 APR, 91%. ON THE AVERAGE, THEREFORE, 11% OF ANY DROP IN FLYING COULD BE EXPLAINED BY WEATHER. THESE DECREASES ARE CONSIDERABLY MORE THAN 11%, RANGING FROM A 15% DECREASE AT HANSCOM TO A 48% DECREASE AT LONG BEACH. THE DECREASE IN EFFICIENCY AT LONG BEACH WAS DUE TO BOTH A LARGE INCREASE IN MAINTENANCE PERSONNEL (245 TO 341) AND A DECREASE IN FLYING HOURS, DESPITE AN INCREASE OF PERCENT IN COMMISSION. THE DROP OF 46% AT ATTERBURY WAS DUE ENTIRELY TO DECREASED FLYING.

IT IS INTERESTING TO NOTE THAT THE AFRTC'S WHICH WERE HIGH FOR THE 1 JUL - 31 DEC 49 PERIOD ALL DECREASED, AND THOSE WHICH WERE LOW MOSTLY SHOWED INCREASES.

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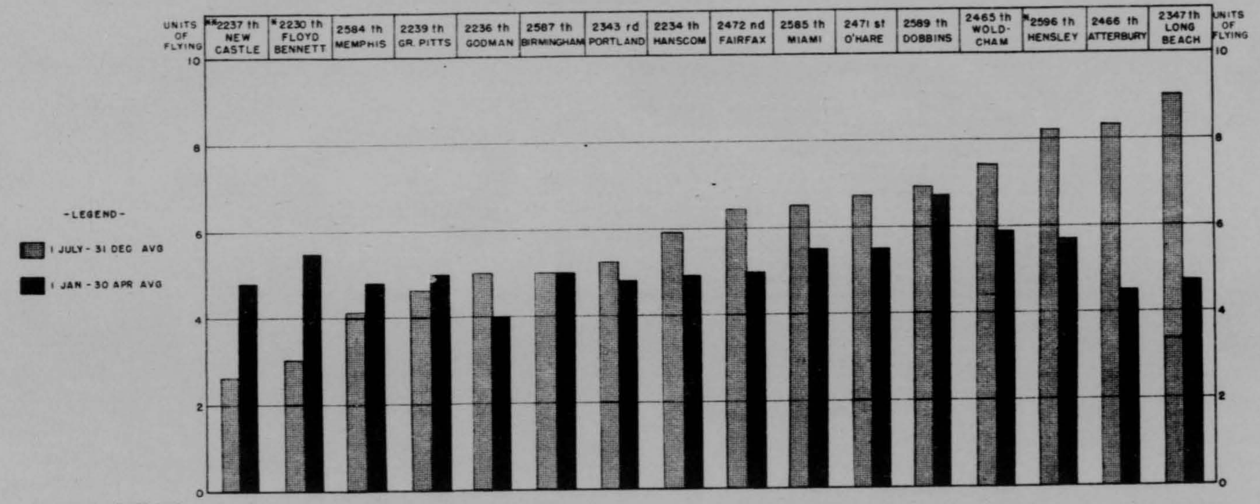
RELATIVE MAINTENANCE EFFECTIVENESS

NON-TENANT AFRTC's

1 JUL - 31 DEC 1949 VS. 1 JAN - 30 APR 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
MAY 1950



1 JULY - 31 DEC 1949

	**2237 th NEW CASTLE	*2230 th FLOYD BENNETT	2584 th MEMPHIS	2239 th GR. PITTS	2236 th GODMAN	2587 th BIRMINGHAM	2343 rd PORTLAND	2234 th HANSCOM	2472 nd FAIRFAX	2585 th MIAMI	2471 st O'HARE	2589 th DOBBINS	2465 th WOLD-CHAM	*2596 th HENSLEY	2466 th ATTERBURY	2347 th LONG BEACH
AVG UNITS OF FLYING ACCOMPLISHED PER MONTH	323	607	584	756	610	702	866	1,082	889	760	1,350	1,082	979	1,060	1,366	2,205
AVG NO OF PERSONNEL IN MAINT FUNCTION	125	205	141	163	122	139	166	184	138	116	200	157	132	129	164	245
UNITS OF FLYING PER PERSON IN FUNCTION	2.6	3.0	4.1	4.6	5.0	5.0	5.2	5.9	6.4	6.5	6.7	6.9	7.4	8.2	8.3	9.0
AVG % ACFT IN COMMISSION	69%	78%	81%	71%	63%	54%	78%	70%	73%	66%	80%	73%	74%	76%	48%	48%

1 JAN - 30 APR 1950

	**2237 th NEW CASTLE	*2230 th FLOYD BENNETT	2584 th MEMPHIS	2239 th GR. PITTS	2236 th GODMAN	2587 th BIRMINGHAM	2343 rd PORTLAND	2234 th HANSCOM	2472 nd FAIRFAX	2585 th MIAMI	2471 st O'HARE	2589 th DOBBINS	2465 th WOLD-CHAM	*2596 th HENSLEY	2466 th ATTERBURY	2347 th LONG BEACH
AVG UNITS OF FLYING ACCOMPLISHED PER MONTH	745	1,028	822	914	617	903	919	1,003	916	1,143	1,397	1,163	974	1,053	692	1,658
AVG NO OF PERSONNEL IN MAINT FUNCTION	156	187	170	184	154	182	193	209	182	206	253	174	166	185	154	351
UNITS OF FLYING PER PERSON IN FUNCTION	4.8	5.5	4.8	5.0	4.0	5.0	4.8	4.9	5.0	5.5	5.5	6.7	5.9	5.7	4.5	4.7
AVG % ACFT IN COMMISSION	67%	83%	77%	67%	59%	55%	86%	86%	77%	75%	65%	79%	61%	73%	44%	61%

SOURCE: COST CONTROL REPORTS, AF FORMS 320, 322, RCS: AF-FO-F22C
REPORT OF SELECTED ACFT & STATUS OPERATIONS, AF FORMS 110A, RCS: FS-A1

NOTES: * CLASSIFIED AS NON-TENANT SINCE THEY PERFORM OWN BASE SERVICES
** MOVED FROM READING, PA. TO NEW CASTLE, DEL. 18APR 1950

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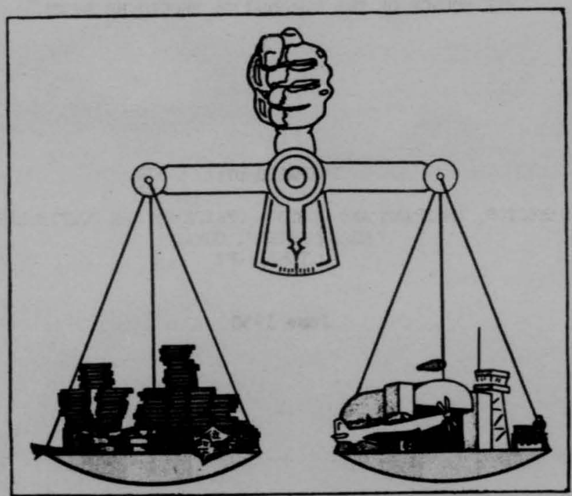
T/Sgt Brady

CONTINENTAL AIR COMMAND

MANAGEMENT ANALYSIS REVIEW

MAY 1950



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PREPARED BY:

DIRECTOR, PROGRAMS AND COSTS - OFFICE OF THE COMPTROLLER
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INTRODUCTION

THE PURPOSE OF THE CONAC MANAGEMENT ANALYSIS REVIEW IS TO PROVIDE COMMANDERS AND THEIR STAFFS EACH MONTH WITH ANALYSES AND SELECTED DATA WHICH, WHEN PROPERLY INTERPRETED, WILL INDICATE ACHIEVEMENT WITHIN SPECIFIC FUNCTIONS OF THEIR ACTIVITY.

IT IS INTENDED THAT THIS REVIEW PRESENT FACTS IN SUCH A MANNER THAT COMMANDERS AND THEIR STAFFS CAN EVALUATE THE CONSISTENCY OF THEIR OPERATING ACTIONS, THE EFFICIENT AND ECONOMICAL USE OF RESOURCES AND THE PROGRESS OF THEIR VARIOUS ACTIVITIES TOWARD AUTHORIZED OBJECTIVES.

THE CONTENTS OF THIS REVIEW WILL VARY FROM MONTH TO MONTH. THIS WILL PERMIT GREATER COVERAGE OF COMMAND ACTIVITIES AND CONCENTRATION ON CURRENT ITEMS OF COMMAND INTEREST.

THE PRESENCE OF EXTREME CONDITIONS ARE READILY APPARENT TO COMMANDERS WHEN PROPERLY SHOWN IN GRAPHIC PRESENTATIONS. MANY OF THE EXTREME CONDITIONS INDICATED HEREIN MAY BE JUSTIFIED BY LOCAL SITUATIONS AND THE NATURE OF ASSIGNED MISSIONS. THESE ANALYSES, HOWEVER, SERVE AS A GUIDE TO AREAS AND ACTIVITIES WHERE FURTHER INVESTIGATIONS AND CORRECTIVE ACTIONS MAY RESULT IN BETTER MANAGEMENT.

THE ANALYSES CONTAINED HEREIN HAVE BEEN DERIVED FROM INFORMATION AS REPORTED TO THIS HEADQUARTERS.

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EXPLANATION OF GRAPHIC PRESENTATION ON

TOTAL COST OF CONTINENTAL AIR COMMAND BY FUNCTIONAL GROUPING - MONTHLY DISTRIBUTION

The following activities are included in the functional groupings as shown on the chart:

COMMAND GROUP

Hq & Hq Sq, Continental Air Command
Hq & Hq Sq, Tactical Air Command
Hq & Hq Sq, Air Defense Forces
Hq & Hq Sq, ConAC Air Forces
Hq & Hq Sq, Air Divisions (Defense)
2220th Field Printing Plant (May through December 1950)
2220th Extension Group, Less Extension Course Activity (January through April 1950)
Hq & Hq Sq, Combat Wings

OPERATIONS GROUP

Combat - Total Operating Costs of Fighter Groups, Troop Carrier Groups, Tactical Recon Group, Bomb Squadrons (L), Assault Squadron.
Combat Support - Total Operating Costs of Liaison Squadrons and Flights, Aircraft Control and Warning Units, Tactical Control Groups, Shoran Beacon Unit.

SERVICE GROUP

Total operating costs of ConAC organizations less those included in Command, Operations and other Mission Groups.

OTHER MISSION GROUP

Air Force Reserve (AFRTC's only)
Air National Guard (includes Instructor Personnel)
Air ROTC (includes Instructor Personnel)
Air Explorer Liaison
Air Force Overseas Replacement Groups
All other (minor activities including Military Liaison Personnel with Army, Navy and other agencies)
Extension Course Activity of 2220th Extension Group (January through April 1950)

ADDITIONAL CHARGES

Cost of excess personnel and recruits awaiting shipment, AFCRG Casuals, Detachment of Patients, Lump Sum Payments, reenlistment bonuses, initial issue of clothing, PCS, Supplies and Services furnished others, parts to salvage, extraordinary repairs and condemned inventory.

COMMENT

AN INCREASE IN COSTS OF $1,385,219 (5.94%) FOR MAY IS EVIDENT AND IS THE RESULT OF INCREASES IN ALL FUNCTIONS. HOWEVER, $845,469 OR 61% OF THIS INCREASE PERTAINS TO A COMMAND-WIDE RISE IN "ADDITIONAL CHARGES" WHICH ARE MORE PROPERLY A CHARGE TO USAF RATHER THAN CONAC. THIS ENTIRE FUNCTIONAL INCREASE IS ATTRIBUTABLE TO AN ITEM OF "CONDEMNED INVENTORY" AT MCCHORD AFB IN THE AMOUNT OF $1,041,994 FOR DISPOSAL OF VEHICLES AND POWER UNITS. OTHER MAJOR INCREASES ARE OPERATIONS GROUP, $182,507 (5.16%) AND SERVICE GROUP $175,545 (2.24%).

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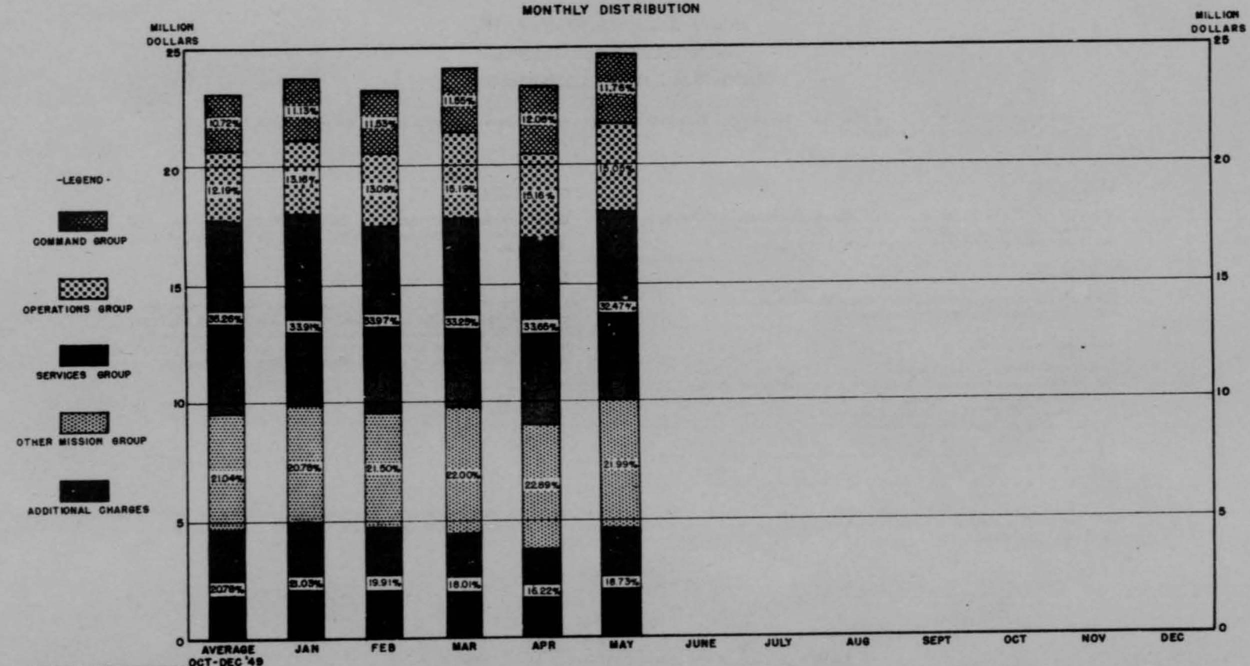
JUNE 1950

TOTAL COST OF CONTINENTAL AIR COMMAND BY FUNCTIONAL GROUPING

MONTHLY DISTRIBUTION



FUNCTIONS	AVERAGE OCT-DEC '49	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
COMMAND GROUP	$ 2,469,831	$ 2,644,365	$ 2,676,706	$ 2,792,306	$ 2,817,340	$ 2,905,454							
OPERATIONS GROUP	2,808,108	3,127,350	3,038,494	3,672,826	3,536,608	3,719,115							
SERVICES GROUP	8,119,532	8,059,017	7,887,319	8,040,820	7,848,500	8,024,045							
OTHER MISSION GROUP	4,845,713	4,938,632	4,992,491	5,319,026	5,339,277	5,432,861							
ADDITIONAL CHARGES	4,785,965	4,998,770	4,621,056	4,355,214	3,782,739	4,628,208							
TOTAL COST	$ 23,029,149	$ 23,768,134	$ 23,216,066	$ 24,180,192	$ 23,324,464	$ 24,709,683							

SOURCE: COST CONTROL REPORT, AF FORM 320, 321, 322
RCS: AF-FO-F22C

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EXPLANATION OF GRAPHIC PRESENTATION ON

TOTAL COST OF CONTINENTAL AIR COMMAND

BY ELEMENTS OF COST - MONTHLY DISTRIBUTION

The component costs shown on this chart are derived from costs reported by all units listed in the explanation of the "Total Cost of Continental Air Command By Functional Grouping", as follows:

MILITARY PAY

Military pay includes the pay of all military personnel, officer or airman, exclusive of rental allowance for officers, and rental allowance and separate rations payable to airmen.

CIVILIAN PAY

Civilian pay is computed for the report period based on gross annual rates and does not include overtime.

CONTRACTUAL SERVICES

Contractual services include all charges for services rendered regardless of whether or not paid from funds available at base level, such as cost of shipment of government property, contract repair of office machines, communication charges, etc. Where contracts exceed one month, the monthly charge is computed on the basis of the fractional part that the month is of the total period covered. Thus, for example, where a contractual amount covers a one year period, the monthly charge will be 1/12th of the total contractual amount specified.

MISCELLANEOUS

Miscellaneous costs include the cost of PCS, TDY, overtime, lump sum payments, reenlistment bonuses, and T/R's (including T/R's for dependents)

SUPPLY

Supply costs include all supply items except complete aircraft and complete aircraft engines; includes AF Supplies, QM Supplies, Engineer Supplies (Air Installations), Fuels and Lubricants for aircraft, for ground powered vehicles, for heating, etc. All other supplies, such as Signal, Chemical, Ordnance, Medical.

The total of the items on the chart include the dollar cost of the resources which were consumed by ConAC during each month, classified to show the general purpose for which such expenditures were incurred. Total costs by elements of cost agrees with the total cost shown by functional grouping.

COMMENT

THE OVERALL INCREASE IN COSTS OF $1,385,219 (5.94%) FOR MAY OVER APRIL IS THE RESULT OF INCREASES IN ALL ELEMENTS WITH THE EXCEPTION OF MILITARY PERSONNEL, WHICH DECREASED BY $181,071. THE INCREASE IN COST OF SUPPLIES IS $1,334,359 (24.74% ABOVE APRIL) AND CONSTITUTES 96.33% OF THE ENTIRE ADVANCE. $1,041,994 OF THIS AMOUNT IS ATTRIBUTABLE TO THE "CONDEMNED INVENTORY" ITEM AT MCCHORD AFB FOR DISPOSAL OF VEHICLES AND POWER UNITS. CIVILIAN PAYROLL REMAINS RELATIVELY CONSTANT WHILE CONTRACTUAL SERVICES INCREASED BY $109,808 (16.81%) AND MISCELLANEOUS EXPENSE INCREASED $113,380 (8.52%) ABOVE APRIL.

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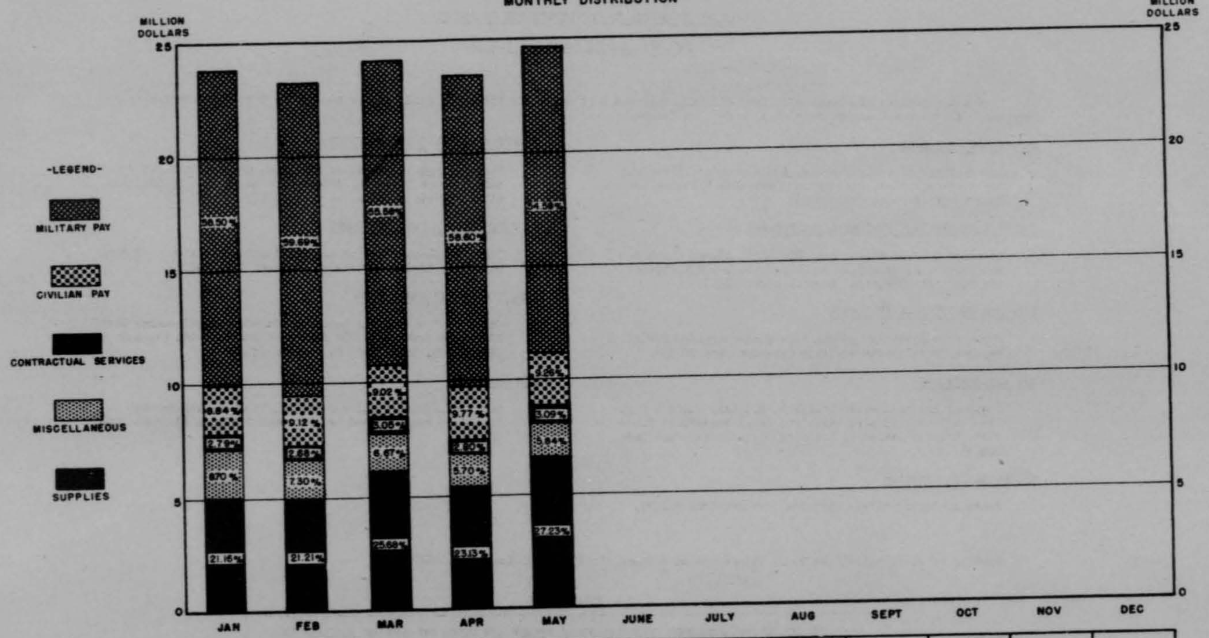
TOTAL COST OF CONTINENTAL AIR COMMAND BY ELEMENTS OF COST

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
JUNE 1950

MONTHLY DISTRIBUTION



	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
MILITARY PAY	$ 13,905,202	$ 13,857,102	$ 13,439,016	$ 13,667,746	$ 13,486,675							
CIVILIAN PAY	2,101,238	2,118,166	2,182,398	2,278,956	2,287,699							
CONTRACTUAL SERVICES	663,355	622,027	737,542	653,366	763,174							
MISCELLANEOUS	2,069,764	1,695,188	1,612,471	1,330,348	1,443,728							
SUPPLIES	5,028,575	4,923,583	6,208,765	5,394,048	6,728,407							
TOTAL COST	$ 23,768,134	$ 23,216,066	$ 24,180,192	$ 23,324,464	$ 24,709,683							

SOURCE: COST CONTROL REPORT, AF FORM 320, 320A, 321, 321A, 322, 322A, RCS: AF-FO-F22C

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EXPLANATION OF GRAPHIC PRESENTATION ON COSTS OF OFFICE OF THE DEPUTY FOR PERSONNEL HQ CONAC AND HQ CONAC AIR FORCES

This chart depicts the total cost (payroll, supplies and services), for the staff group supervised by the Office of the Deputy for Personnel, for Hq ConAC and Hq ConAC Air Forces, as follows:

DEPUTY FOR PERSONNEL

Costs of the Assistant Deputy, Administrative Division, WAF Staff Director, Director of Personnel Planning and Management (Account Code 20203).

DIRECTOR OF MILITARY PERSONNEL PROCUREMENT

Costs of Officer Procurement Division, Airmen Procurement Division, Selective Service Division, Advertising and Publicity Division (Account Code 20221).

DIRECTOR OF CIVILIAN PERSONNEL

Costs of Classification and Wage Administration Division, Employee Utilization Division (Account Code 20229).

AIR JUDGE ADVOCATE

Costs of Administrative Division, Military Justice Division, Military Affairs Division, Legal Assistance Division, Reserve Division, Training Division (Account Code 20209).

GROUND SAFETY DIVISION

Costs of Ground Safety Division (Account Code 20223).

DIRECTOR OF PERSONNEL SERVICES

Costs of Special Services Division, Non-Appropriated and Sundry Funds Division, Information and Education Division, Library Division (Account Code 20217).

DIRECTOR OF MILITARY PERSONNEL

Costs of Classification and Utilization Division, Officers Division, Airmens' Division (Account Code 20227).

DIRECTOR OF AIR FORCE ROTC

Costs of Training and Research Division, Requirements Division, the costs of field personnel are excluded (Account Code 21009, less 21009.01, AFROTC (field)).

AIR CHAPLAIN

Costs of Administrative Division, Professional Service Division, Projects and Requirements Division (Account Code 20211)

Costing of staff activities is in accordance with ConAC Ltr 170-1 and ConAC Ltr 170-7.

COMMENT

THE DEPUTY FOR PERSONNEL FUNCTION AT HQ FOURTH AIR FORCE REPORTS AN INCREASE OF $4,125 OVER COSTS FOR APRIL. PRINCIPAL INCREASES OCCURRED IN THE FOLLOWING ACCOUNTS: DEPUTY FOR PERSONNEL $1,229, AIR CHAPLAIN $862, DIRECTOR OF MILITARY PERSONNEL $783, AND AIR JUDGE ADVOCATE $672. ALL OTHER CONAC AIR FORCE HEADQUARTERS REFLECT A GENERAL DECREASE IN TOTAL COST FOR THE DEPUTY FOR PERSONNEL FUNCTION OVER APRIL, RANGING FROM $74 AT HQ TWELFTH AIR FORCE TO $1,961 AT HQ FOURTEENTH AIR FORCE.

HQ NINTH AIR FORCE COSTS OF THE GROUND SAFETY DIVISION WERE NOT REPORTED AND INVESTIGATION INDICATES THAT NO PERSONNEL ARE ASSIGNED MORE THAN 50% OF DUTY TIME TO THAT FUNCTION. THE MONTHLY AVERAGE COST OF ALL INJURIES AND ACCIDENTS, IN NINTH AIR FORCE DURING THE PERIOD JANUARY-APRIL, WAS $10,633. HQ TENTH AIR FORCE REPORTS A 68% DECREASE IN COST OF THE GROUND SAFETY DIVISION (FROM $671 TO $213) ALTHOUGH THE MONTHLY AVERAGE COST REPORTED FOR ALL INJURIES AND ACCIDENTS HAS BEEN $26,140.

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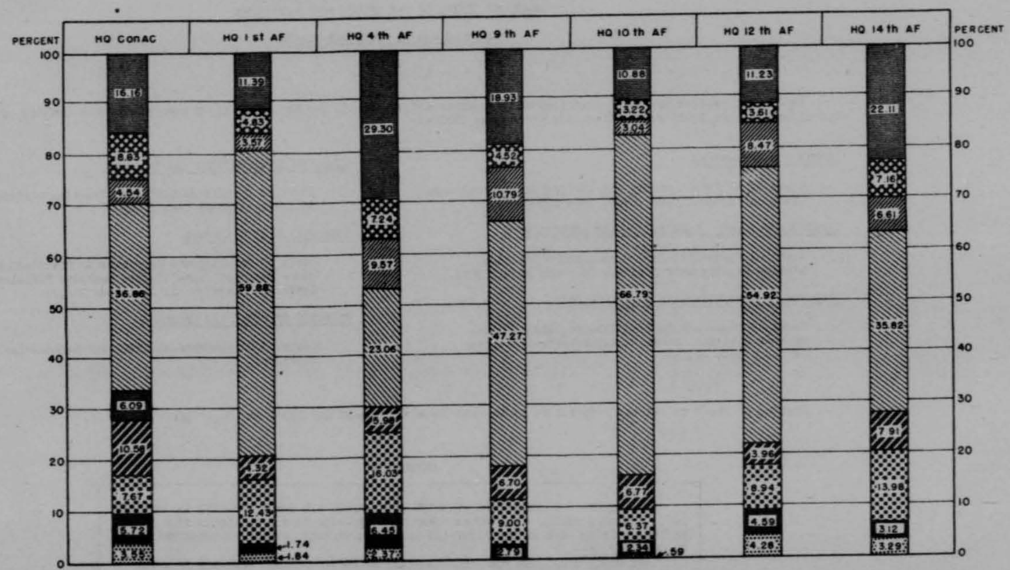
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
JUNE 1950

COST OF OFFICE OF THE DEPUTY FOR PERSONNEL

HQ ConAC AND HQ ConAC AIR FORCES

MAY 1950



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DEPUTY FOR PERSONNEL	$ 10,168	$ 4,257	$ 7,979	$ 5,459	$ 3,951	$ 2,947	$ 6,497
DIRECTOR OF PERSONNEL SERVICES	5,557	1,807	1,972	1,303	1,168	946	2,104
DIR. OF MIL. PERS. PROCUREMENT	2,855	1,336	2,607	3,112	1,103	2,223	1,943
DIRECTOR OF MILITARY PERSONNEL	23,190	22,376	6,277	13,632	24,262	14,409	10,524
DIRECTOR OF CIVILIAN PERSONNEL	3,828	NR	NR	NR	NR	NR	NR
DIRECTOR OF AIR FORCE ROTC	6,654	1,614	1,628	1,933	2,458	1,040	2,323
AIR JUDGE ADVOCATE	4,825	4,648	4,364	2,594	2,315	2,347	4,108
AIR CHAPLAIN	3,598	652	1,757	805	851	1,204	916
GROUND SAFETY DIVISION	2,232	689	646	NR	213	1,123	968
TOTAL	$ 62,907	$ 37,379	$ 27,230	$ 28,838	$ 36,321	$ 26,239	$ 29,383

SOURCE: COST CONTROL REPORT, AF FORM 321,
RCS: AF-FO-F22C

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EXPLANATION OF GRAPHIC PRESENTATION ON

COSTS OF OFFICE OF THE DEPUTY FOR OPERATIONS

HQ CONAC AND HQ CONAC AIR FORCES

This chart depicts the total cost (payroll, supplies and services), for the staff group supervised by the Office of the Deputy for Operations, for Hq ConAC and Hq ConAC Air Forces, as follows:

DEPUTY FOR OPERATIONS

Costs of Assistant Deputy and the Operations Analysis Division (Account Code 20303, less 20303.01).

DIRECTOR OF PLANS, ORGANIZATION AND REQUIREMENTS

Costs of Plans Division, Organization Division, Mission Requirements Division (Account Code 20307).

DIRECTOR OF COMMUNICATIONS AND ELECTRONICS

Costs of Plans and Policy Division, Electronics Systems Division, Communications Systems Division (Account Code 20315).

DIRECTOR OF OPERATIONS AND TRAINING

Costs of Operations Division, Training Division, Armament Division (Account Code 20305).

DIRECTOR OF INTELLIGENCE

Costs of Intelligence Requirements Division, Photo Intelligence Division; Intelligence Doctrine Division, Intelligence Estimates Division (Account Code 20311).

DIRECTOR OF CIVIL AIR DEFENSE

Costs of Directorate of Civil Air Defense (Account Code 20303.01).

Costing of staff activities referred to is in accordance with ConAC Ltr 170-1 and ConAC Ltr 170-7.

COMMENT

THE DEPUTY FOR OPERATIONS FUNCTION AT HQ FIRST AIR FORCE REPORTED AN INCREASE OF $5,625 OVER APRIL. THE INCREASE WAS DUE PRIMARILY TO A BULK REQUISITION OF EQUIPMENT TO BE USED IN THE FIRST AIR FORCE ELECTRONICS COUNTER MEASURES TRAINING PROGRAM ($2,389).

ALL OTHER CONAC AIR FORCE HEADQUARTERS REFLECT A GENERAL DECREASE IN TOTAL COST FOR THE DEPUTY FOR OPERATIONS FUNCTION SINCE APRIL RANGING FROM $394 AT HQ FOURTH AIR FORCE TO $2,201 AT HQ NINTH AIR FORCE.

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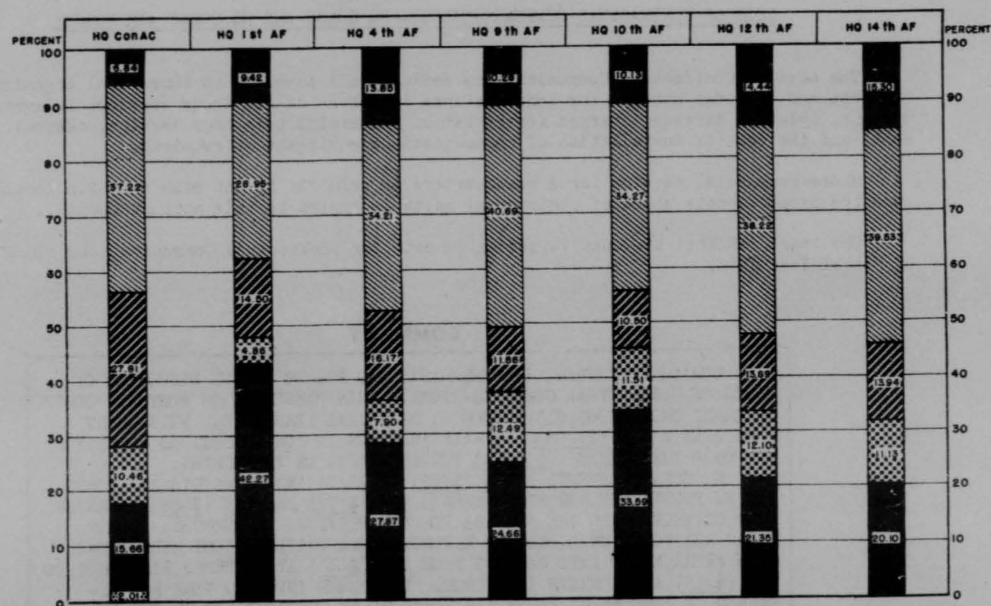
HQ, CONAC
JUNE 1950

COST OF OFFICE OF THE DEPUTY FOR OPERATIONS

HQ ConAC AND HQ ConAC AIR FORCES

MAY 1950



-LEGEND-	HQ ConAC	HQ 1st AF	HQ 4th AF	HQ 9th AF	HQ 10th AF	HQ 12th AF	HQ 14th AF
DEPUTY FOR OPERATIONS	$ 5,048	$ 2,073	$ 3,172	$ 1,441	$ 1,454	$ 2,190	$ 3,649
DIR. OF OPERATIONS & TRAINING	27,476	6,368	7,833	5,702	4,917	5,794	9,433
DIR. OF PLANS, ORGN, & RQMTS	20,531	3,191	3,702	1,664	1,507	2,106	3,325
DIRECTOR OF INTELLIGENCE	7,723	1,070	1,809	1,750	1,652	1,835	2,655
DIR. OF COMM & ELECTRONICS	11,561	9,302	6,382	3,455	4,821	3,238	4,794
DIR OF CIVIL AIR DEFENSE	1,483	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
TOTAL	$ 73,822	$ 22,004	$ 22,898	$ 14,012	$ 14,351	$ 15,163	$ 23,856

SOURCE: COST CONTROL REPORT, AF FORM 321,
RCS: AF-FO-F22C

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EXPLANATION OF GRAPHIC PRESENTATION ON

COST OF CONTRACTUAL COMMUNICATIONS - HQ CONAC AND HQ CONAC AIR FORCES

The cost of Contractual Communications reflects all payments to commercial organizations for services and includes charges for long distance telephone calls, trunk service, telegraph and cable service, teletype service, charges for rental of commercial telephone service, central office equipment, and the cost of installation of communications equipment as required.

Where commercial service for a headquarters is paid for by the base on which located, the headquarters proportionate share of contractual costs is posted to this account (20527).

The chart reflects the cost variation to date for Contractual Communications since the beginning of Fiscal Year 1950.

COMMENT

DURING SEPTEMBER, 1949, EMPHASIS WAS PLACED ON THE REDUCTION OF COSTS OF CONTRACTUAL COMMUNICATIONS. THIS PRESENTATION PORTRAYS COSTS INCURRED THROUGHOUT ELEVEN MONTHS OF FISCAL YEAR 1950. THIS CHART INDICATES A 21% ($1,083) OVERALL INCREASE IN COMMUNICATIONS COSTS FOR MAY OVER THE AVERAGE ($5,243) FOR THE PREVIOUS TEN MONTHS.

HQ CONAC REFLECTS A 70% ($946) INCREASE AND HQ FOURTH AIR FORCE AND HQ FOURTEENTH AIR FORCE SHOW A 56% ($277) AND 44% ($488) INCREASE, RESPECTIVELY, OVER THE AVERAGE FOR THE PREVIOUS TEN MONTHS. OTHER CONAC AIR FORCE HEADQUARTERS REFLECT COMMUNICATIONS COST REDUCTIONS FROM AVERAGES TO DATE RANGING FROM 17% ($120) AT HQ TENTH AIR FORCE TO 43% ($215) AT HQ NINTH AIR FORCE. TELEPHONE INVOICES WERE NOT RECEIVED IN TIME BY HQ FIRST AIR FORCE TO BE INCORPORATED IN THE REPORT; THE ESTIMATED FIGURE WILL BE ADJUSTED WHEN ACTUAL COSTS ARE RECEIVED.

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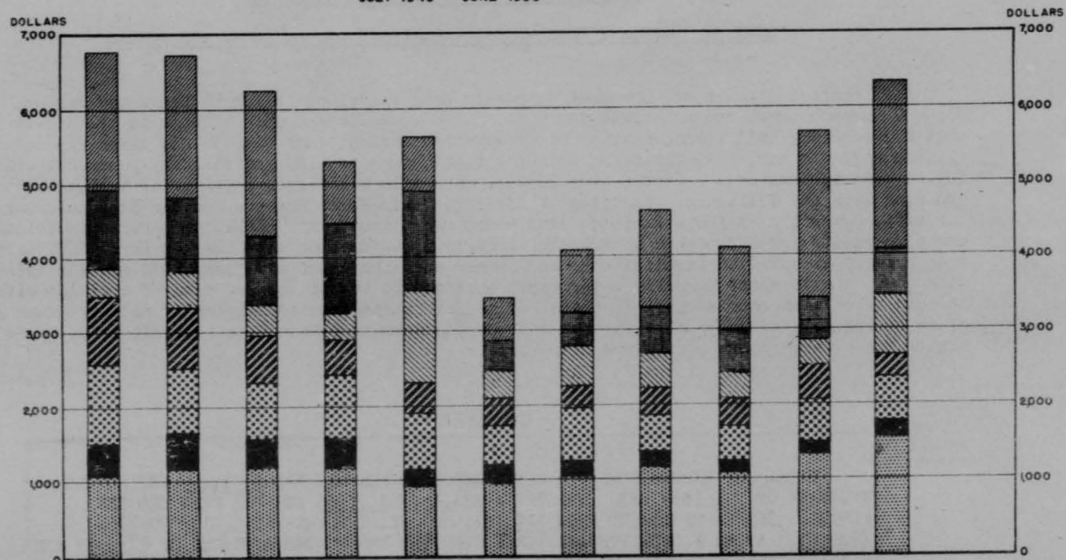
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
JUNE 1950

COST OF CONTRACTUAL COMMUNICATIONS

HQ ConAC AND HQ ConAC AIR FORCES

JULY 1949 – JUNE 1950



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	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE
HQ CONAC	$ 1,863	$ 1,953	$ 1,950	$ 866	$ 763	$ 577	$ 886	$ 1,301	$ 1,113	$ 2,204	$ 2,289	$
HQ 1st AF	1,152	991	937	1,202	1,309	387	427	657	547	556	600	
HQ 4th AF	376	535	413	355	1,242	386	508	455	353	351	774	
HQ 9th AF	898	809	630	490	394	348	293	329	355	461	286	
HQ 10th AF	1,038	840	751	829	784	530	698	448	477	555	575	
HQ 12th AF	378	499	375	377	199	228	207	200	174	178	206	
HQ 14th AF	1,088	1,106	1,178	1,179	911	953	1,056	1,189	1,081	1,334	1,596	
TOTAL	$ 6,793	$ 6,733	$ 6,234	$ 5,298	$ 5,602	$ 3,409	$ 4,075	$ 4,579	$ 4,100	$ 5,639	$ 6,326	$

SOURCE: COST CONTROL REPORT, AF FORM 321,
RCS: AF-FO-F22C

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EXPLANATION OF GRAPHIC PRESENTATION ON

COST OF TEMPORARY DUTY TRAVEL - HQ CONAC AND HQ CONAC AIR FORCES

This chart indicates the trend of Temporary Duty travel costs for Hq ConAC and Hq ConAC Air Forces. Expenditures shown include those from both specific and open allotments and include the cost of Per Diem, Rail Transportation of persons and things, meal tickets and minor expenditures (liquid coffee money, taxi fares and porter's tips), for civilian and military personnel traveling on official business (Account Code 20529). Specific allotments provide for travel in conjunction with the following: Ferrying of Air Force, Air Force Reserve and Air National Guard aircraft, Operation of installations, area cadet recruitment, air combat manuevers, individual or group movements for attendance at schools, travel in conjunction with the Air Force ROTC instruction program at civilian institutions, and summer encampments of Air Force ROTC and Air National Guard. Open allotments normally cover costs incident to travel and per diem of civilian witnesses in connection with courts-martial, travel of medical attendants and escort of military dead to the place of burial. Although cost figures include adjustments over obligations, it is believed that totals for a three month period are comparable.

COMMENT

TOTAL TDY EXPENDITURE FOR CONAC REPORTED FOR MAY WAS $151,449 REFLECTING AN INCREASE OF 73% ($63,883) OVER THE AVERAGE OF $87,566 FOR THE PREVIOUS TEN MONTHS. INCREASES RANGED FROM 12% ($1,903) AT HQ FOURTH AIR FORCE TO 196% ($25,832) AT HQ FOURTEENTH AIR FORCE OVER THE TEN MONTHS AVERAGES OF $15,373 AND $13,153, RESPECTIVELY. HQ NINTH AND TENTH AIR FORCES REPORT A 15% ($1,217) AND 4% ($484) DECREASE OVER THE TEN MONTH AVERAGES.

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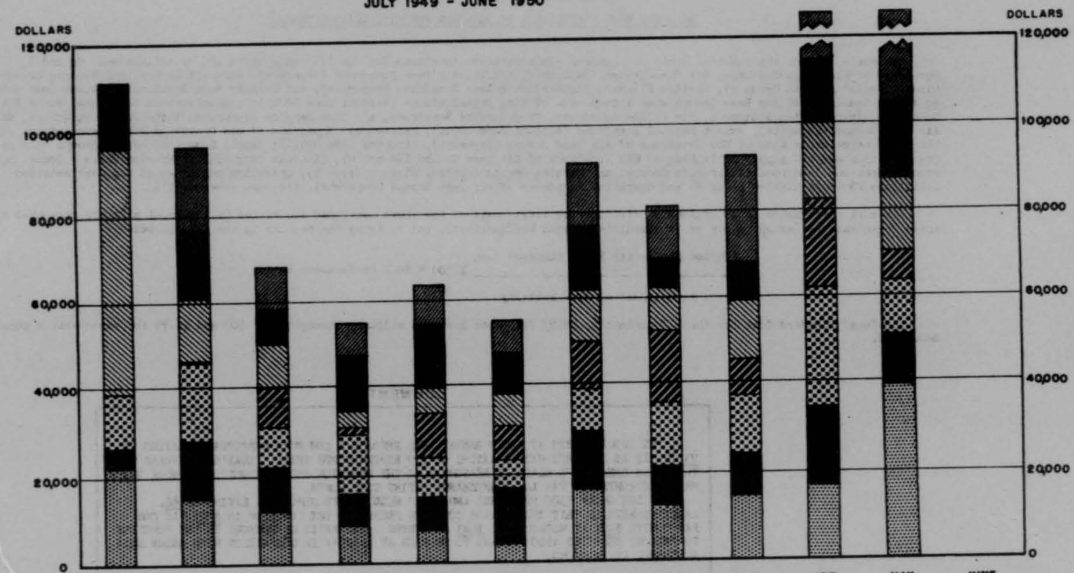
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
JUNE 1950

COST OF TEMPORARY DUTY TRAVEL

HQ ConAC AND HQ ConAC AIR FORCES

JULY 1949 - JUNE 1950



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	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE
HQ CONAC	$ 1,856	$ 21,299	$ 9,229	$ 7,246	$ 9,557	$ 7,295	$ 17,581	$ 11,984	$ 24,570	$ 50,133	$ 46,995	$
HQ 1st AF	13,168	14,240	8,926	8,415	14,492	11,528	11,822	6,598	9,495	13,362	16,577	
HQ 4th AF	57,668	15,087	9,632	7,405	5,286	4,696	12,203	10,491	13,207	18,055	17,276	
HQ 9th AF	0	50	8,222	1,993	9,575	5,798	11,172	16,449	8,293	20,537	6,992	
HQ 10th AF	11,671	18,698	9,406	13,069	9,365	9,051	8,570	13,722	12,596	27,249	12,856	
HQ 12th AF	4,426	11,524	9,839	7,513	7,489	12,198	13,199	8,979	9,409	17,536	11,768	
HQ 14th AF	22,451	15,238	12,433	8,624	7,408	3,979	16,468	12,687	14,704	17,541	38,985	
TOTAL	$ 111,240	$ 96,136	$ 67,687	$ 54,265	$ 63,172	$ 54,545	$ 91,015	$ 80,910	$ 92,274	$ 164,413	$ 151,449	$

SOURCE: COST CONTROL REPORT, AF FORM 321,
RCS: AF-FO-F22C

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EXPLANATION OF GRAPHIC PRESENTATION ON

RELATIVE WORK PERFORMANCE OF SQUADRON ADMINISTRATIVE OVERHEAD

The costs include the combined costs of squadron administrative functions for the following units and/or activities: Hq and Hq Squadrons of Wing Organizations, Air Base Groups (Separate), AFRTCs, Air Base Squadrons (Separate), Aircraft Control and Warning Organizations (Special Mission Group B), Liaison Flights, Fighter and Bomber Squadrons (Separate), and Standby Base Squadrons (Account Code 01020); Hq and Hq Squadrons of Air Base Groups when a component of Wing Organizations (Account Code 02013); Communications Squadrons, Motor Vehicle Squadrons, Installation Squadrons, Air Police Squadrons, Food Service Squadrons, Air Base Service Squadrons, Installation Squadrons, and Air Base Groups (Separate), except Medical Squadrons (Account Code 02014); Maintenance Squadrons of M&S Groups of Wing Organizations and the maintenance activities of M&S Squadrons of Air Base Groups (Separate), (Account Code 05012); Supply Squadrons of M&S Groups of Wing Organizations and the supply activities of M&S Squadrons of Air Base Groups (Separate), (Account Code 05014); Mission Units - Combat Squadrons, Operations Squadrons of Aircraft Control and Warning Groups (Special Mission Group B); Operating companies of Engineer Aviation Battalions (Special Mission Group B) and Operating Squadrons of Air Base Groups (Separate), (Account Code 07014).

The work performance is determined by dividing the total costs of the above mentioned activities by the total military personnel of these organizations (except major or intermediate command headquarters), and applying the results in the formula below:

$$\frac{\text{United States Air Force Standard Cost}}{\text{Actual Cost of Base Activity}} \times 100 = \text{Work Performance Rating}$$

The ConAC Standard Cost for these functions is $8.75 for bases having a military strength over 500 and $4.75 for bases with a population under 500.

COMMENT

THE 2230TH AFRTC AT FLOYD BENNETT HAS REPORTS A LOW WORK PERFORMANCE RATING OF 73 IN MAY AS COMPARED WITH A RATING OF 100 REPORTED FOR APRIL. ANALYSIS REVEALS THAT THERE HAS BEEN AN INCREASE IN PERSONNEL IN THE FUNCTION AND A REDUCTION IN WORK UNITS WHICH ACCOUNTS FOR THE LOW PERFORMANCE RATING THIS MONTH.

IN THE GROUP "500 PERSONNEL AND OVER" MCGUIRE AFB REPORTS A RATING OF 66. ANALYSIS REVEALS THAT THE AVERAGE COST PER PERSON IN THE FUNCTION IS $205, AS COMPARED WITH $171 AT MCCHORD AND $183 AT TURNER. THE RATIO OF PERSONS IN THE FUNCTION TO PERSONS SERVICED ALSO APPEARS TO BE HIGH AT MCGUIRE IN COMPARISON WITH BASES SUCH AS TURNER AND MCCHORD.

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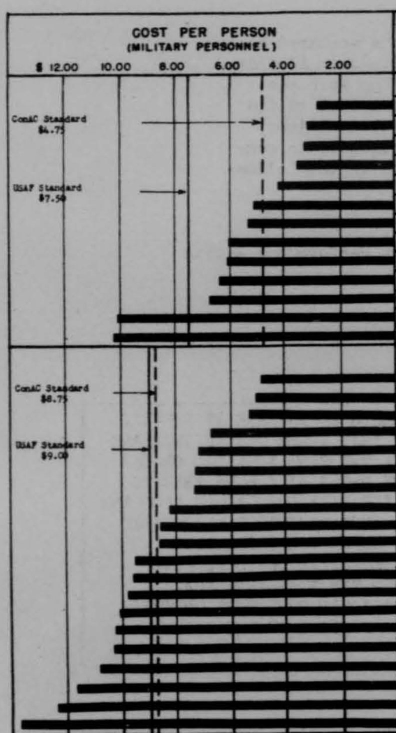
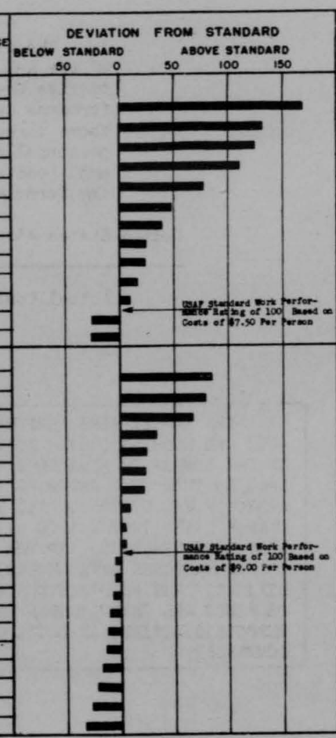
HQ, CONAC
JUNE 195'

RELATIVE WORK PERFORMANCE OF SQUADRON ADMINISTRATIVE OVERHEAD

MAY 1950



COST PER PERSON	BASE	WORK PERFORMANCE RATING	TOTAL MILITARY PERSONNEL	RATIO: PERSONS SERVING TO PERSONS SERVICED
UNDER 500 PERSONNEL				
$ 2.80	2239th AFRTC - Gtr Pittsburgh Aprt	268	473	1:53
3.23	2472d AFRTC - Olathe NAS	232	423	1:47
3.32	2465th AFRTC - Wold-Chamberlain Fld	226	455	1:76
3.56	2343d AFRTC - Portland Aprt	211	451	1:50
4.21	2237th AFRTC - New Castle County Aprt	178	431	1:36
5.07	2585th AFRTC - Miami Int Aprt	148	438	1:40
5.41	2234th AFRTC - Hanscom Aprt	139	436	1:34
6.01	2236th AFRTC - Godman AFB	125	410	1:32
6.04	2587th AFRTC - Birmingham Mun Aprt	124	469	1:31
6.43	2596th AFRTC - Hensley Fld	117	444	1:23
6.79	2476th B. Sv. Sq - Oscoda AFB	110	158	1:26
10.15	4408th AB Sq - Lawson AFB	74	413	1:21
10.27	2230th AFRTC - Floyd Bennett NAS	73	332	1:20
500 PERSONNEL AND OVER				
$ 4.89	2240th AFRTC - Schlegel AF Plant	184	522	1:37
5.03	2466th AFRTC - Atterbury AFB	179	509	1:30
5.35	2500th AB Gp - Mitchel AFB	168	2,351	1:29
6.78	2600th AB Sq - Pope AFB	133	1,251	1:24
7.26	2584th AFRTC - Memphis Mun Aprt	124	564	1:23
7.33	2347th AFRTC - Long Beach Aprt	123	702	1:26
7.39	2589th AFRTC - Dobbins AFB	122	513	1:27
8.26	78th Ftr Intcp Wg - Hamilton AFB	109	4,051	1:20
8.64	2471st AFRTC - O'Hare Int Aprt	104	669	1:27
8.65	314th Tr Carr Wg - Sewart AFB	104	2,752	1:21
9.54	31st Ftr Bmr Wg - Turner AFB	94	2,347	1:19
9.58	4th Ftr Intcp Wg - Langley AFB	94	4,275	1:18
9.76	56th Ftr Intcp Wg - Selfridge AFB	92	3,377	1:16
10.09	4400th AB Gp - Stewart AFB	89	675	1:18
10.28	20th Ftr Bmr Wg - Shaw AFB	88	2,543	1:17
10.33	325th Ftr All Wea Wg-McChord AFB	87	2,965	1:17
10.86	33d Ftr Intcp Wg - Otis AFB	83	2,074	1:17
11.60	2595th AB Gp - Brooks AFB	78	902	1:17
12.30	81st FtrIntcpWg-Larson AFB(Moses Lake)	73	2,153	1:14
13.66	52nd Ftr All Wea Wg - McGuire AFB	66	1,454	1:15



SOURCE: WORK PERFORMANCE REPORT, AF FORM 323,
RCS: AF-FO-F30

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EXPLANATION OF GRAPHIC PRESENTATION ON

RELATIVE WORK PERFORMANCE OF ADMINISTRATION

The costs of Administration include the combined cost of the A-1, S-1, and Adjutant functions, Squadron Administrative Overhead and Military Personnel. The work performance is determined by dividing the total cost of the above three groups of activities, by the total military personnel of the base, (except major or intermediate command headquarters) and applying the results in the following formula.

$$\frac{\text{United States Air Force Standard Cost}}{\text{Actual Cost of Activity}} \times 100 = \text{Work Performance Rating}$$

COMMENT

THE LOWEST WORK PERFORMANCE RATINGS REPORTED FOR THE MONTH OF MAY ARE AT STEWART (70) AND DOBBINS (68). THESE MAY BE ATTRIBUTED TO THE FACT THAT THERE WAS AN INCREASE IN THE NUMBER OF PERSONNEL IN THE FUNCTION FOR APPROXIMATELY THE SAME WORKLOAD OR ONE SMALLER THAN THAT REPORTED IN APRIL. THIS MONTH A NUMBER OF BASES HAVE BEEN ABLE TO APPROACH THE STANDARDS SET BY HQ USAF FOR THE FUNCTION, IN THE WORKLOAD GROUPS "500 AND OVER;" BASES IN THE 3000 - 3999 GROUP, HOWEVER, CONTINUE TO SHOW RATINGS CONSIDERABLY BELOW THE STANDARD. IN THE LATTER GROUP, AN IMPROVEMENT IS NOTED FOR SELFRIDGE.

WHEN BASES HAVE DETERMINED INDIVIDUAL STANDARDS, REPRESENTATIVE OF LOCAL CONDITIONS, THIS HEADQUARTERS MAY CONCLUSIVELY DETERMINE WHETHER THE STANDARDS NOW PROVIDED ARE INAPPLICABLE BECAUSE OF DIFFERENCES IN ORGANIZATIONAL STRUCTURE, MISSION RESPONSIBILITIES, OR LOCAL CONDITIONS BEYOND THE OPERATIONAL CONTROL OF THE BASE COMMANDER.

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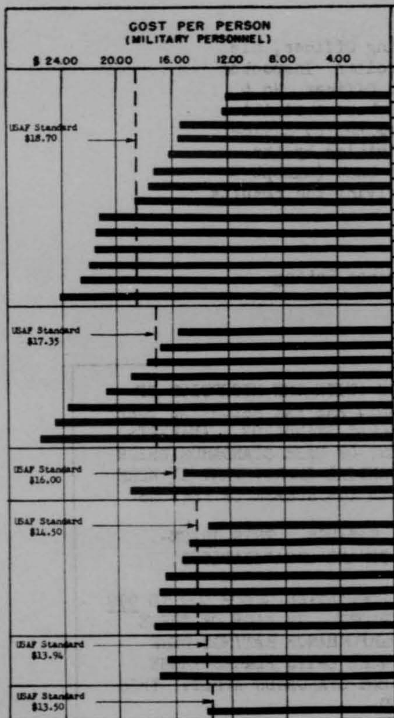
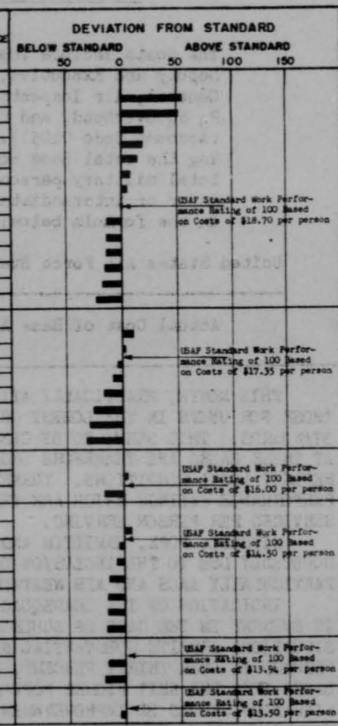
RELATIVE WORK PERFORMANCE OF ADMINISTRATION

MAY 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
JUNE 1950





COST PER PERSON	BASE	WORK PERFORMANCE RATING	TOTAL MILITARY PERSONNEL	RATIO: PERSONS SERVING TO PERSONS SERVICED
	UNDER 500 PERSONNEL			
$ 12.07	2476th B Sv Sq - Oscoda AFB	155	158	1:18
12.37	4405th AB Sq - Sherman AFB	151	169	1:17
15.63	2239th AFRTC - Gtr Pittsburgh Aprt	120	473	1:12
15.73	2465th AFRTC - Wold-Chamberlain Fld	119	455	1:14
16.25	2472nd AFRTC - Olathe NAS	115	423	1:11
17.42	2596th AFRTC - Hensley Fld	107	444	1:10
17.75	2237th AFRTC - New Castle Co. Aprt	105	431	1:10
18.74	2343rd AFRTC - Portland Aprt	100	451	1:10
21.47	2230th AFRTC - Floyd Bennett NAS	87	332	1:10
21.66	2234th AFRTC - Hanscom Aprt	86	436	1:10
21.68	2585th AFRTC - Miami Int Aprt	86	438	1:10
22.07	2587th AFRTC - Birmingham Mun Aprt	85	469	1:9
22.83	4408th AB Sq - Lawson AFB	82	413	1:9
24.14	2236th AFRTC - Godman AFB	77	410	1:8
	500-999 PERSONNEL			
15.81	2240th AFRTC - Schlegel AF Plant	110	522	1:12
16.99	2584th AFRTC - Memphis Mun Aprt	102	564	1:11
17.94	2347th AFRTC - Long Beach Aprt	97	702	1:11
19.08	2595th AB Gp - Brooks AFB	91	902	1:10
20.94	2466th AFRTC - Atterbury AFB	83	509	1:8
23.86	2471st AFRTC - O'Hare Int Aprt	73	669	1:10
24.64	4400th AB Gp - Stewart AFB	70	675	1:8
25.73	2589th AFRTC - Dobbins AFB	67	513	1:7
	1000-1499 PERSONNEL			
15.57	2600th AB Sq - Pope AFB	103	1,251	1:12
19.21	52nd Ftr-A/W Wg - McGuire AFB	83	1,454	1:10
	2000-2999 PERSONNEL			
13.72	314th Tr Carr Wg - Sewart AFB	106	2,752	1:14
15.01	31st Ftr Bmr Wg - Turner AFB	97	2,347	1:12
15.65	20th Ftr Bmr Wg - Shaw AFB	93	2,543	1:12
16.78	33rd Ftr-Intcp Wg - Otis AFB	86	2,074	1:9
17.18	81st Ftr-Intcp Wg - Larson AFB (Moses Lake)	84	2,153	1:10
17.32	325th Ftr-A/W Wg - McChord AFB	84	2,965	1:11
17.56	2500th AB Gp - Mitchel AFB	83	2,351	1:10
	3000-3999 PERSONNEL			
16.65	56th Ftr-Intcp Wg - Selfridge AFB	84	3,377	1:10
17.23	78th Ftr-Intcp Wg - Hamilton AFB	81	3,896	1:10
	4000-4999 PERSONNEL			
13.89	4th Ftr-Intcp Wg - Langley AFB	97	4,275	1:13

SOURCE: WORK PERFORMANCE REPORT, AF FORM 323, RCS: AF-FO-F30

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EXPLANATION OF GRAPHIC PRESENTATION ON

RELATIVE WORK PERFORMANCE OF COMMANDER AND STAFF

The costs include the combined costs of the Commanding Officer, his Deputy and Executive, the A-1, A-2, A-3, A-4, Comptroller, Inspector General, Air Inspector, Adjutant, Public Information Officer, Hq & Hq Sq Overhead, and Expendable Supplies utilized in these activities (Account Code 01051). The work performance is determined by dividing the total Base costs of the above mentioned activities by the total military personnel of all organizations on the base (except major or intermediate command headquarters), and applying the results in the formula below:

$$\frac{\text{United States Air Force Standard Cost}}{\text{Actual Cost of Base Activity}} \times 100 = \text{Work Performance Rating}$$

COMMENT

THIS MONTH, PRACTICALLY ALL OF THE WORK PERFORMANCE RATINGS (WITH THE EXCEPTION OF THOSE FOR UNITS IN THE LOWEST GROUP, UNDER 500 MILITARY PERSONNEL) ARE FAR BELOW THE USAF STANDARDS. THIS SEEMS TO BE CLEAR INDICATION OF THE NEED FOR CONAC STANDARDS. ANALYSTS AT THESE BASES ARE THEREFORE URGED TO CONTINUE IN THE DEVELOPMENT OF BASE STANDARDS WHICH REFLECT LOCAL CONDITIONS. TURNER AFB AND OSCODA AFB SHOW SUBSTANTIAL IMPROVEMENT IN WORK PERFORMANCE RATINGS WHICH ARE THE DIRECT RESULT OF IMPROVEMENT IN THE NUMBER OF PERSONS SERVICED PER PERSON SERVING.

MITCHEL, POPE, HAMILTON AND LANGLEY CONTINUE TO REPORT LOW RATINGS. THIS IS UNDOUBTEDLY DUE TO THE INCLUSION OF COSTS OF SPECIAL MISSION AND TENANT ORGANIZATIONS, PARTICULARLY AACS AND AIR WEATHER GROUP HEADQUARTERS.

INDICATION OF THE INADEQUACY OF THE USAF STANDARD FOR THE POPULATION GROUP 500 TO 999 IS EVIDENT IN THE CASE OF SCHLEGEL AFB AND MEMPHIS MUNICIPAL AIRPORT. IN EACH OF THESE SITUATIONS DESPITE SUBSTANTIAL SAVINGS IN UNIT COST, THE WORK PERFORMANCE RATINGS WERE REDUCED BY OVER THIRTY PERCENT, BECAUSE THE SLIGHT INCREASE IN WORK UNITS PLACED THESE BASES INTO THE NEXT HIGHER POPULATION BRACKET WHERE LESS FAVORABLE STANDARDS APPLY. THIS SITUATION SHOULD BE IMPROVED WHEN CONAC STANDARDS ARE ESTABLISHED.

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PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
JUNE 1950

RELATIVE WORK PERFORMANCE OF COMMANDER AND STAFF

MAY 1950

COST PER PERSON	BASE	WORK PERFORMANCE RATING	TOTAL MILITARY PERSONNEL	RATIO: PERSONS SERVING TO PERSONS SERVICED
	UNDER 500 PERSONNEL (USAF Standard $26.00; USAF Standard Work Performance Rating of 100 Based on Costs of $26.00 per person)			
$ 16.61	2476th B Sv Sq - Oscoda AFB	157	158	1:16
19.03	2465th AFRTC - Wold-Chamberlain Fld	137	455	1:15
19.45	4405th AB Sq - Sherman AFB	134	169	1:13
21.69	2472d AFRTC - Olathe NAS	120	423	1:12
22.34	2239th AFRTC - Gtr Pittsburgh Aprt	116	473	1:12
22.35	2343d AFRTC - Portland Aprt	116	451	1:12
23.45	2237th AFRTC - New Castle County Arpt	111	431	1:11
24.24	2587th AFRTC - Birmingham Mun Arpt	107	469	1:10
25.59	2585th AFRTC - Miami Int Arpt	102	438	1:12
26.48	2236th AFRTC - Godman AFB	98	410	1:10
27.67	2234th AFRTC - Hanscom Arpt	94	436	1:9
30.00	4408th AB Sq - Lawson AFB	87	413	1:9
31.37	2596th AFRTC - Hensley Field	83	444	1:9
37.33	2230th AFRTC - Floyd Bennett NAS	70	332	1:7
	500-999 PERSONNEL (USAF Standard $15.00; USAF Standard Work Performance Rating of 100 Based on Costs of $15.00 per person)			
20.67	2466th AFRTC - Atterbury AFB	73	509	1:12
21.90	2240th AFRTC - Schlegel AF Plant	68	522	1:12
24.06	2584th AFRTC - Memphis Mun Arpt	62	564	1:11
24.85	2595th AB Gp - Brooks AFB	60	902	1:9
26.90	2471st AFRTC - O'Hare Int Arpt	56	669	1:11
27.41	2347th AFRTC - Long Beach Mun Arpt	55	702	1:10
30.43	4400th AB Gp - Stewart AFB	49	647	1:8
31.72	2589th AFRTC - Dobbins AFB	47	513	1:8
	1000-1499 PERSONNEL (USAF Standard $11.50; USAF Standard Work Performance Rating of 100 Based on Costs of $11.50 per person)			
14.12	52d Ftr A/W Wg - McGuire AFB	81	1454	1:19
33.18	2600th AB Sq - Pope AFB	35	1251	1:7
	2000-2999 PERSONNEL (USAF Standard $8.20; USAF Standard Work Performance Rating of 100 Based on Costs of $8.20 per person)			
8.52	31st Ftr Bmr Wg - Turner AFB	96	2347	1:31
10.98	314th Tr Carr Wg - Sewart AFB	75	2752	1:25
11.69	33d Ftr Intcp Wg - Otis AFB	70	2074	1:22
13.63	325th Ftr A/W Wg - McChord AFB	60	2965	1:17
14.24	81st Ftr Intcp Wg - Larson AFB(Moses Lake)	58	2153	1:15
14.33	20th Ftr Bmr Wg - Shaw AFB	57	2543	1:20
29.22	2500th AB Gp - Mitchel AFB	28	2351	1:8
	3000-3999 PERSONNEL (USAF Standard $6.90; USAF Standard Work Performance Rating of 100 Based on Costs of $6.90 per person)			
12.49	56th Ftr Intcp Wg - Selfridge AFB	55	3377	1:21
	4000-4999 PERSONNEL (USAF Standard $6.10; USAF Standard Work Performance Rating of 100 Based on Costs of $6.10 per person)			
13.59	4th Ftr Intcp Wg - Langley AFB	45	4275	1:18
17.01	78th Ftr Intcp Wg - Hamilton AFB	36	4051	1:15

SOURCE: WORK PERFORMANCE REPORT, AF FORM 323, RCS: AF-FO-F30

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EXPLANATION OF GRAPHIC PRESENTATION ON RELATIVE WORK PERFORMANCE OF SUPPLY

The costs include the combined costs of all supply activities such as (a) Supply Control, (b) Supply Warehouses, (c) Subsistence Handling, (d) Commissary Sales, (e) Purchasing and Contracting, (f) Salvage and Surplus Property, Laundry and Dry Cleaning (Account Code 05450). The work performance is determined by dividing the total costs of the base supply activity by the total number of personnel, both civilian and military of the base. In addition, if a major or intermediate command headquarters is located on the base, personnel of those commands are added. The results of the above calculation will be applied to the formula below:

$$\frac{\text{United States Air Force Standard Cost}}{\text{Actual Cost of Activity}} \times 100 = \text{Work Performance Rating}$$

Total installation personnel reported include all civilians as well as military personnel served by the supply activity. For purposes of comparison with overall USAF performance, the ConAC Average, derived from data reported during the period May 1949 through January 1950 is presented hereon.

COMMENT

IN THE GROUP "UNDER 500 PERSONNEL" LOW WORK PERFORMANCE RATINGS ARE REPORTED FOR SHERMAN AND FLOYD BENNETT. AS COMPARED WITH OSCODA AND LAWSON IT APPEARS THAT THERE ARE APPROXIMATELY DOUBLE THE NUMBER OF PERSONNEL IN THE FUNCTION FOR ABOUT THE SAME SIZE WORKLOAD WHICH ACCOUNTS FOR THE LOW RATINGS. IN THE GROUP "500-999 PERSONNEL", HANSCOM, ATTERBURY, AND PORTLAND REPORTED LOW WORK PERFORMANCE RATINGS. ANALYSIS REVEALS THAT THE LOW WORK PERFORMANCE IS DUE TO THE EXCESSIVE NUMBER OF PERSONNEL IN THE FUNCTION, FOR THE WORKLOAD, WHEN COMPARED TO OTHER BASES WITH COMPARABLE WORKLOADS. THIS IS A PERSONNEL MANAGEMENT PROBLEM AND WARRANTS INVESTIGATION.

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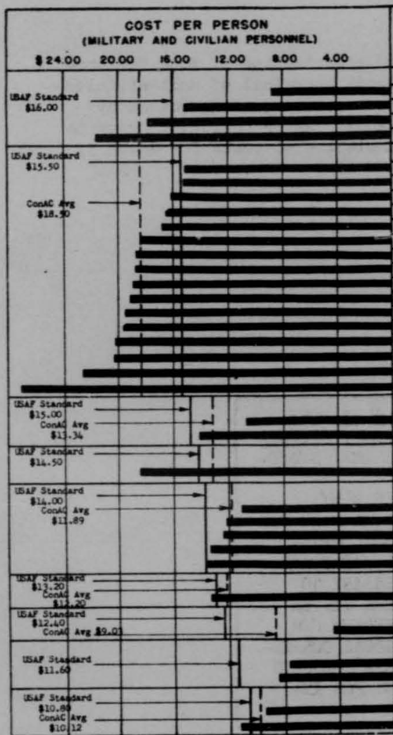
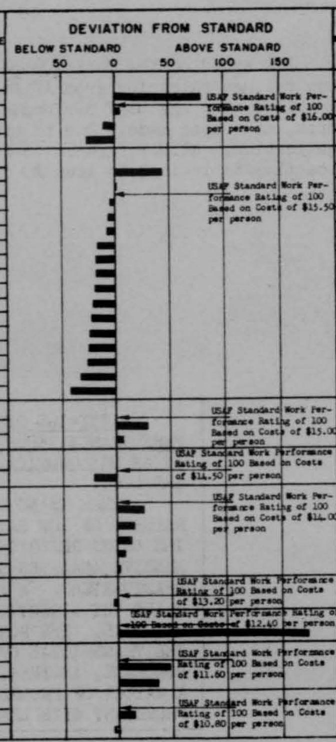
RELATIVE WORK PERFORMANCE OF SUPPLY

MAY 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CON AC
JUNE 1950





COST PER PERSON	BASE	WORK PERFORMANCE RATING	TOTAL INSTALLATION PERSONNEL	RATIO: PERSONS SERVING TO PERSONS SERVICED
	UNDER 500 PERSONNEL			
$ 8.96	2476th B Sv Sq - Oscoda AFB	179	174	1:22
15.25	4408th AB Sq - Lawson AFB	105	489	1:17
17.91	4405th AB Sq - Sherman AFB	89	180	1:11
21.76	2230th AFRTC - Floyd Bennett NAS	74	443	1:9
	500-999 PERSONNEL			
15.22	2236th AFRTC - Godman AFB	102	517	1:14
15.32	2240th AFRTC - Schlegel AF Plant	101	596	1:14
16.17	2584th AFRTC - Memphis Mun Aprt	96	686	1:13
16.63	2585th AFRTC - Miami Int Aprt	93	556	1:14
16.91	2472d AFRTC - Olathe NAS	92	517	1:12
18.68	2239th AFRTC - Gtr Pittsburght Aprt	83	587	1:15
18.91	2587th AFRTC - Birmingham Mun Aprt	82	560	1:11
18.92	2589th AFRTC - Dobbins AFB	82	629	1:11
19.07	2596th AFRTC - Hensley Field	81	536	1:11
19.38	2465th AFRTC - Wold-Chamberlain Fld	80	575	1:11
19.72	2347th AFRTC - Long Beach Mun Aprt	79	870	1:11
19.82	2237th AFRTC - New Castle County Aprt	78	534	1:10
20.23	2471st AFRTC - O'Hare Int Aprt	77	933	1:12
20.32	2234th AFRTC - Hanscom Aprt	76	585	1:11
22.76	2466th AFRTC - Atterbury AFB	68	641	1:10
27.06	2343d AFRTC - Portland Aprt	57	586	1:8
	1000-1499 PERSONNEL			
10.96	2600th AB Sq - Pope AFB	137	1384	1:18
14.22	4400th AB Gp - Stewart AFB	105	1110	1:19
	1500-1999 PERSONNEL			
18.63	52d Ftr A/W Wg - McGuire AFB	78	1671	1:12
	2000-2999 PERSONNEL			
11.37	314th Tr Carr Wg - Sewart AFB	123	2974	1:17
12.29	81st Ftr Intcp Wg - Larson AFB(Moses Lake)	114	2323	1:15
12.49	31st Ftr Bmr Wg - Turner AFB	112	2584	1:15
13.58	33d Ftr Intcp Wg - Otis AFB	106	2312	1:15
13.79	20th Ftr Bmr Wg - Shaw AFB	102	2809	1:16
	3000-3999 PERSONNEL			
13.56	325th Ftr A/W Wg - McChord AFB	97	3317	1:19
	4000-4999 PERSONNEL			
4.58	2595th AB Gp - Brooks AFB	271	4317	1:47
	5000-5999 PERSONNEL			
7.84	56th Ftr Intcp Wg - Selfridge AFB	148	5080	1:25
8.64	78th Ftr Intcp Wg - Hamilton AFB	134	5660	1:25
	6000-6999 PERSONNEL			
9.63	2500th AB Gp - Mitchel AFB	112	6052	1:23
11.33	4th Ftr Intcp Wg - Langley AFB	95	6279	1:28

SOURCE: WORK PERFORMANCE REPORT, AF FORM 323,
RCS: AF-FO-F30

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EXPLANATION OF TABULAR PRESENTATION ON

WORK PERFORMANCE RATINGS

Presented on the facing page is a tabulation by Air Force and organization of Work Performance ratings extracted from AF Forms 323. This is designed to permit appraisal of unit efficiency relative to the USAF performance of 100. A minimum number of corrections, as indicated by notes, have been made. Due to time limitations, only a sampling audit can be performed prior to publication. With reference to the proper procedure for the accumulation of costs for Group 3, attention is invited to item 20 of Attachment 1 to ConAC Letter 170-1B.

COMMENT

FIFTY-TWO PERCENT OF THE FUNCTIONS REPORTED ON IN WORK PERFORMANCE REPORTS AT CONAC INSTALLATIONS ARE BEING PERFORMED IN AN UNECONOMICAL MANNER I.E. AT A COST ABOVE THE USAF STANDARD COST.

THERE IS NO DOUBT THAT VALID REASONS EXIST FOR MANY REPORTS OF LOW RATINGS, HOWEVER, LITTLE CASE HAS BEEN MADE FOR THE UNITS REPORTING THEM, WITH THE EXCEPTION OF TWO COMPREHENSIVE ANALYSES SUBMITTED BY FIRST AND FOURTEENTH AIR FORCE HEADQUARTERS. A PREPONDERANCE OF EVIDENCE IS NECESSARY TO GUIDE THE DIRECTION WHICH FUTURE ADJUSTMENTS TO THIS SYSTEM MAY TAKE. THE MONTHLY NARRATIVE ANALYSIS IS ONE MEDIUM FOR THE TRANSMITTAL OF SUCH RECOMMENDATIONS, AND INDIVIDUAL CORRESPONDENCE, ANOTHER. ANALYSTS ARE URGED TO MAKE THESE SUBJECTS A MATTER OF RECORD AND SUBMIT THEIR RECOMMENDATIONS FOR IMPROVEMENT WITH LEAST PRACTICABLE DELAY.

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WORK PERFORMANCE RATINGS *
CONTINENTAL AIR COMMAND

MAY 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
JUNE 1950

BASE	FUNCTION OR GROUP										
	A-1 S-1 & ADJUTANT (GROUP 1)	SQ ADM OVERHEAD (GROUP 2)	MILITARY PERSONNEL (GROUP 3)	ADMINISTRATION (GROUP 4)	COMMANDER & STAFF (GROUP 5)	TOTAL ADM & SERVICES (GROUP 6)	SUPPLY (GROUP 7)	TOT MAINT & SUPPLY (1) (GROUP 8)	MOTOR POOL (GROUP 9)	MAINT-AUTO & G.P.E. (GROUP 10)	PERSONNEL SERVICES (GROUP 11)
FIRST AIR FORCE											
33rd Ftr-Intcp Wg - Otis AFB	74	83	NPC (3)	86	70	95	(4) 103	98	(2) 106	71	87
52nd Ftr- A/W Wg - McGuire AFB	85	66	NPC (3)	83	81	72	78	(1)	75	84	77
2230th AFRTC - Floyd Bennett NAS	64	73	183	87	70	125	74	(1)	74	60	101
2234th AFRTC - Hanscom Aprt	101	139	55	86	94	78	76	(1)	106	103	109
2500th AB Gp - Mitchel AFB	41	168	73	83	28	80	112	135	92	70	99
4400th AB Gp - Stewart AFB	61	89	53	70	49	76	105	(1)	100	79	119
FOURTH AIR FORCE											
78th Ftr-Intcp Wg - Hamilton AFB	59	109	35	81	(4) 36	85	134	128	124	224	88
325th Ftr-A/W Wg - McChord AFB	63	87	NPC (3)	84	60	75	97	93	84	125	147
81st Ftr-Intcp Wg-Larson AFB(Moses Lake)	90	73	NPC (3)	84	58	59	114	84	110	181	114
2343rd AFRTC - Portland Aprt	119	211	55	100	116	61	57	(1)	83	127	76
2347th AFRTC - Long Beach Aprt	118	123	54	97	55	99	79	(1)	106	84	81
2579th AB Sq - Victorville AFB	NPC (3)	NPC (3)	NPC (3)	NPC (3)	36	37	30	(1)	605	698	10
NINTH AIR FORCE											
4th Ftr-Intcp Wg - Langley AFB	90	94	NPC (3)	97	45	78	95	93	117	88	103
2236th AFRTC - Godman AFB	68	125	57	77	98	103	102	(1)	91	89	55
2237th AFRTC - New Castle Co Aprt	80	178	85	105	111	67	78	(1)	117	122	164
2239th AFRTC - Gtr Pittsburgh Aprt	105	268	77	120	116	80	83	(1)	37	78	170
2240th AFRTC - Schlegel AF Plant	119	184	51	110	68	93	101	(1)	101	67	71
TENTH AIR FORCE											
56th Ftr-Intcp Wg - Selfridge AFB	74	92	63	84	55	87	148	94	81	103	138
2465th AFRTC - Wold Chamberlain Fld	119	226	76	119	137	99	80	(1)	66	253	172
2466th AFRTC - Atterbury AFB	124	179	29	83	73	85	68	(1)	67	102	145
2471st AFRTC - O'Hare Int Aprt	99	104	34	73	56	64	77	(1)	128	84	74
2472nd AFRTC - Olathe NAS	123	232	69	115	120	(2) 113	(2) 92	(1)	153	122	170
4405th AB Sq - Sherman AFB	40	NPC (3)	NPC (3)	151	134	46	89	(1)	71	124	329
2476th B Sv. Sq - Oscoda AFB	95	110	NPC (3)	155	157	61	179	(1)	116	162	240
TWELFTH AIR FORCE											
2596th AFRTC - Hensley Fld	109	117	97	107	83	85	81	(1)	103	50	91
2595th AB Gp - Brooks AFB	91	78	165	91	60	186	271	373	130	192	188
FOURTEENTH AIR FORCE											
314th Tr Carr Wg - Sewart AFB	87	104	NPC (3)	106	75	107	123	115	71	124	83
20th Ftr Bmr Wg - Shaw AFB	82	88	NPC (3)	93	57	93	102	126	81	177	87
31st Ftr Bmr Wg - Turner AFB	80	94	NPC (3)	97	96	100	112	125	108	100	115
2584th AFRTC - Memphis Mun Aprt	118	124	62	102	62	172	96	(1)	158	130	169
2585th AFRTC - Miami Int Aprt	93	148	55	86	102	83	93	(1)	128	57	101
2587th AFRTC - Birmingham Mun Aprt	88	124	60	85	107	110	82	(1)	140	80	86
2589th AFRTC - Dobbins AFB	71	122	30	67	47	80	82	(1)	104	135	50
2600th AB Sq - Pope AFB	74	133	94	103	35	92	137	(1)	167	113	198
4408th AB Sq - Lawson AFB	74	74	105	82	87	36	105	(1)	130	108	137

SOURCE: WORK PERFORMANCE REPORT, AF FORM 323,
RCS: AF-FO-F30

* RATING FOR COST EQUAL TO USAF STANDARD IS 100

NOTE (1) LESS THAN 2000 TOTAL POPULATION NOT REQUIRED TO REPORT
(2) INCORRECT STANDARDS APPLIED BY BASE ANALYST ACCOMPLISHING AF FORM 323
(3) NO PERSONNEL COSTED (NPC)
(4) MATHEMATICAL ERROR, CORRECTED AT HQ CONAC

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EXPLANATION OF GRAPHIC PRESENTATION ON COST OF REFUSE COLLECTION

The function of "Refuse Collection" includes the collection of refuse, salvageable scrap and waste materiel and the washing of garbage containers and cans.

Activities included in this account are:

(1) Loading from designated pick-up points the garbage, trash, salvageable scrap, and waste materials into suitable vehicles, delivering and unloading at points of disposal.

(2) Washing and replacing garbage cans.

(3) Refuse collection and disposal accomplished under contract at a cost to the government. Credits collected under such agreements are not reported in the Refuse Collection account.

The bases were divided into USAF and USAFR groups. This division was made because of the strength difference in the number of personnel at USAF and USAFR bases.

Military labor, which makes up about 70% of the total cost of Refuse Collection for USAF bases and about 25% for USAFR bases may include some prison labor. In those instances where military prisoners accomplish refuse collection, the cost of such labor should be included in the cost report as this is an AIO responsibility. However, there is no way of differentiating between prison labor and other military labor on the Monthly Cost Report, AF Form 329. All labor is costed at civilian pay rates.

The monthly cost and the monthly number of cubic yards collected shown on this chart are reported in the Refuse Collection account (08303), AF Form 329.

The number of personnel shown on this chart is taken from the work unit quantity column for the Mess and Kitchen Equipment account (02102), AF Form 329. This figure includes the number of military and civilian personnel quartered on the base plus 1/2 the military and civilians quartered off the base.

The installations included in this analysis are those which submit a detailed AF Form 329. Installations which submit Army or Navy type reports and those which submit a short form report on AF Form 329 were omitted. Birmingham Municipal Airport was excluded because no costs or work units were reported in the Refuse Collection account.

COMMENT

FOR USAF BASES, THE AVERAGE COST PER CUBIC YARD OF REFUSE COLLECTED, IS $1.10. THE FOLLOWING INCREASES DURING MAY OVER THE MONTHLY AVERAGE FOR THE PERIOD JULY 1949-MAY 1950 ARE REPORTED: HAMILTON FROM $1.50 TO $1.90, AN INCREASE OF 27%; SELFRIDGE FROM $1.74 TO $2.66, AN INCREASE OF 53%; ATTERBURY FROM $.69 TO $1.48, AN INCREASE OF 114%; HENSLEY FROM $1.58 TO $2.15, AN INCREASE OF 36%; AND WOLD-CHAMBERLAIN INCREASED FROM $2.77 TO $6.45, AN INCREASE OF 133%. FOR USAFR BASES THE AVERAGE FOR MAY IS $1.46.

AMONG USAF BASES, STEWART SHOWS COMMENDABLE IMPROVEMENT WITH A COST OF $3.51 AS AGAINST $4.01, A DECREASE OF 12%; SIMILARLY AMONG USAFR BASES, HANSCOM WENT FROM $1.24 TO $.92, A DECREASE OF 26%; LONG BEACH DECREASED FROM $1.10 TO $.54, A DECREASE OF 51%

BASES SHOWING INCREASED OR HIGH UNIT COSTS SHOULD RE-EXAMINE THE REFUSE COLLECTION ACTIVITY TO SEE WHERE MORE EFFICIENT AND ECONOMICAL PROCEDURES MAY BE APPLIED. COMMENTS ON ACTION TAKEN MAY BE INCLUDED IN THE MONTHLY NARRATIVE ANALYSIS.

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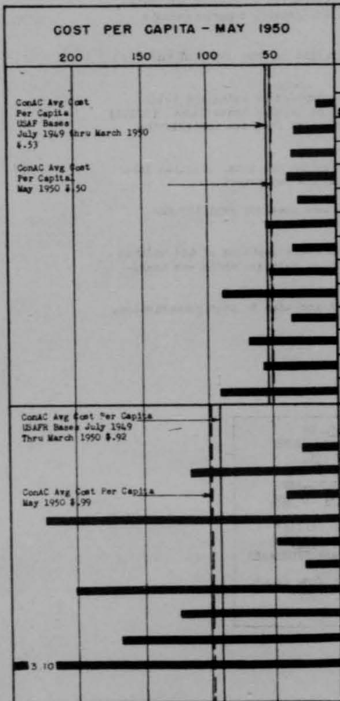
PREPARED BY
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
JUNE 1950

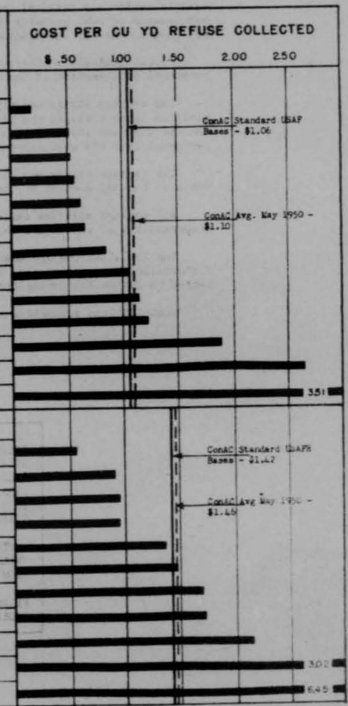
COST OF REFUSE COLLECTION

SELECTED INSTALLATIONS

MAY 1950



COST PER CAPITA	PERSONNEL WORKLOAD	BASE	TOTAL COST	CU YDS REFUSE COLLECTED	COST PER CU YD
		USAF INSTALLATIONS			
$ .14	1,459	Turner AFB	$ 201	1,021	$ .20
.33	263	Oscoda AFB	88	171	.51
.36	2,612	Shaw AFB	943	1,812	.52
.39	2,378	McChord AFB	917	1,655	.55
.30	2,047	Larson AFB (Moses Lake)	618	1,010	.61
.44	2,217	Sewart AFB	973	1,512	.64
.34	2,112	Brooks AFB	836	1,001	.84
.52	6,820	Langley AFB	3,530	3,345	1.06
.89	1,419	McGuire AFB	1,256	1,106	1.14
.35	4,180	Mitchel AFB	1,476	1,197	1.23
.68	7,284	Hamilton AFB	4,948	2,604	1.90
.57	4,873	Selfridge AFB	2,758	1,037	2.66
.91	1,201	Stewart AFB	1,094	312	3.51
		USAFR INSTALLATIONS			
$ .28	617	Long Beach Mun Aprt	$ 174	325	$ .54
1.15	394	Hanscom Aprt	455	496	.92
.41	882	O'Hare Int Aprt	359	375	.96
2.26	363	Portland AFB	819	857	.96
.48	1,256	Memphis Mun Aprt	602	438	1.37
.27	964	Atterbury AFB	261	176	1.48
2.02	290	Gtr Pittsburg Aprt	585	339	1.73
1.26	362	Miami Int Aprt	456	260	1.75
1.70	205	Hensley Fld	349	162	2.15
3.10	329	New Castle County Aprt	1,020	338	3.02
-	-	Bold-Chamberlain Fld	529	82	6.45



SOURCE: REAL ESTATE FACILITIES MONTHLY COST REPORT,
AF FORM 329, RCS: AF-MD-F33A
DAILY LOG OF REFUSE & SALVAGE COLLECTION-WD-AGO 5-126 RCS ENG 14 (R1)A

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EXPLANATION OF GRAPHIC PRESENTATION

OVERHEAD OF AIR INSTALLATION ACTIVITY

"Overhead" personnel are those reported in the Administrative and Engineering Account (10103). It includes military and civilian administration and clerical personnel, personnel engaged in general engineering functions such as the preparation of project estimates, maintenance of real property cards and maps of installations; preparation of engineering reports, etc., and general superintendents assigned to the air installation activity.

"Total Installation Personnel" and "Administrative and Engineering Personnel" represent monthly strength for May 1950, of the personnel data section of the report, (Account Codes 30001 and 30099).

The average salary per civilian employed, other than Administration and Engineering Personnel, was computed by using the total civilian labor costs in the Grand Total Account (19999) less Accrued Annual Leave Account (10101), Sick and Holiday Leave Taken, (10102) and the civilian labor costs in Administration and Engineering, and dividing the result by the total number of civilian installation personnel less the civilian employees in A&E, on the May report.

The average salary per civilian in the administration and Engineering activity was determined by dividing the total civilian labor costs in the A&E account by the total number of A&E civilian personnel reported in account code 30001, on the May report.

All average salaries exclude costs for accrued annual leave and sick and holiday leave. This procedure does not restrict the comparability of the values shown.

The installations included in this study are those which submit a detailed AF Form 329 and 330, with the exceptions of the unit at Victorville where the picture is distorted because of heavy hiring during the initial month, and the unit at Fairfax, which was transferred to Olathe NAS during the month.

Installations submitting Army or Navy type cost reports or short form reports on AF Form 329 are not included in this presentation.

COMMENT

STAFFING OF ADMINISTRATIVE AND ENGINEERING PERSONNEL RANGES FROM 6% TO 15% OF TOTAL INSTALLATIONS PERSONNEL FOR USAF BASES; ONLY ONE BASE, LARSON (MOSES LAKE) SHOWS AN APPRECIABLE INCREASE OVER THE TEN MONTH AVERAGE FOR THE BASE - FROM 12% TO 15%. THIS IS DUE TO THE INCREASE OF 11 PERSONNEL IN THE A&E FUNCTION, 46%, COMPARED TO THE AVERAGE FOR THE PREVIOUS TEN MONTHS, WHILE THE TOTAL INSTALLATION PERSONNEL INCREASED BY 33 OR ONLY 17%. SEVERAL BASES SHOW APPRECIABLE DECREASES - MCCHORD FROM 13% TO 10%, TURNER FROM 9% TO 6%, AND OSCODA FROM 15% TO 7%.

FOR RESERVE BASES THE RANGE IS FROM 7% TO 16%. THE HIGH PERCENTAGE BASES OF LAST MONTH'S SURVEY ARE STILL HIGH FOR THIS MONTH. LONG BEACH INCREASED FROM 15% TO 16%, WHILE MIAMI REMAINED AT 16%. ATTERBURY INCREASED FROM 9% TO 12%, WHEREAS O'HARE DECREASED FROM 10% TO 7%, AND WOLD-CHAMBERLAIN DECREASED FROM 14% TO 11%.

BASES THAT REPORT HIGH PERCENTAGES OF A&E PERSONNEL, AND THOSE BASES THAT SHOW SIGNIFICANT INCREASES OVER THE TEN MONTH AVERAGE FOR THE BASE SHOULD EXAMINE THE ACTIVITY THOROUGHLY TO DETERMINE THAT THE FUNCTION IS NOT OVERSTAFFED.

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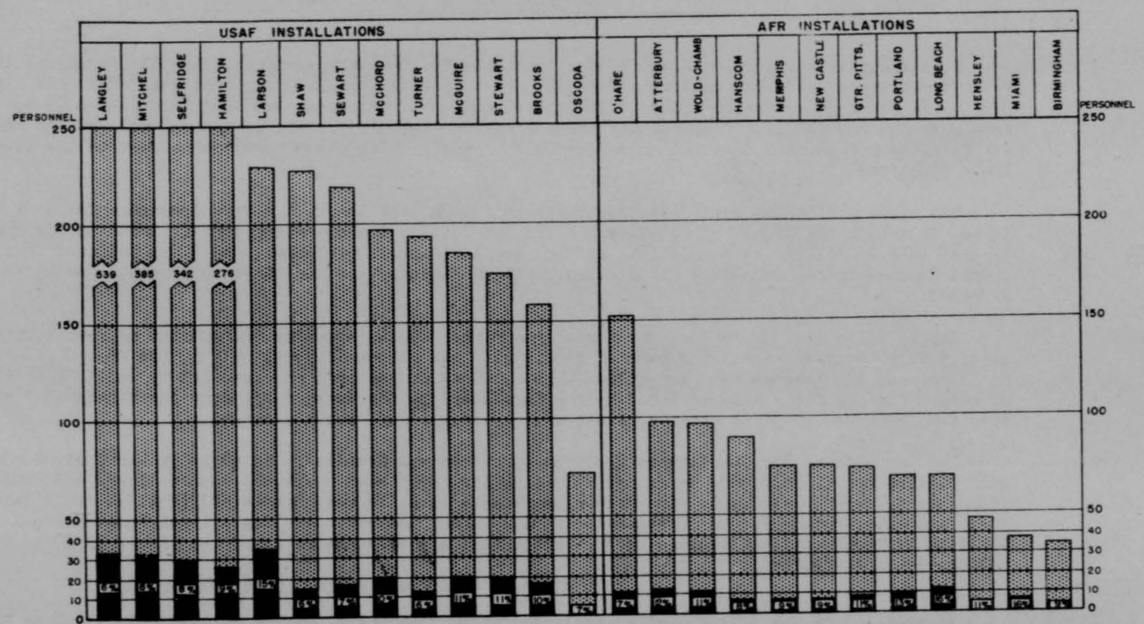
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
JUNE 1950

OVERHEAD OF AIR INSTALLATIONS ACTIVITY

SELECTED INSTALLATIONS

MAY 1950



	LANGLEY	MITCHEL	SELFRIDGE	HAMILTON	LARSON	SHAW	SEWART	McCHORD	TURNER	McGUIRE	STEWART	BROOKS	OSCODA	O'HARE	ATTERBURY	WOLD-CHAMB	HANSCOM	MEMPHIS	NEW CASTLE	GTR. PITTS.	PORTLAND	LONG BEACH	HENSLEY	MIAMI	BIRMINGHAM
ADM & ENG PERS	33	32	29	26	35	14	16	20	12	20	19	16	5	11	12	11	7	7	7	8	9	11	5	6	3
TOTAL INST PERSONNEL	539	385	342	276	229	227	218	196	193	185	175	159	72	152	97	96	90	75	75	74	70	70	47	38	35
* AVG SALARY CIV. OTHER THAN A & E PERS	$ 245	$ 331	$ 259	$ 279	$ 286	$ 198	$ 219	$ 350	$ 188	$ 239	$ 185	$ 217	$ 221	$ 242	$ 230	$ 184	$ 237	$ 227	$ 344	$ 272	$ 276	$ 212	$ 240	$ 195	$ 250
* AVG SALARY - A & E PERSONNEL (CIV)	$ 289	$ 311	$ 267	$ 225	$ 214	$ 266	$ 237	$ 311	$ 291	$ 279	$ 286	$ 251	$ 258	$ 370	$ 138	$ 236	$ 273	$ 191	$ 391	$ 246	$ 236	$ 343	$ 406	$ 163	$ 250

SOURCE: REAL ESTATE FACILITIES MONTHLY COST REPORT, AF FORMS 329 & 330,
RCS: AF-MD-F33A

* EXCLUDES ACCRUED ANNUAL LEAVE, & SICK & HOLIDAY LEAVE TAKEN

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EXPLANATION OF PAY-OFF PROJECT

ANALYSIS IN CONAC SAVINGS IN COMMISSARY SALES AND SUBSISTENCE HANDLING FUNCTIONS

2595TH AIR BASE GROUP, BROOKS AIR FORCE BASE, TEXAS

This analysis was developed to reflect the estimated monetary savings to the Air Force resulting from discontinuance of the Commissary Sales Store and Subsistence Handling functions at Brooks Air Force Base. The Sales Store was closed on 7 April 1950 and the Subsistence Handling function on 19 April 1950. Arrangements were made for Lackland Air Force Base, San Antonio, Texas, to issue field rations and Brooks Air Force Base personnel were authorized the use of the Lackland Commissary subsequent to the closing of these functions.

The closing of these activities had been under consideration by the Base Commander for some time as it was felt that the amount of retail sales did not justify the operating costs. Lackland Air Force Base assumed this additional responsibility without any increase in personnel, and it is believed that any personnel inconveniences caused by the closing of the Commissary are more than compensated for by the savings effected.

Supply costs include office, janitorial and miscellaneous supplies as reported on cost control reports during the past year. The cost of electricity was computed by multiplying the number of kilowatt hours used by the average cost per kilowatt hour. Cost of gas used was computed by multiplying the number of square feet of floor area occupied by the Commissary by the average gas cost per square foot of floor area for the base. Cost of water consumed was negligible and is not included.

The transfer of the Subsistence Handling functions and Commissary Sales to Lackland Air Force Base will require two (2) military personnel at Brooks Air Force Base where thirteen military and civilian personnel were formerly employed. One driver operates a truck between Brooks and Lackland and 1 Mess Supervisor inspects, receives, and accounts for subsistence. Cost of operating a truck between Brooks and Lackland is based on ConAC average cost of Motor Pool and Maintenance (March and April 1950) of $.152 per mile operated as follows:

25 miles (22½ trips) = 555 x $.152 = $84.

In addition to the dollar savings indicated above, the use of manhours previously spent by Fiscal, Finance, Purchasing and Contracting and Base Supply activities in processing local purchase items for the Commissary is now no longer required.

Although the 12th Air Force is in process of being inactivated, the action taken as outlined in this presentation was initiated prior to any notification of an organizational change in ConAC. It represents commendable initiative by the 2595th Air Base Group in the field of cost reduction, and management control through cost control.

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PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
JUNE 1950

PAY-OFF PROJECT

ANALYSIS OF CONAC SAVINGS IN COMMISSARY SALES AND SUPSISTENCE HANDLING FUNCTIONS

2595TH AIR BASE GROUP, BROOKS AIR FORCE BASE, TEXAS

1. Cost of operations prior to management action

Cost of Commissary Sales and Subsistence Handling functions (Discontinued during April 1950)

a. Average Monthly Payroll Cost of Personnel Engaged in these functions 1 Officer, 4 Civilians, 8 Airmen	$ 2,655
b. Monthly Average Cost of Operating Supplies	40
c. Monthly Average Cost of Electricity (based on KW hours used)	163
d. Monthly Average Cost of Purchased Gas (based on average cost per sq foot of area served)	12
Monthly Cost of Operations Prior to Discontinuance	$ 2,870

2. Cost after Action was Taken

a. Monthly cost of personnel required to transport and handle subsistence (2 persons)	343
b. Cost of operation of truck to Lackland (average round trip 25 miles)	84
Total Present Operating Cost	427
Net Estimated Monthly Saving or an	$ 2,443

ESTIMATED ANNUAL SAVINGS TO THE USAF OF $29,316

SOURCE: Pay-Off Analysis
2595th Air Base Group, Brooks Air Force Base

This pay-off project is presented from data reported to Hq ConAC by the Commanding General, Twelfth Air Force.

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EXPLANATION OF PAY-OFF PROJECT

CONAC SAVINGS IN QUARTERS ALLOWANCES PAID AIRMEN

2587TH AFRTC - BIRMINGHAM MUNICIPAL AIRPORT

This AFRTC has embarked on an intensive program designed to effect economies in varied activities. Several Pay-Off type analyses have been received in this headquarters which measure the results of this program. Presented herewith is one of these projects.

The facilities for housing at the 2587th AFRTC, have been limited, accommodating only 86 airmen. The Air Installations Officer working with the Naval Air Unit at Birmingham Municipal Airport has completed arrangements for the rental of troop housing to accommodate an additional 80 airmen, now receiving quarters allowances. In exchange, office space now being rented, will be relinquished. The base will not be seriously affected by the loss of this office space due to a recent consolidation of offices in the present building.

This additional housing will be obtained at an additional monthly expenditure $65.32 above the rental previously paid for office space. The rental of additional space includes the cost of utilities such as heating. Monthly quarters allowances paid to 80 airmen living off base will be discontinued, effecting a considerable saving. These airmen are those without dependents who normally would be required to occupy quarters on the base, but who temporarily, at this location, were not furnished quarters but received allowances in lieu thereof.

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PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
JUNE 1950

PAY-OFF PROJECT

CONAC SAVINGS IN QUARTERS ALLOWANCES PAID AIRMEN

2587TH AFRTC - BIRMINGHAM MUNICIPAL AIRPORT

Cost Prior to Change in Housing Arrangement.	
Monthly Rental of Office Space Exchanged	$ 117.14
Monthly Quarters Allowance paid 80 Airmen at $45	3,600.00
	$ 3,717.14
Cost After Management Action	
Monthly Rental of Housing Space	$ 182.46
Total Monthly Saving or an	$ 3,534.68

ESTIMATED ANNUAL SAVINGS TO THE USAF OF $42,416

SOURCE: Pay-Off Analysis 2587th AFRTC, Birmingham Municipal Airport

This Pay-Off Project is presented from data reported to Hq ConAC by the Commanding General, Fourteenth Air Force.

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EXPLANATION OF TABULATIONS OF COMPARATIVE DATA

FOR PROGRESS AND MANAGEMENT ANALYSIS

COMBAT GROUPS, SEPARATE SQUADRONS AND

AIR FORCE RESERVE TRAINING CENTERS

The purpose of the tabulations presented on the following three pages is to provide, to commanders and management analysts, at unit level, selected performance data. These tabulations provide a basis for local progress and management analysis.

The data contained in these tabulations does not replace, but rather supplements Comptroller Chart #6 and the presentations in this Review. Additional data will be included in future issues of this Review upon request. Information classified above RESTRICTED will not be included.

Examples of analyses possible from data shown here are:

a. Cost of Organizational Maintenance per Flying Hour (ConAC Cost Analysis Review, August).

b. Cost of Fuels and Lubes per Flying Hour (Page 16, ConAC Cost Analysis Review, July).

c. Utilization of in-commission rates.

d. Analysis of Fuel Consumption per hour.

e. Cost of organizational maintenance per unit of flying, AFRTC (Page 11, ConAC Cost Analysis Review, November).

f. Hours flown per person assigned to organizational maintenance function.

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COMPARATIVE DATA FOR PROGRESS AND MANAGEMENT ANALYSIS

COMBAT GROUPS AND SEPARATE SQUADRONS

CONTINENTAL AIR COMMAND

MAY 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
JUNE 1950

COLUMN	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
	AIRCRAFT-FLYING HOUR FACTORS											PERSONNEL FACTORS					
COMBAT GROUP	AIR FORCE	TYPE ACFT	AVG NO ACFT ON HAND	AVG NO ACFT IN COMM	AVG NO ACFT OUT (MAINT)	AVG NO ACFT OUT (T.O. COMP)	AVG NO ACFT OUT (AOGP)	AVG NO ACFT OUT (OTHER)	TOTAL HRS FLOWN	HRS FLOWN PER ACFT (ON HAND)	GALLONS FUEL PER HR	NUMBER OFF AUTH	NUMBER OFF ASGD	NUMBER AMN AUTH	NUMBER AMN ASGD	TOTAL PERS ASGD	% AUTH PERS ASGD
52 ND FTR A/W GP	1	F-82	22	15	4	-	2	-	444	20	137	78	68	219	213	281	95
325 TH FTR A/W GP (A)	4	F-82	38	20	13	-	5	-	797	21	149	111	98	316	304	402	94
20 TH FTR BMR GP	14	F-84	64	51	11	-	-	2	2,194	34	393	101	105	367	419	524	112
31 ST FTR BMR GP	14	F-84	65	18	9	-	3	35	866	13	263	101	119	367	394	513	110
78 TH FTR INTCP GP	4	F-84	53	37	13	-	1	2	1,[illegible]	27	376	101	122	367	392	514	110
56 TH FTR INTCP GP	10	F-80 F-86	49 22	36 16	12 6	- -	1 -	- -	1,150 350	23 16	342 363	101	[illegible]	349	356	466	104
33 RD FTR INTCP GP	1	F-84 F-86	8 82	4 62	3 15	- 1	- 4	1 -	11 1,809	1 22	258 329	101	108	365	405	513	110
4 TH FTR INTCP GP	9	F-86	80	64	8	-	4	4	965	12	388	101	119	349	375	494	110
81 ST FTR INTCP GP (B)	4	F-86	74	51	18	-	4	-	1,294	17	333	101	113	349	493	606	135
62 ND TR CARR GP (C)	12	C-54	38	29	8	-	1	-	2,291	60	201	142	138	454	418	556	93
314 TH TR CARR GP	14	C-82 C-119	17 52	5 29	2 19	- -	2 3	8 1	532 2,256	31 43	150 217	206	181	486	463	644	93
316 TH TR CARR GP	14	C-82 C-119	27 14	3 6	24 7	- -	- 1	- -	124 431	5 31	170 238	99	97	304	279	376	93
2601 ST ASSAULT SQ	14	C-82	15	7	7	-	1	-	385	26	163	43	43	140	135	178	97
84 TH BMB SQ (L)	9	B-45	16	12	2	1	1	-	286	18	1,250	55	50	193	195	245	99
85 TH BMB SQ (L)	9	B-45	16	12	3	1	-	-	353	22	1,337	55	51	193	188	239	96
161 ST TAC RCN SQ	14	RF-80	18	16	2	-	-	-	548	30	351	28	26	115	116	142	99
363 RD TAC RCN SQ	9	RB-26	16	14	2	-	-	-	500	31	148	14	11	23	23	34	92

COLUMN	18	19	20	21	22	23	24	25	26
	COST-FACTORS								
COMBAT GROUP	TOTAL PERS ORG MAINT (07110)	PAYROLL COST ORG MAINT (07110)	TOTAL PERS UNIT OVERHEAD (07081)	PAYROLL COST UNIT OVERHEAD (07081)	COST OF FUEL CMBT ACFT (07102)	TOTAL PERS CMBT UNIT (07270)	PAYROLL COST - COMBAT UNIT (07270)	TOTAL PERS - MISSION ACFT (05102-05104)	PAYROLL COST - MISSION ACFT (05102-05104)
52 ND FTR A/W GP	167	25,747	50	10,777	11,868	263	60,185	52	9,579
325 TH FTR A/W GP (A)	237	35,855	46	10,335	27,616	368	79,945	63	13,585
20 TH FTR BMR GP	352	48,678	56	9,286	113,359	507	101,209	65	10,625
31 ST FTR BMR GP	327	46,383	45	7,884	27,378	495	99,754	106	16,853
78 TH FTR INTCP GP	339	50,336	47	10,661	69,997	484	101,470	99	18,756
56 TH FTR INTCP GP	281	42,369	66	15,539	51,158 16,500	426	88,812	36	6,816
33 RD FTR INTCP GP	345	50,727	69	13,358	487 101,190	511	104,039	15 68	2,440 10,347
4 TH FTR INTCP GP	295	44,679	68	14,162	48,665	460	98,379	129	20,949
81 ST FTR INTCP GP (B)	290	45,739	52	9,587	56,666	424	89,185	78	11,438
62 ND TR CARR GP (C)	301	47,843	38	10,265	62,847	545	128,956	-	-
314 TH TR CARR GP	315	48,849	47	8,786	145,538	645	157,467	55 13	8,787 1,983
316 TH TR CARR GP	169	26,013	17	3,289	45,194	346	85,448	-	-
2601 ST ASSAULT SQ	93	14,031	5	750	180,198	170	38,679	-	-
84 TH BMB SQ (L)	179	27,645	-	-	46,502	222	48,260	-	-
85 TH BMB SQ (L)	183	28,897	-	-	61,392	227	49,396	-	-
161 ST TAC RCN SQ	67	9,934	-	-	26,415	114	22,487	-	-
363 RD TAC RCN SQ	123	19,014	-	-	14,971	180	37,340	-	-

SOURCE: COST CONTROL REPORTS, AF FORMS 320 & 322, RCS: AF-FO-F22C
ACFT STATUS & FLYING TIME REPORT, AF FORM 110A, RCS: AF-SC-A1A
CONAC PERSONNEL STRENGTH REPORT, RCS: FS-P28

NOTES: (A) INCLUDES 319 TH FTR SQDN (MOSES LAKE AFB, WASH)
(B) INCLUDES 93 RD FTR SQDN
(C) INCLUDES 4 TH TR CARR SQDN (MCCHORD AFB, WASH)

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COMPARATIVE DATE FOR
PROGRESS AND MANAGEMENT ANALYSIS
TENANT AIR FORCE RESERVE TRAINING CENTERS
CONTINENTAL AIR COMMAND
MAY 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
JUNE 1950

	AIRCRAFT-FLYING HOUR FACTORS											PERSONNEL FACTORS							COST-FACTORS				
COLUMN		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
AFRTC	AIR FORCE	TYPE AIRCRAFT	AVG NO ACFT ON HAND	AVG NO ACFT IN COMM	AVG NO ACFT OUT (MAINT)	AVG NO ACFT OUT (T.O. COMP)	AVG NO ACFT OUT (AOCP)	AVG NO ACFT OUT (OTHER)	TOTAL HRS FLOWN	HRS FLOWN PER ACFT (ON HAND)	GALLONS FUEL PER HR	NUMBER OFF AUTH	NUMBER OFF ASGD	NUMBER AMN AUTH	NUMBER AMN ASGD	TOTAL MIL PERS ASGD	% AUTH MIL PERS ASGD	TOTAL NO CIV EMPLOYED	TOTAL PERS ORG MAINT (07110)	PAYROLL COST ORG MAINT (07110)	COST OF FUEL-ASSIGNED ACFT (07102)	TOTAL PERS-MAINT & TRNG FUNCTION (07270)	PAYROLL COST-MAINT & TRNG FUNCTION (07270)
2233 RD MITCHEL	1	C-46 T-7&T-11 T-6	21 21 -	18 19 -	3 2 -	- - -	- - -	- - -	1,161 521 -	55 25 -	139 42 -	22	25	189	227	252	119	39	189	$36,682	$25,846	193	$38,590
2346 TH HAMILTON	4	C-46 T-7&T-11 T-6	24 22 2	21 21 2	2 1 -	- - -	1 - -	- - -	1,548 1,114 108	65 51 54	142 38 27	22	23	189	199	222	105	57	180	40,924	52,596	212	49,528
2242 ND SELFRIDGE	10	C-46 T-7&T-11 T-6	17 20 1	14 13 1	2 5 -	- - -	1 2 -	- - -	854 494 1	50 25 1	139 41 35	21	25	215	221	246	104	60	156	35,919	27,583	168	40,267
2469 TH SCOTT	10	C-46 T-7&T-11 T-6	13 19 2	11 17 -	1 2 -	- - -	1 - -	- - 2	545 580 61	42 31 32	147 39 27	22	23	215	248	271	114	60	206	41,922	20,867	225	47,504
2473 RD OFFUTT	10	C-46 T-7&T-11 T-6	12 20 3	9 18 3	3 2 -	- - -	- - -	- - -	565 566 3	47 28 1	159 40 41	22	21	215	206	227	96	64	158	29,510	22,502	169	33,021
2592 ND TINKER	12	B-26 T-7&T-11 T-6	17 20 1	13 17 1	3 2 -	- - -	- - -	1 1 -	692 437 6	41 22 6	143 41 25	23	22	225	266	288	116	60	205	40,565	24,173	259	52,836

SOURCE: COST CONTROL REPORTS, AF FORMS 320 & 322, RCS: AF-FO-F22C
REPORTED SELECTE AIRCRAFT OPERATIONS, AF FORM 110A, RCS: AF-SC-AIA
CONAC PERSONNEL STRENGTH REPORT, RCS: FS-PEB

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COMPARATIVE DATA FOR PROGRESS AND MANAGEMENT ANALYSIS

NON-TENANT AIR FORCE RESERVE TRAINING CENTERS

CONTINENTAL AIR COMMAND

MAY 1950

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
JUNE 1950

	AIRCRAFT - FLYING HOUR FACTORS											PERSONNEL FACTORS							COST-FACTORS				
COLUMN	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
AFRTC	AIR FORCE	TYPE AIRCRAFT	AVG NO ACFT ON HAND	AVG NO ACFT IN COMM	AVG NO ACFT OUT (MAINT)	AVG NO ACFT OUT (T.O. COMP)	AVG NO ACFT OUT (AOCP)	AVG NO ACFT OUT (OTHER)	TOTAL HRS FLOWN	HRS FLOWN PER ACFT (ON HAND)	GALLONS FUEL PER HR	NUMBER OFF AUTH	NUMBER OFF ASGD	NUMBER AMN AUTH	NUMBER AMN ASGD	TOTAL MIL PERS ASGD	% AUTH MIL PERS ASGD	TOTAL NO CIV EMPLOYED	TOTAL PERS ORGN MAINT (07110)	PAYROLL COST ORGN MAINT (07110)	COST OF FUEL-ASSIGNED ACFT (07102)	TOTAL PERS - MAINT & TRNG FUNCTION (07270)	PAYROLL COST - MAINT & TRNG FUNCTION (07270)
2230 TH FLOYD BENNETT	1	C-47 T-7 & T-11 T-6	22 21 1	18 19 1	4 2 -	- - -	- - -	- - -	882 304 8	40 14 8	98 42 31	26	23	314	304	327	96	111	179	$36,470	19,968	181	$37,167
2234 TH HANSCOM	1	C-46 T-7 & T-11 T-6	10 21 2	8 16 2	2 5 -	- - -	- - -	- - -	524 941 84	52 45 42	132 38 25	33	37	375	389	426	104	144	194	38,462	19,176	196	39,484
2343 RD PORTLAND	4	C-46 T-7 & T-11 T-6	8 19 1	7 17 1	1 2 -	- - -	- - -	- - -	223 1,106 59	28 58 59	166 35 26	34	36	400	404	440	101	139	176	41,025	14,645	176	41,025
2347 TH LONG BEACH	4	B-26 T-7 & T-11 T-6	35 39 5	17 21 5	10 14 -	- - -	- 1 -	8 3 -	1,636 1,378 114	47 35 23	153 38 32	42	51	589	616	667	106	166	356	74,091	62,116	383	81,663
2236 TH GODMAN	9	C-47 T-7 & T-11 T-6	11 21 1	9 14 -	2 3 -	- - -	- 4 -	- - 1	365 333 -	33 16 -	100 39 -	33	28	298	338	366	111	112	180	40,407	9,702	185	42,924
2237 TH NEW CASTLE	9	C-46 T-7 & T-11 T-6	15 18 2	8 11 2	4 5 -	- - -	3 2 -	- - -	595 373 1	40 21 1	130 39 45	33	24	368	383	407	101	107	151	32,225	4,178	162	35,565
2239 TH GR PITTSBURGH	9	C-46 T-7 & T-11 T-6	12 19 1	9 16 1	2 3 -	1 - -	- - -	- - -	756 803 56	63 42 56	127 42 28	33	27	368	382	409	102	112	167	33,702	25,392	190	40,898
2240 TH CLEVELAND	9	C-46 T-7 & T-11 T-6	15 21 1	12 16 1	2 4 -	- - -	1 1 -	- - -	787 640 24	52 30 24	145 42 25	33	29	368	469	498	124	75	234	43,048	28,120	252	49,437
2465 TH WOLD-CHAMBERLAIN	10	C-46 T-7 & T-11 T-6	15 16 2	13 12 2	2 3 -	- - -	- 1 -	- - -	901 667 5	60 42 3	150 37 25	33	35	371	409	444	110	138	186	38,044	30,306	213	44,467
2466 TH ATTERBURY	10	C-46 T-7 & T-11 T-6	15 21 5	11 14 4	3 7 1	- - -	1 - -	- - -	669 458 29	45 22 6	142 38 34	34	33	396	450	483	112	194	163	31,219	22,697	171	33,914
2471 ST O'HARE	10	C-46 T-7 & T-11 T-6	32 43 7	26 24 4	5 12 2	- - -	1 7 1	- - -	1,224 984 7	38 23 1	139 43 31	45	48	606	564	612	94	277	269	53,689	42,584	288	58,863
2472 ND OLATHE	10	C-46 C-47 T-7 & T-11 T-6	4 11 19 1	3 8 15 1	1 1 3 -	- - - -	- 1 1 -	- 1 - -	120 105 479 -	30 10 25 -	151 88 41 -	33	28	366	380	408	102	91	189	37,673	13,331	197	39,392
2596 TH HENSLEY	12	C-46 T-7 & T-11 T-6	13 21 1	10 16 1	2 4 -	- - -	1 1 -	- - -	1,110 827 10	85 39 10	155 39 22	33	33	355	385	418	108	88	158	34,096	40,694	178	39,541
2584 TH MEMPHIS	14	C-46 T-7 & T-11 T-6	39 23 3	35 17 1	2 3 -	- - 1	- 3 -	2 - 1	3,608 1,516 20	93 66 7	140 40 32	34	32	368	390	422	105	125	223	46,522	110,025	229	47,480
2585 TH MIAMI	14	C-46 T-7 & T-11 T-6	11 18 1	7 13 1	3 2 -	- - -	1 3 -	- - -	554 702 9	50 39 9	149 46 34	33	39	370	378	417	103	118	185	38,059	23,349	205	44,302
2587 TH BIRMINGHAM	14	B-26 C-47 T-7 & T-11 T-6	16 1 19 1	13 1 15 1	3 - 3 -	- - - -	- - 1 -	- - - -	500 27 587 -	31 27 31 -	158 102 39 -	33	34	380	402	436	106	94	167	36,941	18,225	181	40,673
2589 TH DOBBINS	14	C-47 B-26 T-7 & T-11 T-6	1 15 17 1	1 10 12 1	- 1 - -	- - 1 -	- 1 1 -	- 3 3 -	83 833 774 -	83 55 46 -	112 162 44 -	34	40	385	388	428	102	118	177	36,791	35,444	185	38,919

SOURCE: COST CONTROL REPORTS, AF FORMS 320 & 322, RCS: AF-FO-F22C
ACFT STATUS & FLYING TIME REPORT, AF FORM 110A, RCS: AF-SC-A1A
CONAC PERSONNEL STRENGTH REPORT, RCS: FS-P28

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PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CON AC
JUNE 1950

PERCENT IN COMMISSION, PRIMARY AIRCRAFT
BY COMBAT GROUP
1 JUNE 49 – 31 JULY 50

	56 TH FTR INTCP GP	20 TH FTR BMR GP	78 TH FTR INTCP GP	33 RD FTR INTCP GP	31 ST FTR BMR GP	81 ST FTR INTCP GP	4 TH FTR INTCP GP	52 ND FTR A/W GP	325 TH* FTR A/W GP	62 ND TR CARR GP	316 TH TR CARR GP	314 TH TR CARR GP
JUNE	71	65	56	64	55	52	58	45	**44**	61	62	70
JULY	59	45	63	60	46	56	**44**	48	67	55	39	68
AUGUST	67	54	60	46	**34**	51	48	40	53	71	58	64
SEPTEMBER	65	74	60	58	64	42	**39**	54	48	80	48	47
OCTOBER	63	79	77	65	67	31	**8**	44	43	58	79	48
NOVEMBER	78	65	68	42	49	51	13	59	45	63	17	**6**
DECEMBER	76	60	63	65	68	66	**13**	68	38	47	31	29
JANUARY	64	57	68	69	56	56	38	70	**25**	48	42	42
FEBRUARY	58	71	69	75	64	70	51	70	**34**	63	51	40
MARCH	69	68	52	67	**21**	76	73	56	47	61	70	36
APRIL	78	69	54	78	71	71	80	72	53	67	**49**	66
MAY	73	80	69	74	**27**	71	80	67	53	80	30	49
JUNE												
JULY												

SOURCE: COST CONTROL REPORTS, AF FORMS 320, 322, RCS: AF-FO-F22C
REPORT OF SELECTED AIRCRAFT AND STATUS OPERATIONS
AF FORM 110A, RCS: FS-A1

NOTE: RATINGS SHOWN IN HEAVY TYPE ARE MONTHLY LOWS.

* INCLUDES 318 TH & 319 TH SQUADRONS

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PERCENT IN COMMISSION , RESERVE AIRCRAFT
TACTICAL AND TRAINER TYPES
BY AFRTC
1 JUNE 49 - 31 JULY 50

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
JUNE 1950

	JUNE		JULY		AUGUST		SEPTEMBER		OCTOBER		NOVEMBER		DECEMBER		JANUARY		FEBRUARY		MARCH		APRIL		MAY		JUNE		JULY	
	TAC	TNR	TAC	TNR	TAC	TNR	TAC	TNR	TAC	TNR	TAC	TNR	TAC	TNR	TAC	TNR	TAC	TNR	TAC	TNR	TAC	TNR	TAC	TNR	TAC	TNR	TAC	TNR
2230 TH AFRTC	88	91	78	98	82	83	79	66	74	65	72	77	85	86	80	86	81	86	75	81	85	84	81	90				
2472 ND AFRTC	47	72	38	80	62	81	63	68	73	73	76	79	70	75	84	82	81	80	69	78	66	75	71	77				
2236 TH AFRTC	74	70	88	81	64	71	58	67	52	64	47	48	52	54	60	63	59	57	68	51	71	63	85	66				
2592 ND AFRTC	76	80	57	83	77	84	75	83	71	81	80	63	82	55	67	60	75	54	69	51	63	80	77	87				
2589 TH AFRTC	62	72	58	67	61	68	64	70	61	86	72	84	75	87	72	82	77	81	73	82	71	79	74	71				
2347 TH AFRTC	42	45	53	44	51	50	45	**42**	50	40	56	**46**	55	**45**	62	56	68	65	75	56	**60**	59	**48**	59				
2587 TH AFRTC	61	62	48	**43**	55	58	61	84	-	67	**5**	50	**21**	52	69	51	56	46	61	44	65	54	78	80				
2234 TH AFRTC	54	75	69	74	61	64	61	61	75	69	72	63	81	81	92	85	89	86	94	86	92	93	81	76				
2346 TH AFRTC	78	80	82	88	71	89	76	92	78	92	78	88	85	90	82	93	82	90	74	92	85	95	86	95				
2584 TH AFRTC	81	63	66	49	79	83	83	88	79	87	91	90	87	96	82	85	70	83	80	82	71	63	89	69				
2473 RD AFRTC	68	82	66	82	73	84	69	65	75	81	84	76	80	82	89	86	76	83	69	90	78	93	78	90				
2240 TH AFRTC	71	78	85	83	78	77	67	83	74	86	58	85	83	89	81	82	71	77	68	84	70	79	81	77				
2471 ST AFRTC	75	83	83	81	78	79	65	77	86	82	84	72	81	89	67	72	59	55	60	67	80	63	80	**56**				
2343 RD AFRTC	42	71	60	86	67	88	52	75	68	85	73	89	66	86	62	83	83	65	70	81	85	91	86	90				
2596 TH AFRTC	63	81	68	78	74	79	62	77	68	88	63	89	72	75	73	78	46	71	69	75	70	86	80	71				
2469 TH AFRTC	37	52	40	54	48	64	60	76	63	74	77	73	76	81	64	77	67	74	75	74	64	91	37	83				
2585 TH AFRTC	82	72	**25**	69	76	64	60	60	69	63	53	74	72	79	72	72	60	74	73	80	82	78	66	74				
2239 TH AFRTC	41	78	28	61	**22**	74	53	75	72	71	78	92	75	80	72	65	72	62	71	56	87	71	76	83				
2465 TH AFRTC	53	60	70	75	63	69	70	82	59	66	67	80	66	85	44	58	41	50	64	67	85	83	89	81				
2242 ND AFRTC	**26**	77	65	80	69	61	47	52	62	55	39	63	62	79	70	81	63	73	77	79	85	79	83	69				
2233 RD AFRTC	-	-	-	-	-	-	-	-	-	-	34	57	71	88	60	80	54	79	54	76	78	83	87	92				
2237 TH AFRTC	-	85	-	75	58	**35**	53	82	85	52	55	73	59	71	67	62	48	69	60	70	67	81	56	65				
2466 TH AFRTC	52	**40**	63	49	83	38	**42**	46	**49**	**39**	50	60	59	47	**40**	**45**	**36**	**35**	**37**	**43**	75	**52**	77	69				

SOURCE: COST CONTROL REPORTS, AF FORMS 320, 322, RCS: AF-FO-F22C
REPORT OF SELECTED AIRCRAFT AND STATUS OPERATIONS
AF FORM 110A, RCS: FS-A1

NOTE: RATINGS SHOWN IN HEAVY TYPE ARE MONTHLY LOWS

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EXPLANATION OF GRAPHIC PRESENTATION

AVERAGE IN-COMMISSION RATES, PRIMARY AIRCRAFT

BY COMBAT GROUP

The graphic presentation reflects average in-commission rates for combat aircraft by unit for the periods considered. Combat type aircraft alone were included in this study, T-33, T-6 and F-51 types were excluded for the fighter units, and only the tactical type cargo aircraft, i.e., C-82, C-54, and C-119, were included for the troop carrier groups. The percentage figures were developed from the hours on hand and hours in-commission as extracted from the monthly consolidated AF Form 110A. In instances when units were in transition from one type tactical aircraft to another the data for both types were combined. Basic data from which this presentation was developed is reflected on Page 38.

COMMENT

OF THE COMBAT GROUPS REPRESENTED IN THE CHART ONLY THREE GROUPS, 20TH, 4TH, AND 62ND, EXCEEDED THE CONAC STANDARD IN-COMMISSION RATE FOR MAY. ALL OF THE UNITS EXCEPT TWO, 31ST AND 316TH, REFLECTED A SUBSTANTIALLY HIGHER IN-COMMISSION RATE FOR MAY THAN FOR THE PREVIOUS 11 MONTH AVERAGE.

THE 4TH GROUP, CONVERTING FROM F-80'S TO F-86'S HAS SHOWN A STEADILY INCREASING IN-COMMISSION RATE RANGING FROM 8% IN OCTOBER TO 80% IN MAY.

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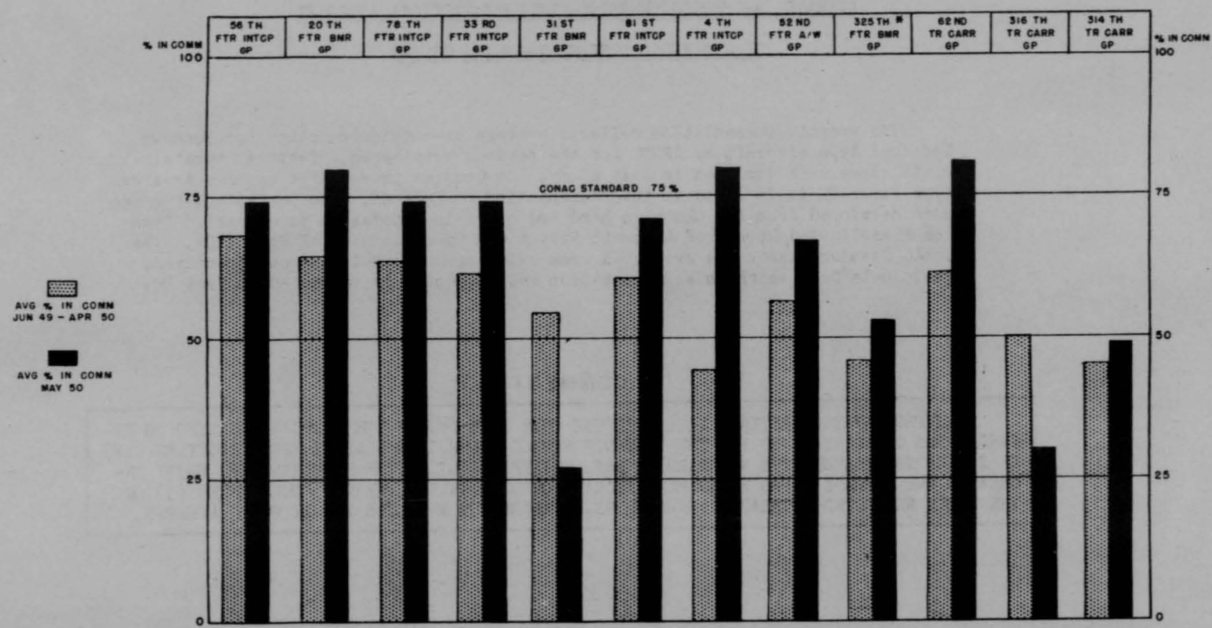
AVERAGE IN COMMISSION RATES, PRIMARY AIRCRAFT

BY COMBAT GROUP

1 JUNE 49 - 30 APRIL 50 VS MAY 50

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
JUNE 1950



	56 TH FTR INTCP GP	20 TH FTR BMR GP	78 TH FTR INTCP GP	33 RD FTR INTCP GP	31 ST FTR BMR GP	81 ST FTR INTCP GP	4 TH FTR INTCP GP	52 ND FTR A/W GP	325 TH * FTR BMR GP	62 ND TR CARR GP	316 TH TR CARR GP	314 TH TR CARR GP
% IN COMMISSION JUN - APR	68	64	63	61	54	60	44	56	46	61	50	45
% IN COMMISSION MAY	74	80	74	74	27	71	80	67	53	81	30	49
AVG A/C ON HAND JUN - APR	80	68	58	73	54	51	77	26	36	39	30	42
AVG A/C ON HAND MAY	70	64	53	66	65	74	80	22	36	36	28	70
AVG HRS FLOWN / A/C O/H JUN-APR	19	23	33	18	22	17	10	18	19	40	34	33
AVG HRS FLOWN / A/C O/H MAY	21	34	27	28	13	17	14	20	22	64	28	40
TYPE A/C	F-80	F-84	F-84	F-84	F-84	F-86, F-80	F-86, F-80	F-82F	F-82F	C-82, C-54D	C-82	C-82A, C-119B

SOURCE: COST CONTROL REPORTS, AF FORMS 320, 322, RCS: AF-FO-F22C
REPORT OF SELECTED AIRCRAFT AND STATUS OPERATIONS
AF FORM 110A, RCS: FS-A1

* INCLUDES 318TH & 319TH SQUADRONS

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EXPLANATION OF GRAPHIC PRESENTATION ON

AVERAGE IN-COMMISSION RATES, RESERVE TACTICAL AIRCRAFT

BY AIR FORCE RESERVE TRAINING CENTER

The graphic presentation reflects average in-commission rates for Reserve Tactical type aircraft by AFRTC for the periods considered. Tactical type aircraft alone were included in this study. In-Commission data for reserve trainer type aircraft is included in the presentation on Page 45. The percentage figures were developed from the hours on hand and hours in-commission as extracted from the consolidated Report of Aircraft Status and Operations on AF Form 110A. The ConAC Standard shown was extracted from existing ConAC Maintenance directives. Basic data from which this presentation was developed is reflected on Page 39.

COMMENT

THE PRESENTATION REVEALS THAT ALTHOUGH ONLY FIVE (5) OF THE AFRTC'S EQUALLED OR EXCEEDED THE CONAC STANDARD FOR THE 11 MONTH PERIOD, JUNE 1949 - APRIL 1950, EIGHTEEN (18) OF THE UNITS EXCEEDED THE STANDARD IN MAY. SIXTEEN (16) OF THE EIGHTEEN (18) UNITS INCREASED THE AVERAGE HOURS FLOWN PER AIRCRAFT ON HAND IN THE PERIOD. ONLY THREE (3) OF THE UNITS REFLECTED DECREASING IN-COMMISSION RATES FOR MAY OVER THE 11 MONTH AVERAGE.

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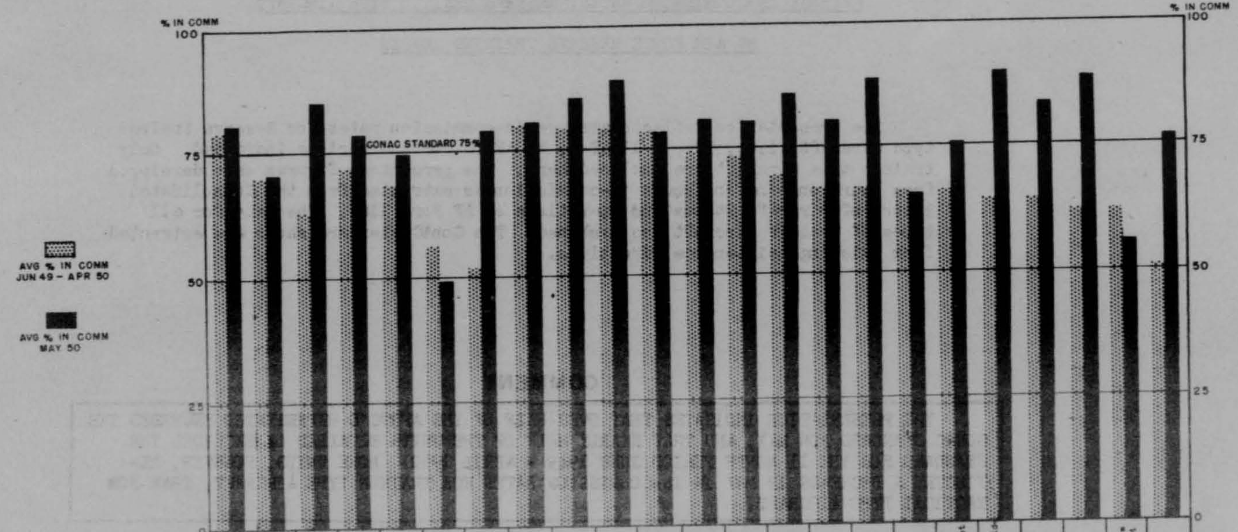
AVERAGE IN COMMISSION RATES, RESERVE TACTICAL AIRCRAFT
BY AIR FORCE RESERVE TRAINING CENTER
JUN 49 - APR 50 VS MAY 50

PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
JUNE 1950



	2230th AFRTC Floyd Bennett NAS	2472d AFRTC Olathe NAS	2236th AFRTC Godman AFB	2592d AFRTC Tinker AFB	2589th AFRTC Dobbins AFB	2347th AFRTC Long Beach Mun Apt	2587th AFRTC Birmingham Mun Apt	2234th AFRTC Hanscom AFB	2346th AFRTC Hamilton AFB	2584th AFRTC Memphis Mun Apt	2473d AFRTC Offutt AFB	2240th AFRTC Cleveland Mun Apt	2471st AFRTC O'Hare Int Apt	2343d AFRTC Portland Mun Apt	2596th AFRTC Hensley AFB	2469th AFRTC Scott AFB	2585th AFRTC Miami Int Apt	2239th AFRTC Gtr Pittsburgh Apt	2465th AFRTC Wold-Chamberlain AFB	2242d AFRTC Selfridge AFB	2233d AFRTC Mitchel AFB	2237th AFRTC New Castle County Apt	2466th AFRTC Atterbury AFB
% IN COMMISSION JUN - APR	79	70	63	72	68	56	52	80	79	79	78	74	73	69	67	67	66	66	64	64	62	62	51
% IN COMMISSION MAY	81	71	85	77	74	48	78	81	86	89	78	81	80	86	80	87	66	76	89	83	87	56	77
AVG A/C ON HAND JUN - APR	24	13	15	18	17	34	12	13	16	14	11	13	26	13	17	13	11	11	11	12	7	10	14
AVG A/C ON HAND MAY	22	16	11	16	22	33	16	10	24	39	12	15	33	8	13	13	10	12	15	17	21	15	15
AVG HRS FLOWN / A/C O/H JUN-APR	22	48	35	22	30	42	27	36	48	37	26	37	30	40	39	24	39	34	42	42	33	23	35
AVG HRS FLOWN / A/C O/H MAY	40	56	33	43	38	75	31	52	65	93	47	52	37	28	85	42	55	63	57	50	55	40	45
TYPE A/C	C-47	C-47	C-47	B-26	B-26	B-26	B-26	C-46	C-46	C-46	C-46	C-46	C-46	C-46	C-46	C-46	C-46	C-46	C-46	C-46	C-46	C-46	C-46

SOURCE: COST CONTROL REPORTS, AF FORMS 320, 322, RCS: AF-FO-F22C
REPORT OF SELECTED AIRCRAFT AND STATUS OPERATIONS
AF FORM 110A, RCS: FS-A1

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EXPLANATION OF GRAPHIC PRESENTATION ON

AVERAGE IN-COMMISSION RATES, RESERVE TRAINER TYPE AIRCRAFT

BY AIR FORCE RESERVE TRAINING CENTER

The presentation reflects average in-commission rates for Reserve Trainer type aircraft, i.e., T-6, T-11, T-7, by AFRTC for the periods indicated. Only trainer type aircraft are included here. The percentage figures were developed from hours on hand and hours in-commission as extracted from the Consolidated Report of Aircraft Status and Operations on AF Form 110A. The data for all types of trainer aircraft was combined. The ConAC standard shown was extracted from existing maintenance directives.

COMMENT

THE PRESENTATION INDICATES THAT OVER HALF OF THE AFRTC'S REPRESENTED EXCEEDED THE CONAC STANDARD FOR MAY, AND THAT NEARLY HALF OF THE UNITS EQUALLED OR EXCEEDED THE STANDARD FOR THE 11 MONTH PERIOD JUNE 1949 - APRIL 1950. MORE UNITS, HOWEVER, REFLECTED A DECREASE IN MAY IN IN-COMMISSION RATES FOR TRAINER TYPE AIRCRAFT, THAN FOR TACTICAL TYPE AIRCRAFT.

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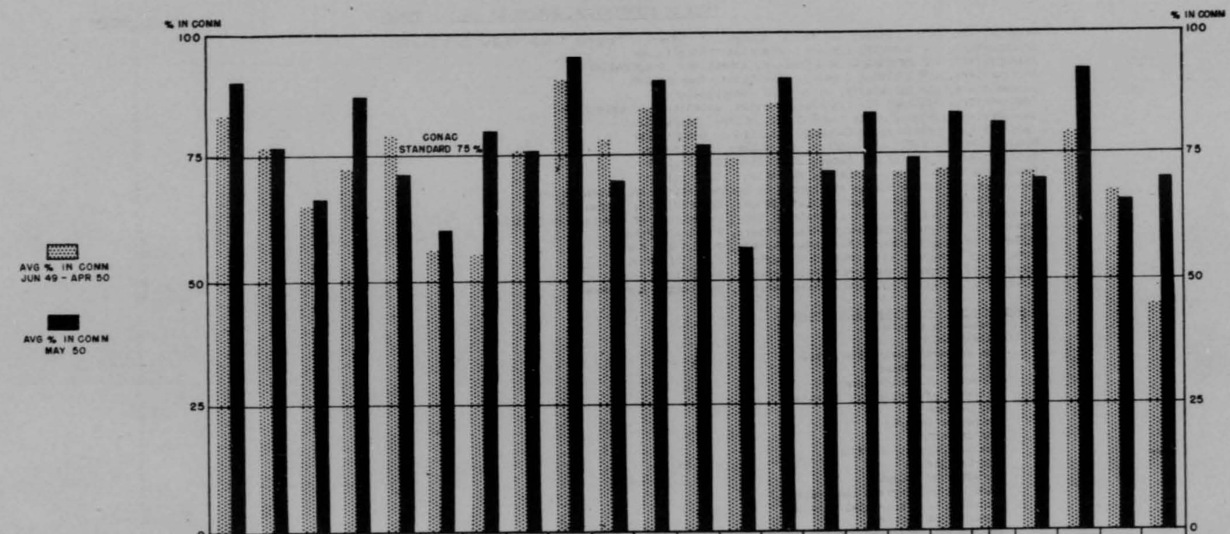
HQ, CONAC
JUNE 1950

AVERAGE IN COMMISSION RATES, RESERVE TRAINER TYPE AIRCRAFT

BY AIR FORCE RESERVE TRAINING CENTERS

JUN 49 - APR 50 VS MAY 50



	2230th AFRTC Floyd Bennett NAS	2472d AFRTC Olathe NAS	2236th AFRTC Godman AFB	2592d AFRTC Tinker AFB	2589th AFRTC Dobbins AFB	2347th AFRTC Long Beach Mun Apt	2587th AFRTC Birmingham Mun Apt	2234th AFRTC Hanscom AFB	2346th AFRTC Hamilton AFB	2584th AFRTC Memphis Mun Apt	2473d AFRTC Offutt AFB	2240th AFRTC Cleveland Mun Apt
% IN COMMISSION JUN - APR	83	77	64	72	79	56	55	76	90	78	84	82
% IN COMMISSION MAY	90	77	66	87	71	59	80	76	95	69	90	77
AVG A/C ON HAND JUN - APR	28	26	33	29	33	50	29	33	32	23	25	29
AVG A/C ON HAND MAY	22	21	22	22	21	47	21	23	24	27	23	21
AVG HRS FLOWN / A/C O/H JUN - APR	21	30	14	15	29	25	25	25	27	18	22	21
AVG HRS FLOWN / A/C O/H MAY	14	15	10	21	41	37	29	43	51	57	25	30

	2471st AFRTC O'Hare Int Apt	2343d AFRTC Portland Mun Apt	2596th AFRTC Hensley AFB	2469th AFRTC Scott AFB	2585th AFRTC Miami Int Apt	2239th AFRTC Gtr Pittsburgh Apt	2465th AFRTC Wold-Chamberlain AFB	2242d AFRTC Selfridge AFB	2233d AFRTC Mitchel AFB	2237th AFRTC New Castle County Apt	2466th AFRTC Atterbury AFB
% IN COMMISSION JUN - APR	74	85	80	71	71	72	70	71	79	67	45
% IN COMMISSION MAY	56	90	71	83	74	83	81	69	92	65	69
AVG A/C ON HAND JUN - APR	46	25	26	26	23	30	29	35	14	32	43
AVG A/C ON HAND MAY	49	20	22	21	19	20	18	20	21	20	26
AVG HRS FLOWN / A/C O/H JUN - APR	21	25	32	21	34	28	31	25	18	11	19
AVG HRS FLOWN / A/C O/H MAY	20	55	38	31	37	41	37	25	25	18	19

SOURCE: COST CONTROL REPORTS, AF FORMS 320, 322, RCS: AF-FO-F22C
REPORT OF SELECTED AIRCRAFT AND STATUS OPERATIONS
AF FORM 110A, RCS: FS-A1

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Director of Historical Services	1
Air Surgeon	1
Inspector General	1
Air Inspector	5
Public Information Officer	1
Comptroller	2
Director of Budget	1
Director of Programs and Costs	15
Director of Statistical Services	1
Director of Audits	1
Deputy for Personnel	1
Director of Personnel Planning and Management	2
Director of Military Personnel	1
Director of Personnel Services	1
Director of Air Force ROTC	1
Deputy for Operations	1
Director of Operations and Training	2
Director of Plans, Organization and Requirements	3
Director of Communications and Electronics	1
Deputy for Materiel	1
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COMPTROLLER CHART 6
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
7 JULY 1950

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CONTINENTAL AIR COMMAND

SUMMARY OF OPERATING COSTS

(BY ORGANIZATION)

MAY 1950

PART I OPERATING COSTS OF SELECTED FUNCTIONS.
PART II COST OF MANAGEMENT & PRESERVATION OF REAL ESTATE FACILITIES.

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PART I
COMPTROLLER CHART 6
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HQ, CONAC
7 JULY 1950

RECAPITULATION OF CONTINENTAL AIR COMMAND

OPERATING COSTS

MAY 1950

LINE	ITEM (A)	HEADQUARTERS (B)	WINGS (C)	AFRTC'S (D)	ALL OTHER ORGANIZATIONS (E)	AGGREGATE (F)
1	No. of Personnel Reported					
2	Officers	2,288	3,020	788	2,390	8,486
3	Airmen	4,959	20,692	8,829	21,967	56,447
4	Civilians	1,231	3,142	2,454	1,608	8,435
5						
6	TOTAL PERSONNEL	8,478	26,854	12,071	25,965	73,368
7						
8	Payroll Costs					
9	Officers	$ 1,367,091	$ 1,524,456	$ 428,652	$ 1,085,850	$ 4,406,049
10	Airmen	1,020,320	3,367,139	1,718,384	2,974,783	9,080,626
11	Civilians	334,152	842,999	671,735	438,813	2,287,699
12						
13	Total Payroll	$ 2,721,563	$ 5,734,594	$ 2,818,771	$ 4,499,446	$ 15,774,374
14						
15	▲ Non-Personnel Costs	$ 652,231	$ 4,661,506	$ 1,967,307	$ 1,654,265	$ 8,935,309
16						
17	TOTAL COSTS	$ 3,373,794	$ 10,396,100	$ 4,786,078	$ 6,153,711	$ 24,709,683*

* Includes Additional Charges to USAF in the amount of $1,041,994 which represents disposal of vehicles & power units at McChord AFB as per authority contained in Ltr AMC, file MCMSXE 7 sub: "Disposal of Vehicles being returned fr Davis AFB, Alaska Air Command", 1 Sept 1949.

▲ Non-Personnel Costs: Includes Miscellaneous Costs, Contractual Services and Supplies.

SOURCE: Cost Control Reports - AF Forms 321, 321A, 320, 320A, 322 & 322A.

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OPERATING COSTS

COMMAND AND INTERMEDIATE HEADQUARTERS

MAY 1950

Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 July 1950

Item (A)	Account Code (B)	Hq ConAC Mitchel (C)	Hq TAC Langley (D)	Hq 1st AF Mitchel (E)	Hq 4th AF Hamilton (F)	Hq 9th AF Langley (G)	Hq 10th AF Selfridge (H)	Hq 12th AF Brooks (I)	Hq 14th AF Robins (J)	Hq 8th Air Div Pope (K)	Hq 9th Air Div Pope (L)	Hq 25th Air Div Everett, Wash (M)	Hq 26th Air Div Roslyn, NY (N)	Hq 28th Air Div Hamilton (O)	Hq 30th Air Div Selfridge (P)	Hq 32d Air Div Stewart (Q)	Hq EADF Mitchel (R)	Hq WADF Hamilton (S)
No. of Personnel Reported																		
Officers		312	66	270	310	312	349	253	287	23	12	11	7	8	9	7	29	23
Airmen		710	44	679	559	738	760	521	678	29	26	26	30	19	20	21	45	54
Civilians		343	34	151	135	147	175	104	125	1	1	0	0	0	0	0	8	7
Total Personnel		1,365	144	1,100	1,004	1,197	1,284	878	1,090	53	39	37	37	27	29	28	82	84
Payroll Costs																		
Officers		$ 192,112	$ 44,063	$ 159,158	$ 185,511	$ 183,622	$ 205,711	$ 147,855	$ 168,838	$ 14,381	$ 7,131	$ 6,348	$ 5,018	$ 5,101	$ 5,040	$ 3,730	$ 18,562	$ 14,930
Airmen		126,900	7,775	145,301	126,764	155,035	166,408	110,582	137,580	5,135	3,843	4,723	4,369	3,633	3,405	3,651	7,253	7,963
Civilians		103,332	8,983	40,166	35,860	38,328	42,006	26,526	34,480	266	228	-	-	-	-	-	2,178	1,799
Total Payroll		$ 422,344	$ 60,801	$ 344,625	$ 348,135	$ 376,985	$ 414,125	$ 284,963	$ 340,898	$ 19,782	$ 11,202	$ 11,071	$ 9,387	$ 8,734	$ 8,445	$ 7,381	$ 27,993	$ 24,692
# Non-Personnel Costs		$ 132,206	$ 4,005	$ 83,983	$ 74,811	$ 85,521	$ 88,102	$ 64,973	$ 99,403	$ 3,262	$ 2,372	$ 1,218	$ 1,876	$ 693	$ 786	$ 1,477	$ 2,293	$ 5,250
Total Costs		$ 554,550	$ 64,806	$ 428,608	$ 422,946	$ 462,506	$ 502,227	$ 349,936	$ 440,301	$ 23,044	$ 13,574	$ 12,289	$ 11,263	$ 9,427	$ 9,231	$ 8,858	$ 30,286	$ 29,942
Costs of Selected Functions																		
Office of CG & VC	20003	$ 10,844	$ 3,153	$ 4,795	$ 7,265	$ 5,317	$ 5,088	$ 6,361	$ 5,949	$ 1,870	$ 1,315	$ 998	$ 922	$ 1,730	$ 413	$ 2,368	$ 3,163	$ 2,578
Air Adj Gen & Historical Section	*	24,782	8,384	15,849	23,770	19,904	26,420	21,940	21,833	2,216	1,718	1,372	802	2,021	301	1,105	3,715	2,092
IG, Air Insp, PM, Flying Safety	**	24,568	-	19,621	18,168	17,548	17,838	14,226	14,289	-	-	-	-	-	-	441	-	-
Public Information Office	20009	4,667	814	2,354	2,265	1,099	2,188	1,767	1,267	118	629	-	-	-	-	-	-	265
Air Surgeon	20207	5,140	-	3,107	2,557	1,293	2,890	2,471	2,842	-	-	-	-	-	-	-	-	-
Total Comptroller Function	20161	62,473	-	26,999	21,782	24,414	21,145	17,476	23,969	-	-	444	430	588	523	-	-	-
Statistical Services	20107	29,884	-	14,423	13,174	14,382	11,240	10,538	13,411	-	-	444	334	588	523	-	-	-
Programs & Costs	***	13,132	-	3,273	3,006	2,944	2,319	1,954	2,832	-	-	-	96	-	-	-	-	-
Total Deputy for Personnel	****	56,253	-	35,765	25,602	26,905	33,863	25,199	27,060	-	-	492	1,360	234	464	441	-	-
Personnel Services	20217	5,557	-	1,407	1,972	1,303	1,168	946	2,104	-	-	-	393	-	-	-	-	-
Military Personnel	20227	23,190	-	22,376	6,277	13,632	24,262	14,409	10,524	-	-	-	967	-	464	441	-	-
Total Deputy for Operations	*****	73,822	-	22,004	22,898	14,012	14,351	15,163	23,856	11,281	4,958	3,809	2,856	2,863	2,836	2,981	16,344	14,225
Operations & Training	20305	27,476	10,208	6,368	7,833	5,702	4,917	5,794	9,433	-	-	-	-	-	1,485	-	591	-
Plans & Requirements	20307	20,531	11,801	3,191	3,702	1,664	1,507	2,106	3,325	-	-	-	-	-	-		4,297	9,367
Intelligence	20311	7,723	3,275	1,070	1,809	1,750	1,652	1,835	2,655	1,530	1,270	784	742	154	594	510	1,430	1,691
Communications & Electronics	20315	11,561	4,587	9,302	6,382	3,455	4,821	3,238	4,794	2,528	519	617	257	1,051	757	1,391	1,801	1,051
Total Deputy for Materiel	20461	63,915	-	23,989	21,846	19,499	42,588	14,660	23,552	959	767	1,597	-	588	-	95	-	-
Maintenance	20405	7,613	-	3,226	3,202	1,829	2,799	3,604	2,645	-	-	-	-	-	-	-	-	-
Supply	20407	13,195	-	4,601	4,232	4,395	3,821	4,155	8,151	959	767	272	-	90	-	95	-	-
Installations	20413	28,600	-	8,968	7,404	4,575	8,927	2,196	8,044	-	-	291	-	-	-	-	-	-
Hq Sq Administrative Overhead	20503	12,990	1,728	7,423	6,494	8,216	6,444	5,088	12,288	-	-	-	397	-	1,892	-	1,922	-
Flight Section - Flying	20505	23,885	-	10,085	17,264	21,371	-	1,511	11,610	-	-	-	-	-	-	-	2,544	-
Flight Section - Maintenance	20507	24,796	-	10,793	-	24,992	768	24,947	18,547	-	-	-	-	-	368	-	-	-
Personnel w/o Duty Assignment	20511	7,831	1,105	1,748	7,788	12,035	5,847	9,455	1,622	1,059	608	-	812	-	334	228	1,556	1,262
Communications Contractual	20527	2,289	213	780	774	286	575	206	1,596	119	80	-	18	-	5	51	20	94
TDY	20529	46,995	504	16,577	17,276	6,992	12,856	11,768	38,985	1,479	986	367	37	-	-	622	725	114
Overtime Paid Civilians	20530	3,453	-	87	79	-	-	-	624	-	-	-	-	-	-	-	-	-
Rentals - Leased Facilities	20531	-	-	4,248	457	-	1,250	-	887	-	-	-	-	-	-	-	-	-
Personnel at School	21003	8,372	1,004	2,827	973	5,273	5,178	5,713	3,271	-	-	-	-	-	-	-	-	-
Air Reserve	21005	321	-	22,711	12,029	10,132	24,043	11,075	10,674	-	-	-	-	-	-	-	-	-
Air National Guard	21007	-	-	37,415	35,297	33,418	51,269	15,978	21,166	-	-	-	-	-	-	-	-	-
Air ROTC	21009	6,654	-	51,971	65,133	85,035	110,363	58,157	55,993	-	-	-	-	-	-	-	-	-
Air Scout Liaison	21049.01	-	-	36,693	444	-	732	441	-	-	-	-	-	-	-	-	-	-
Other Liaison Activities	21049.02	96	-	1,438	9,059	-	1,224	-	1,989	-	-	-	-	-	-	-	-	-
Aviation Cadet & OCS Procurement	21049.03	-	-	5,209	4,486	-	4,484	3,986	4,888	-	-	-	-	-	-	-	-	-

* Account Codes 20007 ≠ 20015
** Account Codes 20004 ≠ 20005 ≠ 20213 ≠ 20309
*** Account Codes 20109 ≠ 20113
**** Account Codes 20261 less 20217 less 20207
***** Account Codes 20361 less 20309

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Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 July 1950

OPERATING COSTS

WINGS

MAY 1950

Item (A)	Account Code (B)	4th Ftr Intcp Wg Langley (C)	56th Ftr Intcp Wg Selfridge (D)	81st Ftr Intcp Wg (a) Larson (E)	20th Ftr Bmr Wg Shaw (F)	31st Ftr Bmr Wg Turner (G)	33d Ftr Intcp Wg Otis (H)	78th Ftr Intcp Wg Hamilton (I)	52d Ftr A/W Wg McGuire (J)	325th Ftr A/W Wg (b) McChord (K)	62d Tr Carr Wg (c) Kelly (L)	314th Tr Carr Wg Sewart (M)	316th Tr Carr Gp Sewart (N)	161st Tac Rcn Sq Shaw (O)	363d Tac Rcn Gp Langley (P)	84th Bomb Sq (L) Langley (Q)	85th Bomb Sq (L) Langley (R)	2601st Assault Sq Sewart (S)
No. of Personnel Reported																		
Officers		283	230	217	264	244	250	300	179	271	140	325	97	28	49	50	49	44
Airmen		2,699	2,093	1,663	1,800	1,633	1,824	2,544	1,275	1,759	420	1,872	280	118	190	193	195	134
Civilians		663	359	170	266	237	238	425	217	345	0	222	0	0	0	0	0	0
Total Personnel		3,645	2,682	2,050	2,330	2,114	2,312	3,269	1,671	2,375	560	2,419	377	146	239	243	244	178
Payroll Costs																		
Officers		$ 143,045	$ 113,246	$ 111,917	$ 131,919	$ 119,059	$ 123,133	$ 144,665	$ 96,968	$ 137,866	$ 70,718	$ 165,306	$ 49,650	$ 13,969	$ 26,556	$ 28,097	$ 26,486	$ 21,856
Airmen		430,383	319,363	252,950	281,382	264,920	278,145	433,524	207,390	288,339	84,154	318,290	56,845	19,232	33,439	35,450	36,486	26,847
Civilians		176,676	101,911	48,077	62,120	55,472	61,592	125,439	55,441	101,846	-	54,425	-	-	-	-	-	-
Total Payroll		$ 750,104	$ 534,520	$ 412,944	$ 475,421	$ 439,451	$ 462,870	$ 703,628	$ 359,799	$ 528,051	$ 154,872	$ 538,021	$ 106,495	$ 33,201	$ 59,995	$ 63,547	$ 62,972	$ 48,703
▲ Non-Personnel Costs		$ 463,462	$ 417,164	$ 348,835	$ 327,733	$ 176,713	$ 317,273	$ 315,296	$ 165,492	$1,335,426	$ 93,043	$ 354,236	$ 79,280	$ 44,250	$ 42,570	$ 65,340	$ 89,048	$ 26,345
Total Costs		$1,213,566	$ 951,684	$ 761,779	$ 803,154	$ 616,164	$ 780,143	$1,018,924	$ 525,291	$1,863,477	$ 247,915	$ 892,257	$ 185,775	$ 77,451	$102,565	$ 128,887	$ 152,020	$ 75,048
Costs of Selected Functions																		
CO and Staff	01051	$ 26,856	$ 21,163	$ 20,129	$ 25,826	$ 19,988	$ 24,248	$ 22,955	$ 20,537	$ 26,748	$ 1,104	$ 23,550	$ 4,527	$ 4,167	$ 13,319	$ 3,172	$ 2,655	$ 2,150
Sq Admin Overhead (AB Gp Units)	02014	9,789	7,740	7,548	7,286	8,552	8,579	7,442	7,703	9,217	-	6,113	-	-	-	-	-	-
Food Services (Mess Halls)	02110	29,141	15,697	11,760	13,868	13,841	11,635	21,246	11,811	14,554	-	17,786	-	-	284	-	-	-
Accounting and Disbursing	02117	13,849	9,842	4,575	7,307	5,790	7,814	16,800	4,999	4,991	-	5,255	-	-	-	-	-	-
Civilian Personnel & Payroll	*	4,650	2,630	258	280	2,550	2,814	884	2,543	280	-	381	-	-	-	-	-	-
Personnel Services	02124	10,610	6,466	4,581	7,293	5,088	5,942	10,835	5,217	5,049	-	8,309	-	-	-	-	-	-
Motor Pool	02136	24,879	14,509	19,573	18,240	16,552	12,988	19,140	11,696	17,050	-	17,055	-	24	-	-	-	-
Base Operations	02142	5,184	8,527	2,550	3,640	3,402	3,780	8,369	6,781	2,961	-	3,032	-	-	-	-	-	-
Total Air Installations	02261	177,182	112,218	116,750	69,713	58,862	36,006	97,946	59,513	90,221	-	67,087	-	-	-	-	-	-
Fire Stations & Acft Crash Rescue	02218	13,180	9,492	15,209	12,040	7,790	6,235	14,374	4,044	5,849	-	9,203	-	-	-	-	-	-
Rentals - Leased Facilities	02244	-	93	127	127	74	324	80	-	-	-	1	-	-	-	-	-	-
Field Maintenance Automotive Equip	02302	33,294	13,981	9,104	11,087	17,669	19,295	11,574	10,390	13,303	-	9,669	-	-	-	-	-	-
Organizational Maint of Admin Acft	02306	28,172	28,303	15,384	9,881	9,219	14,324	46,643	10,107	14,116	-	14,388	-					
Medical																		
Medical Administration	03002	8,937	5,903	4,439	4,616	6,139	7,527	9,987	3,600	7,024	250	5,611	-	-	198	-	-	-
Supplies - Hospital	03004	435	55	602	4	68	33	517	46	86	-	521	-	-	-	-	-	-
Dental Service	03102	4,144	2,497	2,415	2,119	1,715	2,248	8,181	2,109	3,971	-	2,499	-	-	-	-	-	-
Medical Service & Other Services	03104	13,665	9,107	7,789	6,884	9,111	4,323	16,022	3,423	3,891	-	4,971	-	-	-	-	-	-
X-Ray Service	03106	1,258	1,178	460	776	765	691	774	421	533	-	519	-	-	-	-	-	-
Laboratory	03108	1,214	786	266	266	359	503	421	806	358	-	287	-	-	-	-	-	-
Pharmacy	03110	2,225	1,142	594	594	513	1,617	579	1,504	651	-	577	-	-	-	-	-	-
Preventive Medicine	03112	2,047	757	446	1,051	957	375	1,195	287	883	-	892	-	-	-	-	-	-
Flight Surgeon	03114	3,213	1,645	533	714	375	390	1,453	827	1,065	-	1,292	162	-	-	-	-	-
Dietetic Service	03116	10,677	4,109	3,303	3,255	3,169	4,270	11,818	-	4,141	-	3,589	-	-	-	-	-	-
Medical Services	03277	47,816	27,179	20,847	20,291	24,419	20,848	52,265	11,236	22,501	250	20,738	162	-	198	-	-	-
Fuels & Lubes (Admin & Prof Flying)	04108	11,724	19,698	8,368	6,119	4,097	9,863	4,791	7,276	15,330	36,761	8,820	-	-	-	-	-	-
Subsistence	04112	34,800	27,841	27,021	36,975	22,503	29,952	56,646	21,920	24,774	6,211	25,030	2,982	2,767	1,858	2,309	2,084	1,795
Separate Rations Paid Airmen	04113	25,467	24,500	9,513	23,358	20,083	15,827	31,899	13,243	20,597	5,975	24,735	4,255	1,442	2,571	2,828	3,125	1,436
Personnel w/o Duty Assignment	04114	15,859	12,541	6,543	12,897	5,428	12,632	8,948	11,853	12,246	162	11,414	953	2,228	2,140	427	1,471	860
Prisoners	04116	1,325	1,353	1,246	1,003	459	680	3,325	1,013	866	88	141	-	-	80	-	-	-
Overtime Paid Civilians	04119	2,908	426	74	588	165	319	1,176	17	918	-	5,730	-	-	-	-	-	-
Field Maint & Supply Overhead	05050	12,692	9,305	10,248	9,572	9,487	10,952	7,396	7,824	8,108	-	10,923	-	-	-	-	-	-
Special Mission & Tenant Aircraft	05108	20,825	2,376	1,354	1,163	-	-	7,080	-	9,753	-	-	-	-	-	-	-	-
** Non-Aeronautical Maintenance	05112	2,286	6,389	13,485	1,960	3,634	2,432	13,759	1,717	1,770	-	7,585	-	-	-	-	-	-
Aircraft Shop Maintenance	05160	88,386	102,168	63,250	24,188	28,200	37,043	63,067	26,646	53,469	-	40,508	-	-	-	-	-	-
Total Supply Function	05450	69,726	35,505	30,206	38,203	32,266	31,391	48,879	31,132	45,007	-	33,828	-	316	291	519	450	-
Supply Control	05402	21,914	14,325	12,634	10,448	10,255	11,081	18,475	9,887	13,563	-	14,826	-	132	-	-	-	-
Supply Warehouse	05404	32,922	10,380	10,752	18,907	16,168	14,029	16,245	17,349	14,240	-	13,083	-	-	-	-	-	-
Subsistence Handling	05406	4,615	814	2,714	1,982	1,708	1,249	2,407	507	2,589	-	1,653	-	-	-	-	-	-
Commissary Sales Store	05408	1,705	3,616	1,603	1,461	1,317	1,103	4,606	-	1,347	-	808	-	-	-	-	-	-
Purchasing & Contracting Office	05410	3,470	2,777	1,018	1,586	1,331	1,717	3,509	1,566	2,191	-	1,516	-	-	-	-	-	-
Salvage & Surplus Property Activity	05412	2,664	1,188	228	1,493	1,290	698	2,259	-	1,044	-	1,180	-	-	-	-	-	-
Combat Group Operations & Tng Ovhd	07061	14,980	16,237	9,615	9,391	8,059	14,408	10,775	10,983	10,482	10,335	9,197	3,656	-	-	-	-	760
Fuels & Lubes - Mission Aircraft	07102	50,640	72,840	56,666	116,999	27,378	101,677	72,810	34,762	27,611	26,086	145,536	45,194	26,415	14,971	46,502	61,391	18,198
Organizational Maint (Combat Group)	07110	59,230	51,074	48,658	53,528	49,299	60,027	55,780	29,739	49,427	50,374	57,090	34,988	10,892	29,881	36,846	45,930	16,809
Personnel at School	09102	13,777	11,039	12,191	5,296	5,791	4,056	20,616	3,688	11,807	1,720	4,532	-	538	1,365	2,503	518	384
Special Missions (Group A)	09161	23,393	13,971	13,098	8,318	6,679	4,066	30,663	5,580	18,356	1,720	7,507	-	872	1,365	2,503	518	384
Supplies & Services Furnished Others (Non-USAF)	12114	7,055	9,290	17,427	-	-	49,335	1,046	89	40	-	1,813	-	-	-	-	-	-
Supplies & Services Furnished ANG	12122	1,365	984	-	-	-	-	-	3,201	994	-	232	-	-	-	-	-	-
Tenant Organizations of other Major Commands	14155	2,579	44,448	-	-	-	-	146,476	-	88,580	-	-	-	-	-	-	-	-

* Account Code 02122 ≠ 02123
** Non-Aeronautical Maint performed in Acft Fld Maint Shops

NOTES: (a) 81st Ftr Intcp Wg @ Larson AFB includes 93d Ftr Intcp Sq located at Kirtland AFB
(b) 325th Ftr A/W Wg @ McChord AFB includes 319th Ftr A/W Sq located at Larson AFB
(c) 62d Tr Carr Wg @ Kelly AFB includes 4th Tr Carr Sq located at McChord AFB

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Chart 5
Prepared By:
Director of Programs & Costs
Hq ConAC
7 July 1950

GROUP I — MAY 1950 — GROUP II

Item (A)	Account Code (B)	2460th Atterbury (C)	2234th Hanscom (D)	2590th Dobbins (E)	2239th Gr Fitts (F)	2236th Godman (G)	(H)	2592d Tinker (I)	2242d Selfridge (J)	2469th Scott (K)	2346th Hamilton (L)	2473d Offutt (M)	2233d Mitchel (N)	(O)	(P)	(Q)
No. of Personnel Reported																
Officers		37	40	42	32	31		23	24	24	24	24	28			
Airmen		472	396	435	441	379		267	198	259	207	206	229			
Civilians		132	149	116	114	107		60	60	59	60	64	41			
Total Personnel		641	585	593	587	517		350	282	342	291	294	298			
Payroll Costs																
Officers		$ 19,829	$ 20,949	$ 22,384	$ 17,797	$ 15,917		$ 12,320	$ 12,529	$ 12,745	$ 14,139	$ 13,640	$ 15,062			
Airmen		79,671	71,916	85,991	77,889	69,030		54,399	37,517	52,319	45,136	39,369	45,950			
Civilians		32,980	42,555	29,148	32,370	30,337		15,889	15,506	[illegible]	18,107	15,907	10,839			
Total Payroll		$ 132,480	$ 135,420	$ 137,523	$ 128,056	$ 115,234		$ 82,608	$ 65,552	$ 81,493	$ 77,732	$ 59,016	$ 71,851			
* Non-Personnel Costs		$ 79,216	$ 62,493	$ 117,722	$ 83,715	$ 66,109		$ 48,534	$ 46,477	$ 45,757	$ [illegible]	$ 47,509	$ 55,850			
Total Costs		$ 211,696	$ 197,913	$ 255,245	$ 211,771	$ 181,393		$ 131,142	$ 114,029	$ 127,247	$ 153,116	$ 116,525	$ 127,701			
Costs of Selected Functions																
CC and Staff	01051	$ 10,530	$ 12,065	$ 15,575	$ 10,567	$ 10,856		$ 1,137	$ 7,174	$ 9,516	$ 7,946	$ 9,263	$ 9,914			
Food Services (Mess Halls)	02110	1,350	2,755	2,792	2,538	2,118		103	-	-	-	235	-			
Civilian Personnel & Payroll	*	254	290	3,549	650	493		-	-	-	-	-	-			
Motor Pool	02136	7,161	3,113	4,882	7,035	3,352		123	111	816	-	70	-			
Work Details	02138	-	-	-	-	-		-	-	-	-	-	-			
Base Operations	02142	3,338	4,210	3,422	3,755	4,402		-	2,943	2,935	3,207	3,890	3,658			
Air Instl Office & Shop Overhead	02202	1,984	2,607	485	2,555	1,550		-	-	-	-	-	-			
Maint of Air Instl Machinery	02204	73	1,346	-	82	-		-	-	-	-	-	-			
Maint Bldg & Other Structures	02206	2,834	2,003	2,937	2,862	-		-	221	-	-	-	-			
Operation Utility Plants & Systems	02215	5,835	7,944	3,415	4,124			-	-	-	-	-	-			
Fire Stations & Crash Rescue	02218	5,643	6,819	9,540	4,528	4,078		-	-	-	-	-	-			
Rentals - Leased Facilities	02244	-	2,085		[illegible]			-	-	-	-	53	-			
Medical Services	[illegible]	2,329	2,219	3,228	1,193	1,415		2,976	1,647	1,620	2,413	2,185	1,808			
Subsistence Issued	04112	10,855	5,942	5,687	7,223	3,759		5,500	2,427	4,274	3,734	3,440	3,734			
Separate Rations Paid Airmen	04113	7,572	7,175	3,774	7,577	7,495		353	2,662	271	-	1,347	804			
Personnel w/o Duty Assignment	04114	3,292	2,432	1,273	103	626										
Total Supply Function	05400	14,535	11,894	11,339	10,955	7,704		3,570	3,740	2,754	-	4,643	2,972			
Supply Control (Officers & Staff)	05402	4,637	4,954	6,474	4,370	3,927		3,528	2,759	2,754	-	4,240	2,713			
Supply Warehouse	05404	5,170	5,652	3,757	4,792	3,321		-	982	-	-	-	-			
Subsistence Handling	05406	1,531	-	184	-	-		-	-	-	-	-	-			
Commissary Sales Store	05408	-	-	-	-	-		-	-	-	-	-	-			
Purchasing & Contracting	05410	1,196	898	741	1,129	-		-	-	-	-	-	-			
Salvage & Surplus Property	05412	-	-	457	-	-		-	-	-	-	-	-			
Flying Personnel - Fuels & Lubes	07102	22,892	19,179	35,444	25,342	9,732		26,580	27,553	20,767	27,953	22,592	25,248			
Organizational Maint - Aircraft	07110	34,553	[illegible]	47,203	37,270	46,911		43,264	40,217	46,821	[illegible]	34,491	42,595			
Instructors - Flying & Ground	07114	2,595	1,022	2,128	7,251	2,517		12,471	4,348	5,582	3,267	3,511	1,908			
Instructors - Flying	07114,[illegible]	974	1,022	1,021	3,730	1,456		4,274	1,233	1,638	1,942	2,533	888			
Personnel at School	09102	353	1,195	1,372	133	985		1,638	1,326	1,526	485	856	-			
** Transient USAF Aircraft	09109	-	-	-	1,316	1,430		-	-	-	-	-	-			
Permanent Change of Station	12113	1,097	1,346	135	1,954	2,033		1,530	771	431	2,173	1,013	1,795			
*** Supplies & Services Furnished	12114	-	257	2,644	1,299	[illegible]		-	-	-	-	-	-			
Supplies & Services Furnished ANG	12122	622	350	12,420	14,490	[illegible]										

* Account Codes 02120 - 02122

** Includes Payroll Costs, Parts & Supplies (excepting Fuels & Lubes furnished) transient USAF aircraft other than Air Reserve, ANG & AFROTC Aircraft

*** Supplies & Services Furnished to Non-USAF Agencies

GROUP I - Bases Maintained and Operated with ConAC Reserve Funds

GROUP II - USAF Bases where a proportionate share of the Runway Maintenance and the area occupied by the AFRTC is supported by Reserve Funds

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Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 July 1950

OPERATING COSTS
AIR FORCE RESERVE TRAINING CENTERS
MAY 1950

Item (A)	Account Code (B)	GROUP III 2471st O'Hare (C)	2347th Long Beach (D)	2584th Memphis (E)	2237th New Castle Cty. Apt (F)	2465th Wold-Chamberlain (G)	2587th Birmingham (H)	2585th Miami (I)	2343d Portland (J)	2240th Schlegel AF Fld. (K)	(L)	GROUP IV 2596th Hensley (M)	2230th Floyd Bennett (N)	2472d Olathe (O)	(P)	(Q)
No. of Personnel Reported																
Officers		52	59	35	30	36	38	43	38	31		37	26	34		
Airmen		579	643	529	401	402	409	371	413	491		407	306	389		
Civilians		264	168	122	103	120	91	118	135	74		92	111	94		
Total Personnel		895	870	686	534	558	538	532	586	596		536	443	517		
Payroll Costs																
Officers		$ 27,705	$ 32,920	$ 19,332	$ 16,066	$ 19,337	$ 20,552	$ 24,089	$ 21,133	$ 17,519		$ 20,180	$ 13,894	$ 18,553		
Airmen		114,338	137,418	95,597	76,861	84,870	86,687	75,186	79,330	93,625		81,709	55,579	77,947		
Civilians		75,373	44,795	31,795	25,838	32,047	25,215	30,560	38,889	21,097		25,562	31,200	24,941		
Total Payroll		$ 217,416	$ 215,133	$ 146,724	$ 118,765	$ 136,254	$ 132,454	$ 129,835	$ 139,372	$ 132,241		$ 127,451	$ 100,673	$ 121,441		
* Non-Personnel Costs		$ 150,491	$ 165,461	$ 189,525	$ 78,319	$ 93,112	$ 77,153	$ 73,756	$ 102,623	$ 71,472		$ 98,802	$ 68,112	$ 61,715		
Total Costs		$ 367,907	$ 380,594	$ 336,249	$ 197,084	$ 229,366	$ 209,607	$ 203,591	$ 241,995	$ 203,713		$ 226,253	$ 168,785	$ 183,156		
Costs of Selected Functions																
CO and Staff	01051	$ 16,641	$ 19,242	$ 13,571	$ 10,109	$ 8,658	$ 11,541	$ 10,808	$ 10,078	$ 11,433		$ 13,928	$ 12,394	$ 9,175		
Food Service (Mess Halls)	02110	4,989	3,792	7,260	3,978	-	2,967	4,009	2,833	2,916		2,781	2,323	2,771		
Civilian Personnel and Payroll	*	2,592	-	534	567	530	260	541	248	2,651		228	321	753		
Motor Pool	02136	4,816	4,536	-	4,004	4,640	-	1,826	5,248	3,364		3,138	3,000	1,975		
Work Details	02138	-	-	-	-	-	-	-	-	-		-	-	425		
Base Operations	02142	6,725	4,401	7,886	2,491	3,341	2,500	3,420	5,463	5,307		5,015	2,504	6,385		
Air Instl Office & Shop Overhead	02202	4,455	3,472	2,751	1,801	2,387	1,459	1,791	3,667	986		2,139	290	1,407		
Maint of Air Instl Machinery	02204	1,139	437	387	183	243	390	102	25	-		663	-	117		
Maint Bldg & Other Structures	02206	7,051	2,310	2,238	2,414	1,503	184	819	940	-		1,886	32	566		
Operation Utility Plants & Systems	02216	20,274	3,499	4,834	10,462	5,389	1,985	3,944	10,199	-		3,080	-	957		
Fire Stations & Crash Rescue	02218	10,094	4,679	4,755	3,414	4,499	4,949	217	2,871	4,574		2,228	-	2,800		
Rentals - Leased Facilities	02244	377	-	1,875	4,998	-	-	5	-	10,750		-	-	978		
Medical Services	03277	2,832	3,631	1,299	1,383	1,849	1,858	3,027	2,544	2,021		1,642	1,049	1,554		
Subsistence Issued	04112	8,608	7,700	18,845	8,991	-	4,471	5,432	6,593	4,076		3,954	6,180	3,836		
Separate Rations Paid Airmen	04113	9,739	14,594	7,273	5,044	27,691	10,053	5,964	14,549	10,002		7,102	4,752	9,135		
Personnel w/o Duty Assignment	04114	1,935	1,220	723	3,635	968	827	911	-	125		398	1,138	1,736		
Total Supply Function	05450	18,874	17,162	11,094	10,585	11,141	10,748	9,151	15,857	9,148		10,221	9,638	8,740		
Supply Control (Officers & Staff)	05402	7,647	8,045	7,180	4,784	4,353	4,789	4,963	6,829	4,333		5,799	3,305	4,712		
Supply Warehouse	05404	7,709	8,000	2,358	4,157	6,154	4,486	3,170	6,194	4,325		3,961	5,924	2,932		
Subsistence Handling	05406	-	265	-	-	-	485	257	1,038	-		-	-	-		
Commissary Sales Store	05408	-	-	-	-	-	-	-	-	-		-	-	-		
Purchasing & Contracting	05410	1,368	852	781	1,284	494	988	592	1,487	458		279	-	1,070		
Salvage & Surplus Property	05412	766	-	203		-	-	169	184	-		-	-	-		
Flying Personnel - Fuels & Lubes	07102	42,585	64,751	110,025	15,832	30,906	18,225	23,349	14,545	28,120		40,694	19,968	13,332		
Organizational Maint - Aircraft	07110	62,750	109,830	53,934	36,403	45,157	43,007	42,777	52,237	48,142		41,328	44,974	43,103		
Instructors - Flying & Ground	07114	5,174	7,772	958	3,340	6,430	3,732	6,243	-	6,389		5,452	697	1,719		
Instructors - Flying	07114.01	1,241	4,335	958	2,383	2,528	1,358	1,665	-	1,049		1,481	697	416		
Personnel at School	09102	1,765	1,722	1,267	816	2,639	2,890	1,422	763	412		1,788	487	3,447		
** Transient USAF Aircraft	09109	316	20	-		1,161	-	786	-	-		1,788	-	1,089		
Permanent Change of Station	12113	1,238	6,070	1,308	4,704	4,030	1,723	5,515	5,202	1,113		4,019	1,480	396		
*** Supplies & Services Furnished	12114	717	22	588	-	-	172	883	624	-		1,473	8,753	692		
Supplies & Services Furnished ANG	12122	8,034	124	170	-	557	-	824	8,641	-		6,228	260	392		

* Account Codes 02123 / 02122

** Includes Payroll Costs, Parts & Supplies (excepting Fuels & Lubes), Furnished transient USAF Aircraft other than Air Reserve, ANG & AROTC Aircraft

*** Supplies & Services Furnished to Non-USAF Agencies

GROUP III - Leased Facilities, Maintained by Municipality, Except Areas Occupied by AFRTC's which are Supported by Reserve Funds

GROUP IV - Naval Air Stations, Facilities Used and Proportionate Share of Base Maintenance is Supported by Reserve Funds

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Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 July 1950

OPERATING COSTS

NON WING-BASE AIR BASE GROUPS & SQUADRONS, BASE SERVICE AND ASSEMBLY & PROCESSING SQUADRONS

MAY 1950

Item (A)	Account Code (B)	2500th AB Gp Mitchel (C)	2595th AB Gp Brooks (D)	4400th AB Gp Stewart (E)	(F)	2579th AB Sq Victorville (G)	2581st AB Sq Eglin #2 (H)	2600th AB Sq Pope (I)	4405th AB Sq Sherman (J)	4406th AB Sq Marshall (K)	4408th AB Sq Lawson (L)	(M)	2476th BS Sq Oecoda (N)	2463d Standby Base Sq Benj Harri (O)	(P)	2212th AAF Sq Langley (Q)
No. of Personnel Reported																
Officers		155	66	40		2	3	38	8	3	30		5	6		2
Airmen		1,651	695	363		9	75	484	161	45	194		153	29		130
Civilians		790	198	274		92	0	40	11	4	76		16	34		0
Total Personnel		2,596	959	677		103	78	562	180	52	300		174	69		132
Payroll Costs																
Officers		$ 74,750	$ 32,308	$ 18,649		$ 1,149	$ 1,123	$ 18,364	$ 4,230	$ 1,243	$ 15,234		$ 2,410	$ 2,586		$ 899
Airmen		253,560	117,778	60,656		1,157	9,266	84,584	26,970	6,212	34,499		23,633	4,439		16,055
Civilians		220,917	50,116	77,016		25,492	-	9,852	3,142	1,294	20,080		4,143	9,043		-
Total Payroll		$ 549,236	$ 200,202	$ 156,321		$ 27,798	$ 10,389	$ 112,800	$ 34,342	$ 8,749	$ 69,813		$ 30,186	$ 16,068		$ 16,954
* Non-Personnel Costs		$ 238,377	$ 69,004	$ 114,064		$ 8,707	$ 11,348	$ 105,169	$ 22,859	$ 42,322	$ 67,749		$ 17,271	$ 10,168		$ 6,058
Total Costs		$ 787,613	$ 269,206	$ 270,385		$ 36,505	$ 21,737	$ 217,969	$ 57,201	$ 51,071	$ 137,562		$ 47,457	$ 26,236		$ 23,012
Costs of Selected Functions																
CO and Staff	01051	$ 20,295	$ 14,393	$ 10,373		$ 792	$ -	$ 10,536	$ 3,287	$ 1,179	$ 9,849		$ 2,625	$ 2,819		$ 3,191
Food Service (Mess Halls)	02110	21,038	7,378	2,749		-	827	4,638	-	331	1,473		1,354	1,427		-
Civilian Personnel & Payroll	*	12,146	-	1,924		-	-	280	-	-	350		-	-		-
Motor Pool	02136	16,372	8,936	7,495		302	656	4,604	1,323	220	2,902		1,744	-		-
Work Details	02138	-	-	-		-	-	-	-	-	-		-	-		-
Base Operations	02142	7,291	2,781	3,407		271	-	2,676	952	-	2,186		1,082	-		-
Air Instl Office & Shop Overhead	02202	14,951	5,029	3,322		2,348	-	334	-	-	1,706		1,400	1,603		-
Maint of Air Instl Machinery	02204	859	775	2,904		-	-	-	-	-	-		450	-		-
Maint Bldg & Other Structures	02206	31,656	8,914	5,657		709	940	929	-	-	-		2,128	202		-
Operation Utility Plants & Systems	02216	57,025	14,363	16,346		7,177	1,324	89	159	954	-		5,193	566		-
Fire Stations & Crash Rescue	02218	12,810	4,860	6,066		522	-	4,193	1,201	-	4,027		2,354	-		-
Rentals - Leased Facilities	02244	1,099	-	17		-	-	-	-	-	-		-	-		-
Medical Services	03277	63,225	5,093	7,503		-	-	737	731	-	-		1,388	-		-
Subsistence Issued	04112	17,154	4,939	7,355		5,582	8,265	6,864	1,431	-	2,083		6,087	2,130		2,647
Separate Rations Paid Airmen	04113	20,346	11,053	5,603		-	596	7,391	2,735	630	1,860		1,699	800		293
Personnel w/o Duty Assignment	04114	4,214	10,566	862		-	-	485	513	-	614		1,519	-		-
Aircraft Shop Maintenance	05160	43,736	11,891	16,043		652	-	-	-	-	-		-	-		-
Total Supply Function	05450	54,764	19,766	15,338		5,530	420	14,811	3,224	15,004	7,318		1,559	3,628		13
Supply Control (Officers & Staff)	05402	19,979	8,936	6,060		2,538	-	6,891	2,536	318	4,031		1,275	1,602		-
Supply Warehouse	05404	17,781	7,252	7,008		2,493	420	6,641	640	14,592	2,962		147	1,656		-
Subsistence Handling	05406	5,175	-	-		-	-	903	-	-	-		-	310		-
Commissary Sales Store	05408	2,950	928	-		-	-	-	-	-	-		-	-		-
Purchasing and Contracting	05410	4,937	2,094	1,149		499	-	107	-	-	-		-	-		-
Salvage & Surplus Property	05412	1,336	198	417		-	-	-	-	-	-		-	-		-
Flying Personnel - Fuels & Lubes	07102	-	-	-		-	-	-	-	-	-		-	-		-
Organizational Maint - Aircraft	07110	-	-	-		-	-	-	-	-	-		-	-		-
Instructors - Flying & Ground	07114	-	-	-		-	-	-	-	-	-		-	-		-
Instructors - Flying	07114.01	-	-	-		-	-	-	-	-	-		-	-		-
Personnel at School	09102	2,995	3,936	1,529		-	-	1,216	859	-	1,152		444	-		-
** Transient USAF Aircraft	09109	3,857	1,980	1,220		-	-	2,761	-	-	57		-	-		-
Permanent Change of Station	12113	12,039	3,757	1,531		-	-	1,986	268	15,039	959		1,647	586		-
*** Supplies & Services Furnished	12114	1,267	72	659		-	-	1,112	82	-	973		-	-		-
Supplies & Services Furnished ANG	12122	1,303	5,442	-		-	-	207	235	-	-		-	-		-

* Account Codes 02123 / 02122

** Includes Payroll Costs, Parts & Supplies (excepting fuels & lubes) furnished transient USAF Aircraft other than Air Reserve, ANG & AROTC Aircraft

*** Supplies & Services Furnished to Non-USAF Agencies

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Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 July 1950

OPERATING COSTS

AIRCRAFT CONTROL AND WARNING ORGANIZATIONS

MAY 1950

Item (A)	Account Code (B)	502d Tac Con Gp Pope (C)	503d AC & Wng Gp Roslyn, NY (D)	505th AC & Wng Gp Silver Lake (E)	540th AC & Wng Gp Stewart (F)	541st AC & Wng Gp Selfridge (G)	542d AC & Wng Gp Hamilton (H)	690th AC & Wng Sq (Separate) Kirtland (I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)
No. of Personnel Reported																
Officers		91	104	92	80	58	32	49								
Airmen		850	934	982	868	771	416	720								
Civilians		0	0	2	0	0	0	0								
Total Personnel		941	1,038	1,076	948	829	448	769								
Payroll Costs																
Officers		$ 45,525	$ 51,387	$ 44,816	$ 37,295	$ 25,881	$ 14,152	$ 21,948								
Airmen		106,048	113,306	121,361	102,633	87,625	48,044	93,440								
Civilians		-	-	531	-	-	-	-								
Total Payroll		$ 151,573	$ 164,693	$ 166,708	$ 139,928	$ 113,506	$ 62,196	$ 117,388								
# Non-Personnel Costs		$ 45,084	$ 53,907	$ 59,293	$ 51,027	$ 38,162	$ 13,589	$ 31,385								
Total Costs		$ 196,657	$ 218,600	$ 226,001	$ 190,955	$ 151,668	$ 75,785	$ 148,773								
Costs of Selected Functions																
Food Services (Mess Halls)	02110	$ 8,049	$ 5,179	$ 5,886	$ 6,299	$ 2,583	$ 2,297	$ 1,536								
Motor Pool	02136	6,909	8,728	6,795	4,611	4,191	2,353	1,204								
Rentals - Leased Facilities	02244	-	1,818	99	-	-	219	-								
Subsistence Issued	04112	15,031	20,342	21,054	21,178	1,718	7,600	12,280								
Separate Rations Paid Airmen	04113	5,296	6,124	7,567	5,969	4,744	1,073	4,520								
Personnel w/o Duty Assignment	04114	3,431	4,736	14,674	2,188	16,652	15,579	-								
Communications & Electronics	07108	94,427	94,480	101,687	77,873	38,054	22,022	42,356								
Personnel at School	09102	237	1,050	1,530	1,382	1,885	-	784								

OPERATING COSTS - HOSPITAL SQUADRONS

MAY 1950

Item (A)	Account Code (B)	2200th Murphy Gen Hosp (C)	2201st Army Med Cntr (D)	2202d Oliver Gen Hosp (E)	2203d Valley Forge Gen Hosp (F)	2204th Percy Jones Gen Hosp (G)	2205th Army&Navy Gen Hosp (H)	2206th Brooke Army Med Cntr (I)	2207th Wm Beaumont Gen Hosp (J)	2208th Fitzsimmons Gen Hosp (K)	2209th Letterman Gen Hosp (L)	2210th Madigan Gen Hosp (M)	(N)	(O)	(P)	(Q)
No. of Personnel Reported																
Officers		4	161	19	41	22	30	215	42	115	123	61				
Airmen		25	370	16	124	111	95	1,134	172	610	385	190				
Civilians		0	0	0	0	1	0	5	1	3	0	0				
Total Personnel		29	531	35	165	134	125	1,354	215	728	508	251				
Payroll Costs																
Officers		$ 1,663	$ 73,550	$ 8,138	$ 19,390	$ 9,944	$ 13,184	$ 87,994	$ 17,352	$ 50,117	$ 49,621	$ 24,457				
Airmen		3,417	48,275	1,718	18,351	16,586	14,981	139,331	25,657	89,715	53,779	28,410				
Civilians		-	-	-	-	221	-	1,280	240	773	-	-				
Total Payroll		$ 5,080	$ 121,825	$ 9,856	$ 37,741	$ 26,751	$ 28,165	$ 228,605	$ 43,249	$ 140,605	$ 103,400	$ 52,867				
# Non-Personnel Costs		$ 162	$ 865	$ -	$ 315	$ 380	$ 1,161	$ 4,163	$ 929	$ 1,535	$ 1,081	$ 1,091				
Total Costs		$ 5,242	$ 122,690	$ 9,856	$ 38,056	$ 27,131	$ 29,326	$ 232,768	$ 44,178	$ 142,140	$ 104,461	$ 53,958				

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Part 1
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 July 1950

OPERATING COSTS

WAF SQUADRONS, OVERSEAS REPLACEMENT GROUPS, & LIAISON FLIGHTS

MAY 1950

Item (A)	Account Code (B)	2214th WAF Sq McChord (C)	2350th WAF Sq Larson (D)	2351st WAF Sq Hamilton (E)	2475th WAF Sq Selfridge (F)	4412th WAF Sq Langley (G)	(H)	2225th APORG Ft Dix (I)	2349th APORD Camp Stoneman (J)	(K)	1st Liaison Flight Biggs (L)	2d Liaison Flight Langley (M)	3d Liaison Flight Lawson (N)	4th Liaison Flight Pope (O)	5th Liaison Flt (Helicopter) Pope (P)	(Q)
No. of Personnel Reported																
Officers		1	1	1	1	1		92	378		3	4	4	5	3	
Airmen		4	3	3	2	4		1,469	4,836		11	13	12	11	20	
Civilians		0	0	0	0	0		37	17		0	0	0	0	0	
Total Personnel		5	4	4	3	5		1,598	5,231		14	17	16	16	23	
Payroll Costs																
Officers		$ 384	$ 334	$ 334	$ 384	$ 459		$ 44,993	$ 159,339		$ 1,647	$ 2,176	$ 1,927	$ 2,498	$ 1,579	
Airmen		505	478	471	345	575		190,762	624,801		2,242	2,294	2,393	1,725	2,906	
Civilians		-	-	-	-	-		9,073	3,977		-	-	-	-	-	
Total Payroll		$ 889	$ 812	$ 805	$ 729	$ 1,034		$ 244,828	$ 788,117		$ 3,889	$ 4,470	$ 4,320	$ 4,223	$ 4,485	
▲ Non-Personnel Costs		$ 295	$ 1,836	$ 287	$ 94	$ 195		$ 172,436	$ 234,051		$ 9,240	$ 921	$ 2,072	$ 1,350	$ 1,987	
Total Costs		$ 1,184	$ 2,648	$ 1,092	$ 823	$ 1,229		$ 417,264	$ 1,022,168		$ 13,129	$ 5,391	$ 6,392	$ 5,573	$ 6,472	

OPERATING COSTS - COMMUNICATIONS SQUADRONS AND RADAR CALIBRATION DETACHMENTS

MAY 1950

Item (A)	Account Code (B)	28th Comm Sq Mitchel (C)	29th Comm Sq Langley (D)	34th Comm Sq Mitchel (E)	35th Comm Sq Hamilton (F)	36th Comm Sq Selfridge (G)	37th Comm Sq Robins (H)	40th Comm Sq Brooks (I)	42d Comm Sq Mitchel (J)	43d Comm Sq Hamilton (K)	(L)	5th Radar Cal Det Pope (M)	7th Radar Cal Det Langley (N)	11th Radar Cal Det Hamilton (O)	12th Radar Cal Det Langley (P)	(Q)
No. of Personnel Reported																
Officers		9	5	2	5	2	5	5	1	4		7	8	9	10	
Airmen		186	83	72	71	63	66	95	18	75		24	62	36	58	
Civilians		0	0	0	0	0	0	0	0	0		0	0	0	0	
Total Personnel		195	88	74	76	65	71	100	19	79		31	70	45	68	
Payroll Costs																
Officers		$ 4,277	$ 2,532	$ 1,101	$ 2,402	$ 972	$ 2,370	$ 2,289	$ 446	$ 1,895		$ 3,734	$ 4,155	$ 4,775	$ 4,914	
Airmen		27,187	10,824	10,593	11,035	8,188	9,844	12,736	2,478	8,387		4,034	11,592	6,357	10,182	
Civilians		-	-	-	-	-	-	-	-	-		-	-	-	-	
Total Payroll		$ 31,464	$ 13,356	$ 11,694	$ 13,437	$ 9,160	$ 12,214	$ 15,025	$ 2,924	$ 10,282		$ 7,768	$ 15,747	$ 11,132	$ 15,096	
▲ Non-Personnel Costs		$ 9,210	$ 6,151	$ 2,463	$ 3,199	$ 2,193	$ 2,097	$ 3,470	$ 347	$ 2,985		$ 3,604	$ 9,321	$ 8,289	$ 7,940	
Total Costs		$ 40,674	$ 19,507	$ 14,157	$ 16,636	$ 11,353	$ 14,311	$ 18,495	$ 3,271	$ 13,267		$ 11,372	$ 25,068	$ 19,421	$ 23,036	

OPERATING COSTS - MISCELLANEOUS ORGANIZATIONS

MAY 1950

Item (A)	Account Code (B)	1st Shoran Beacon Unit Langley (C)	1st Tow Target Sq Biggs (D)	2d Radio Relay Sq Pope (E)	30th Motor Trans Sq Shaw (F)	363d Rcn Tech Sq Langley (G)	472d Sig Avn & Const Co Kelly (H)	691st AF Band Selfridge (I)	769th AF Band Robins (J)	803d Engr Avn Bn McChord (K)	Co"B" 803d Engr Avn Bn Larson (L)	Co"C" 803d Engr Avn Bn Larson (M)	934th Sig Bn Pope (N)	2220th Ext Op Benj Harri (O)	2597th Air Police Sq Brooks (P)	4410th Bomb Disp Unit Pope (Q)
No. of Personnel Reported																
Officers		4	44	3	4	9	4	1	1	19	6	5	14	7	5	1
Airmen		34	307	80	92	122	149	28	38	343	136	129	272	85	78	15
Civilians		0	0	0	0	0	0	0	0	0	0	0	0	6	1	0
Total Personnel		38	351	83	96	131	153	29	39	362	142	134	286	98	84	16
Payroll Costs																
Officers		$ 1,879	$ 22,472	$ 1,210	$ 1,991	$ 4,188	$ 1,924	$ 380	$ 362	$ 9,460	$ 2,699	$ 2,086	$ 6,695	$ 4,371	$ 2,414	$ 444
Airmen		5,235	57,240	10,908	12,734	17,803	18,366	3,543	5,195	38,592	14,559	14,097	35,408	11,316	13,317	2,041
Civilians		-	-	-	-	-	-	-	-	-	-	-	-	1,402	221	-
Total Payroll		$ 7,114	$ 79,712	$ 12,118	$ 14,725	$ 21,991	$ 20,290	$ 3,923	$ 5,557	$ 48,052	$ 17,258	$ 16,183	$ 42,103	$ 17,089	$ 15,952	$ 2,485
▲ Non-Personnel Costs		$ 1,398	$ 58,959	$ 2,735	$ 3,448	$ 28,465	$ 9,431	$ 905	$ 965	$ 33,275	$ 4,435	$ 4,848	$ 12,730	$ 6,219	$ 2,713	$ 481
Total Costs		$ 8,512	$ 138,671	$ 14,853	$ 18,173	$ 50,456	$ 29,721	$ 4,828	$ 6,522	$ 81,327	$ 21,693	$ 21,031	$ 54,833	$ 23,308	$ 18,665	$ 2,966

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PART II
COMPTROLLER CHART 6
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
7 JULY 1950

RECAPITULATION OF CONTINENTAL AIR COMMAND

COST OF MANAGEMENT AND PRESERVATION OF REAL ESTATE FACILITIES

MAY 1950

LINE	ITEM (A)	USAF INSTALLATIONS PROVIDING OWN SERVICES (B)	AFR INSTALLATIONS PROVIDING OWN SERVICES (C)	INSTALLATIONS PROVIDED SERVICES BY OTHER THAN ConAC (D)	AGGREGATE* (E)
1	No. of Personnel Reported				
2	Officers	55	13	13	81
3	Airmen	1,804	401	464	2,669
4	Civilians	1,892	498	184	2,574
5					-
6	TOTAL PERSONNEL	3,751	912	661	5,324
7					
8	Payroll Costs				
9	Officers	$ 24,141	$ 5,213	$ 5,308	$ 34,662
10	Airmen	211,121	50,573	57,793	319,487
11	Civilians	505,141	134,171	49,142	688,454
12					
13	Total Payroll	$ 740,403	$ 189,957	$ 112,243	$ 1,042,603
14					
15	▲ Non-Personnel Costs	$ 459,499	$ 115,903	$ 114,732	$ 690,134
16					
17	TOTAL COSTS	$ 1,199,902	$ 305,860	$ 226,975	$ 1,732,737

▲ Non-Personnel Costs - Includes Miscellaneous Costs, Contractual Services and Supplies.

SOURCE: Cost Control Reports - AF Forms 320, 320A, 322 & 322A.

* Does not include Inactive Installations.

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COSTS OF MANAGEMENT AND PRESERVATION OF REAL ESTATE FACILITIES

- USAF INSTALLATIONS PROVIDING OWN SERVICES -

MAY 1950

Part II
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 July 1950

Line	Item (A)	Account Code (B)	Brooks AFB (C)	Hamilton AFB (D)	Langley AFB (E)	Larson AFB (F)	McChord AFB (G)	McGuire AFB (H)	Mitchel AFB (I)	Oscoda AFB (J)	Selfridge AFB (K)	Sewart AFB (L)	Shaw AFB (M)	Stewart AFB (N)	Turner AFB (O)
1	No. of Personnel Reported					**	*				***		****		
2	Officers		2	5	4	7	4	5	6	1	3	4	6	2	6
3	Airmen		50	108	210	291	238	109	131	48	199	133	114	60	113
4	Civilians		109	145	339	118	128	90	311	15	179	98	150	91	119
6	Total Personnel		161	258	553	416	370	204	448	64	381	235	270	153	238
8	Payroll Costs														
9	Officers		$ 782	$ 2,555	$ 1,767	$ 2,816	$ 1,693	$ 2,257	$ 2,471	$ 413	$ 1,387	$ 1,777	$ 2,624	$ 911	$ 2,688
10	Airmen		6,718	12,471	24,597	30,849	27,341	12,907	15,510	5,823	22,572	15,479	14,806	7,941	13,707
11	Civilians		26,753	44,704	87,651	33,738	38,803	22,874	88,018	3,890	51,078	23,507	32,703	25,481	25,941
13	Total Payroll		$ 34,253	$ 59,730	$ 114,015	$ 67,403	$ 67,837	$ 38,038	$ 105,999	$ 10,126	$ 75,037	$ 41,163	$ 50,133	$ 34,333	$ 42,336
15	A Non-Personnel Costs		$ 13,048	$ 38,502	$ 63,167	$ 95,574	$ 39,793	$ 21,475	$ 67,943	$ 4,475	$ 38,166	$ 25,924	$ 19,660	$ 15,246	$ 16,526
17	Total Costs		$ 47,301	$ 98,232	$ 177,182	$ 162,977	$ 107,630	$ 59,513	$ 173,942	$ 14,601	$ 113,203	$ 67,087	$ 69,793	$ 49,579	$ 58,862
19	Costs of Selected Utilities (Non-Payroll)														
21	Purchased Water	06105	$ 1,236	$ 5,495	$ 37	$ -	$ -	$ 252	$ 527	$ -	$ 1,573	$ -	$ -	$ 265	$ 9,121
22	Purchased Sewage Disposal	06206	-	-	-	-	-	205	-	-	-	-	-	-	-
23	Purchased Electricity	06306	2,250	5,041	8,009	1,473	2,127	2,129	8,823	839	7,987	2,449	4,279	2,613	2,435
24	Purchased Gas	06509	676	6,975	Cr 131	-	-	-	4,563	-	1,100	-	-	518	490
25	Coal Issued #	06506	-	-	9,093	1,653	7,852	4,902	Cr 30,103	1,121	1,093	1,863	1,990	1,733	736
26	Fuel Oil Issued #	06507	-	431	2,429	25,968	11,356	-	5,825	1,143	150	-	-	1,113	3,393
27	O/H Facilities (Purchased Utilities)	08201	-	1,297	24	712	1,401	366	1,272	-	261	938	30	24	-
30	Costs of Selected Functions														
32	Projects, Non-Recurring (Over $3,000) 09101 thru	09107	-	-	-	-	-	-	-	-	-	-	-	-	-
33	Modification (Under $3,000)	09108	959	16,143	3,867	13,704	5,987	1,628	7,415	362	7,253	1,324	3,672	2,882	1,586
34	Modification (Over $3,000)	09109	-	-	3,007	59,472	3,000	-	2,945	687	5,172	-	302	220	839
35	Accrued Annual Leave, 1 July thru 31 May	10101	30,233	49,401	83,182	22,674	37,810	21,394	79,487	5,546	39,763	2[illegible],764	25,165	33,631	21,543
36	Accrued Annual Leave, this month	10101	2,829	4,806	8,603	3,608	4,234	2,441	9,262	451	6,547	2,373	2,931	2,775	2,234
37	Sick Leave & Holiday Leave Taken, 1 July thru 31 May	10102	17,501	29,372	48,307	17,394	22,838	17,584	55,096	2,255	20,984	12,132	12,635	21,725	10,544
38	Sick Leave & Holiday Leave Taken, this month	10102	2,289	5,927	1,022	2,718	2,853	1,873	6,656	257	3,554	1,488	1,691	2,036	1,695
41	Inventory Value & Depreciation Costs														
43	Depreciation, Mobile Maint Equip, 1 July thru 31 May	10109	-	-	-	-	-	-	-	-	8,046	-	-	-	-
44	Depreciation, Mobile Maint Equip, this month	10109	-	-	-	-	-	-	-	-	-	-	-	-	-
45–46	Value of Installed Equip & "MR" Property Salvaged, 1 July thru 31 May	10110	7,521	10,768	9,881	487	659	333	6,986	560	10,329	65	4,735	2,095	3,092
47–48	Value of Installed Equip & "MR" Property Salvaged, this month	10110	1,258	1,414	1,043	-	-	9	817	-	90	-	18	88	62
49–50	Value of Non-expendable Property for which A.I.O. has maintenance & Repair responsibility	20104	555,360	874,297	521,927	260,963	677,148	176,139	703,616	60,264	748,214	252,170	394,221	216,620	375,897
51	Value (when new) of Mobile Equip issued A.I.O.	20105	152,753	174,168	218,182	86,773	237,969	51,572	344,913	89,579	284,435	130,469	109,805	324,879	145,798

Line	Utilization of Airmen & Civilians	Account Code	C AM	C Civ	D AM	D Civ	E AM	E Civ	F AM	F Civ	G AM	G Civ	H AM	H Civ	I AM	I Civ	J AM	J Civ	K AM	K Civ	L AM	L Civ	M AM	M Civ	N AM	N Civ	O AM	O Civ
56	Administrative and Engineering	30001	3	13	9	17	5	28	19	16	6	14	10	10	9	23	3	2	8	2	2	14	3	11	11	8	3	9
57	Fire Protection & Aircraft Crash Rescue	30002	32	2	49	27	93	4	45	11	30	6	43	3	69	12	24	2	54	3	60	3	40	3	37	3	16	1
58	Custodial	30003	0	0	0	3	32	0	0	0	0	1	0	0	0	33	0	0	0	9	1	0	0	0	0	1	1	4
59	Central Heating Plant Operators	30004	4	5	0	0	0	44	0	7	0	17	0	5	0	33	4	0	12	31	8	12	0	17	0	6	0	6
60	Other Utilities Plant Operators	30005	1	7	6	13	5	23	1	1	0	0	0	0	2	6	3	2	3	5	9	16	0	6	6	9	2	4
61	Carpenters	30006	1	11	6	26	12	43	5	20	4	14	6	17	7	17	4	3	10	28	5	9	2	22	0	13	13	20
62	Painters	30007	2	16	2	17	3	26	1	4	2	10	8	5	2	20	1	2	4	19	2	4	2	25	0	7	2	7
63	Electricians	30008	6	11	8	14	9	14	11	13	5	11	9	8	7	18	4	1	12	18	7	8	3	8	1	5	7	7
64	Plumbers & Steamfitters	30009	1	12	1	10	5	19	7	9	1	11	6	8	1	17	3	2	6	10	4	9	1	5	0	6	3	6
65	Structural - Steel & Metal	30010	0	0	2	3	2	7	2	3	0	4	1	3	0	0	0	0	0	0	0	2	1	4	0	4	2	4
66	Concrete Masonry & Plaster	30011	0	0	0	1	0	6	0	0	0	0	0	0	0	5	0	0	0	0	0	0	0	0	0	2	1	0
67	Machinists	30012	0	3	7	18	8	22	14	26	17	24	0	0	1	13	2	1	0	0	0	0	0	0	4	13	0	0
68	General Labor	30013	0	29	11	16	40	89	4	10	3	16	16	27	11	79	6	3	50	39	22	21	31	33	11	28	15	27
69	Totals	30099	50	109	101	165	214	325	109	120	68	128	99	86	109	276	54	18	159	183	120	98	83	134	70	105	95	98

71 # Cost of Coal & Fuel Oil Including transportation
72 * Includes 636th AC & Wng Sq & Hq Company & Co "A", 803d Engr Avn Bn
73 ** Includes Co "B" & Co "C", 803d Engr Avn Bn
74 *** Includes 541st AC & Wng Gp & 2242d AFRTC
75 **** Includes 606th AC & Wng Sq

76 NOTE: Payroll Costs shown on Line 10 are actual payroll costs for Airmen and are not based on civilian pay scales

77 SOURCE: Lines 1 - 17 Cost Control Reports - AF Forms 320, 322, 320A, & 322A
Lines 19 - 69 Real Estate Facilities Monthly Cost Report, AF Forms 329 and 330

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COSTS OF MANAGEMENT AND PRESERVATION OF REAL ESTATE FACILITIES

- AIR FORCE RESERVE INSTALLATIONS PROVINDING OWN SERVICES -

MAY 1950

Part II
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 July 1950

Line	Item (A)	Account Code (B)	Atterbury AFB (C)	Birmingham Mun Apt (D)	Greater Pittsburgh Apt (E)	Hanscom Apt (F)	Hensley Fld (G)	Long Beach Mun Apt (H)	Memphis Mun Apt (I)	Miami Int Apt (J)	New Castle County Apt (K)	O'Hare Int Apt (L)	Portland Apt (M)	Wold-Chamberlain Fld (N)	(O)
1	No. of Personnel Reported														
2	Officers		1	1	1	0	1	1	2	1	1	1	2	1	
3	Airmen		45	41	45	36	21	31	38	8	35	29	26	46	
4	Civilians		41	9	35	52	25	38	40	31	39	109	42	37	
6	Total Personnel		87	51	81	88	47	70	80	40	75	139	70	84	
8	Payroll Costs														
9	Officers		$ 413	$ 413	$ 363	$ -	$ 413	$ 504	$ 818	$ 384	$ 348	$ 398	$ 825	$ 334	
10	Airmen		5,182	5,566	5,316	4,140	3,149	4,423	4,813	1,294	3,934	3,303	2,928	6,525	
11	Civilians		10,042	2,501	9,704	15,938	6,732	10,584	9,666	7,129	9,100	31,445	11,692	9,638	
13	Total Payroll		$ 15,637	$ 8,480	$ 15,383	$ 20,078	$ 10,294	$ 15,511	$ 15,297	$ 8,807	$ 13,382	$ 35,146	$ 15,445	$ 16,497	
15	* Non-Personnel Costs		$ 5,077	$ 1,601	$ 3,855	$ 7,413	$ 4,456	$ 6,129	$ 14,951	$ 8,654	$ 20,715	$ 17,974	$ 20,833	$ 4,245	
17	Total Costs		$ 20,714	$ 10,081	$ 19,238	$ 27,491	$ 14,750	$ 21,640	$ 30,248	$ 17,461	$ 34,097	$ 53,120	$ 36,278	$ 20,742	
19	Costs of Selected Utilities (Non-Payroll)														
21	Purchased Water	06105	$ -	$ 3	$ 6	$ -	$ -	$ 53	$ 268	$ 479	$ 355	$ 461	$ Cr 3	$ 228	
22	Purchased Sewage Disposal	06206	-	-	-	-	40	-	-	-	355	-	-	42	
23	Purchased Electricity	06306	1,038	756	653	1,683	703	1,043	730	1,815	1,200	4,462	13	1,186	
24	Purchased Gas	06509	543	-	-	30	527	155	237	156	-	325	2,378	223	
25	Coal Issued #	06506	356	457	87	1,536	-	-	131	-	2,852	6,479	212	375	
26	Fuel Oil Issued #	06507	21	-	-	104	-	287	-	603	1,797	-	2,366	179	
27	O/B Facilities (Purchased Utilities)	08201	118	-	Cr 123	-	-	8	3	3	-	-	-	-	
30	Costs of Selected Functions														
32	Projects, Non-Recurring (Over $3,000) 09101 thru	09107	-	-	-	-	-	-	-	-	-	-	-	-	
33	Modification (Under $3,000)	09108	2,659	398	1,137	1,859	996	4,324	3,384	4,921	2,305	3,175	4,033	889	
34	Modification (Over $3,000)	09109	-	-	640	99	-	-	264	-	-	1,074	12,400	5,556	
35	Accrued Annual Leave, 1 July thru 31 May	10101	7,044	2,827	10,977	12,323	7,565	10,352	9,793	7,247	912	32,572	8,965	8,950	
36	Accrued Annual Leave, this month	10101	1,076	217	1,005	1,235	688	293	1,025	772	912	3,017	3,647	991	
37	Sick Leave & Holiday Leave Taken, 1 July thru 31 May	10102	6,188	1,602	7,029	6,624	3,985	7,350	6,030	5,318	382	22,894	3,620	5,894	
38	Sick Leave & Holiday Leave Taken, this month	10102	921	117	594	757	33	1,100	537	757	382	2,899	942	930	
41	Inventory Value & Depreciation Costs														
43	Depreciation, Mobile Maint Equip, 1 July thru 31 May	10109	-	-	11,333	-	-	-	100	-	-	-	-	-	
44	Depreciation, Mobile Maint Equip, this month	10109	-	-	-	-	-	-	-	-	-	-	-	-	
45–46	Value of Installed Equip & "MR" Property Salvaged, 1 July thru 31 May	10110	283	-	1,339	706	30	2,302	2,669	840	-	45	600	5	
47–48	Value of Installed Equip & "MR" Property Salvaged, this month	10110	51	-	-	312	-	-	386	360	-	-	600	-	
49–50	Value of Non-Expendable Property for which A.I.O. has maint & repair responsibility	20104	27,605	1,729	60,553	66,100	48,922	114,361	113,332	39,012	-	1,534,294	457,592	138,919	
51	Value (when new) of Mobile Equip Issued A.I.O.	20105	-	50,000	116,260	76,170	54,098	26,049	49,951	1,899	38,170	146,563	-	69,330	

Line	Utilization of Airmen & Civilians	Account Code	C AM	C Civ	D AM	D Civ	E AM	E Civ	F AM	F Civ	G AM	G Civ	H AM	H Civ	I AM	I Civ	J AM	J Civ	K AM	K Civ	L AM	L Civ	M AM	M Civ	N AM	N Civ
56	Administrative and Engineering	30001	6	6	1	2	3	5	2	5	2	3	5	6	2	5	4	2	3	4	0	11	3	6	8	3
57	Fire Protection & Aircraft Crash Rescue	30002	30	2	26	1	30	1	30	3	12	1	17	3	29	1	1	0	20	3	33	22	21	2	19	5
58	Custodial	30003	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	5	0	3	0	4	0	0	0	1
59	Central Heating Plant Operators	30004	4	4	0	0	0	7	0	9	0	0	0	0	0	5	0	0	0	5	0	9	0	2	0	4
60	Other Utilities Plant Operators	30005	0	3	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	3	0	0	0	0	2	2
61	Carpenters	30006	4	6	0	1	1	3	2	11	4	3	3	6	2	10	0	7	6	8	0	17	0	6	12	5
62	Painters	30007	0	3	0	0	1	1	0	3	0	2	0	2	1	3	1	1	0	1	0	6	0	2	0	3
63	Electricians	30008	5	4	0	1	1	2	0	4	1	2	2	3	0	2	1	3	1	2	0	6	1	5	5	3
64	Plumbers & Steamfitters	30009	0	3	0	1	3	1	0	4	1	3	0	1	0	4	0	2	0	3	0	7	0	4	3	2
65	Structural - Steel & Metal	30010	1	2	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0
66	Concrete Masonry & Plaster	30011	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
67	Machinists	30012	0	0	0	0	0	0	0	0	0	2	0	7	0	2	0	1	0	0	1	10	0	2	0	0
68	General Labor	30013	3	11	0	1	0	13	2	12	1	10	2	12	0	8	0	10	5	7	0	26	2	13	1	18
69	Totals	30099	53	44	27	8	39	35	36	54	21	26	29	41	34	41	7	31	36	39	34	118	27	43	50	46

71 # Cost of Coal & Fuel Oil including transportation

73 SOURCE: Lines 1 - 17 Cost Control Reports - AF Forms 320, 322, 320A, and 322A
74 Lines 19 - 69 Real Estate Facilities Monthly Cost Report, AF Forms 329 and 330

76 NOTE : Payroll Costs shown on Line 10 are actual payroll costs for Airmen and are not based on civilian pay scales

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COSTS OF MANAGEMENT AND PRESERVATION OF REAL ESTATE FACILITIES

- INSTALLATIONS PROVIDED SERVICES BY THE ARMY, THE NAVY, OR BY ANOTHER MAJOR AF COMMAND -

MAY 1950

Part II
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 July 1950

Item (A)	Account Code (B)	Lawson AFB (Army) (C)	Marshall AFB (Army) (D)	Otis AFB (Army) (E)	Pope AFB (Army) (F)	Sherman AFB (Army) (G)	Godman AFB (Army) (H)	Olathe (Naval Air Station) (I)	Floyd Bennett (Naval Air Station) (J)	Dobbins AFB (AMC) (K)
No. of ConAC Personnel Reported in AI Function		*								
Officers, ConAC		3	0	4	1	0	1	2	1	1
Airmen, ConAC		130	0	169	42	11	34	26	15	37
Civilians, ConAC		8	3	110	5	0	19	10	27	2
Total ConAC Personnel		141	3	283	48	11	54	38	43	40
Payroll Costs - ConAC Personnel										
Officers, ConAC		$ 1,109	$ -	$ 1,646	$ 334	$ -	$ 498	$ 761	$ 490	$ 470
Airmen, ConAC		15,867	-	20,085	5,578	1,324	4,679	3,238	1,684	5,338
Civilians, ConAC		2,046	954	29,416	1,186	-	5,206	2,681	7,069	584
Total Payroll Cost - ConAC Personnel		$ 19,022	$ 954	$ 51,147	$ 7,098	$ 1,324	$ 10,383	$ 6,680	$ 9,243	$ 6,392
A Non-Personnel Costs		$ 42,381	$ 3,150	$ 20,580	$ 15,895	$ 5,250	$ 3,794	$ 1,019	$ 8,848	$ 13,815
Total Costs		$ 61,403	$ 4,104	$ 71,727	$ 22,993	$ 6,574	$ 14,177	$ 7,699	$ 18,091	$ 20,207
Services Received by ConAC Activity										
Utilities Furnished ConAC Activity, 1 July thru 31 May	08201	$ 9,285	$ -	$ 67,392	$ 25,864	$ -	$ 12,567	$ 12,397	$ 12,441	$ 13,674
Utilities Furnished ConAC Activity, this month	08201	666	-	18,000	4,782	-	915	961	12,441	2,203
All Other Real Estate Facilities Services Furnished ConAC Activity, 1 July thru 31 May	08202	119,915	-	639,256	203,915	-	141,319	203,946	65,283	174,416
All Other Real Estate Facilities Services Furnished ConAC Activity, this month	08202	16,810	-	68,394	40,887	-	13,468	10,215	65,283	9,129
Total Real Estate Facilities Services Furnished ConAC Activity, 1 July thru 31 May	08299	129,200	-	706,648	229,779	-	153,886	216,343	77,724	188,090
Total Real Estate Facilities Services Furnished ConAC Activity, this month	08299	17,476	-	86,394	45,669	-	14,383	11,156	77,724	11,332

SOURCE: Lines 1 - 17 Cost Control Reports - AF Forms 320, 322, 320A, and 322A
Lines 19 - 35 Columns (C) thru (H): Real Estate Facilities Monthly Cost Report, AF Form 329 - prepared in this Headquarters from Army type reports
Column (K): Real Estate Facilities Monthly Cost Report, AF Form 329 - submitted for Dobbins AF Base
Column (I): Real Estate Facilities Monthly Cost Report, AF Form 329 - submitted for Olathe Naval Air Station
Column (J): Real Estate Facilities Monthly Cost Report, AF Form 329 - prepared in this Headquarters from Navy type reports

REMARKS: Columns (C) through (K) Parenthesis immediately under name of Installation indicates the agency responsible for accomplishing and/or providing for the ConAC installation all or part of real estate facilities services.

NOTE: Payroll Costs shown on Line 10 are actual payroll costs for Airmen and are not based on civilian pay scales. The reporting of personnel and costs in the Air Installations account codes of the Cost Reporting System (Lines 1-13) should be accomplished with reference to paragraph 42b (1) (a) and (b) of ConAC Letter 170-18, 15 March 1950 and the cross servicing agreement which makes provision for such services.

* Includes Company "B" - 812th Engr Avn Bn

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COMPTROLLER CHART 6
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
7 JULY 1950

CONTINENTAL AIR COMMAND

SUMMARY OF OPERATING COSTS

(BY ORGANIZATION)

MAY 1950

PART I OPERATING COSTS OF SELECTED FUNCTIONS.
PART II COST OF MANAGEMENT & PRESERVATION OF REAL ESTATE FACILITIES.

IN THE EVENT ANY INFORMATION CONTAINED HEREIN IS EXTRACTED OR THE PUBLICATION IS REPRODUCED IN ANY WAY THE SOURCE OF THE INFORMATION SHOULD BE SHOWN.

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PART I
COMPTROLLER CHART 6
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
7 JULY 1950

RECAPITULATION OF CONTINENTAL AIR COMMAND

OPERATING COSTS

MAY 1950

LINE	ITEM (A)	HEADQUARTERS (B)	WINGS (C)	AFRTC'S (D)	ALL OTHER ORGANIZATIONS (E)	AGGREGATE (F)
1	No. of Personnel Reported					
2	Officers	2,288	3,020	788	2,390	8,486
3	Airmen	4,959	20,692	8,829	21,967	56,447
4	Civilians	1,231	3,142	2,454	1,608	8,435
5						
6	TOTAL PERSONNEL	8,478	26,854	12,071	25,965	73,368
7						
8	Payroll Costs					
9	Officers	$ 1,367,091	$ 1,524,456	$ 428,652	$ 1,085,850	$ 4,406,049
10	Airmen	1,020,320	3,367,139	1,718,384	2,974,783	9,080,626
11	Civilians	334,152	842,999	671,735	438,813	2,287,699
12						
13	Total Payroll	$ 2,721,563	$ 5,734,594	$ 2,818,771	$ 4,499,446	$ 15,774,374
14						
15	▲ Non-Personnel Costs	$ 652,231	$ 4,661,506	$ 1,967,307	$ 1,654,265	$ 8,935,309
16						
17	TOTAL COSTS	$ 3,373,794	$ 10,396,100	$ 4,786,078	$ 6,153,711	$ 24,709,683*

* Includes Additional Charges to USAF in the amount of $1,041,994 which represents disposal of vehicles & power units at McChord AFB as per authority contained in Ltr AMC, file MCMSXE 7 sub: "Disposal of Vehicles being returned fr Davis AFB, Alaska Air Command", 1 Sept 1949.

▲ Non-Personnel Costs: Includes Miscellaneous Costs, Contractual Services and Supplies.

SOURCE: Cost Control Reports - AF Forms 321, 321A, 320, 320A, 322 & 322A.

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OPERATING COSTS

COMMAND AND INTERMEDIATE HEADQUARTERS

MAY 1950

Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 July 1950

	Item (A)	Account Code (B)	Hq ConAC Mitchel (C)	Hq TAC Langley (D)	Hq 1st AF Mitchel (E)	Hq 4th AF Hamilton (F)	Hq 9th AF Langley (G)	Hq 10th AF Selfridge (H)	Hq 12th AF Brooks (I)	Hq 14th AF Robins (J)	Hq 8th Air Div Pope (K)	Hq 9th Air Div Pope (L)	Hq 25th Air Div Everett, Wash (M)	Hq 26th Air Div Roslyn, NY (N)	Hq 28th Air Div Hamilton (O)	Hq 30th Air Div Selfridge (P)	Hq 32d Air Div Stewart (Q)	Hq EADF Mitchel (R)	Hq WADF Hamilton (S)
1	No. of Personnel Reported																		
2	Officers		312	66	270	310	312	349	253	287	23	12	11	7	8	9	7	29	23
3	Airmen		710	44	679	559	738	760	521	678	29	26	26	30	19	20	21	45	54
4	Civilians		343	34	151	135	147	175	104	125	1	1	0	0	0	0	0	8	7
5																			
6	Total Personnel		1,365	144	1,100	1,004	1,197	1,284	878	1,090	53	39	37	37	27	29	28	82	84
7																			
8	Payroll Costs																		
9	Officers		$ 192,112	$ 44,043	$ 159,158	$ 185,511	$ 183,622	$ 205,711	$ 147,855	$ 168,838	$ 14,381	$ 7,131	$ 6,348	$ 5,018	$ 5,101	$ 5,040	$ 3,730	$ 18,562	$ 14,930
10	Airmen		126,900	7,775	145,301	126,764	155,035	166,408	110,582	137,580	5,135	3,843	4,723	4,369	3,633	3,405	3,651	7,253	7,963
11	Civilians		103,332	8,983	40,166	35,860	38,328	42,006	26,526	34,480	266	228	-	-	-	-	-	2,178	1,799
12																			
13	Total Payroll		$ 422,344	$ 60,801	$ 344,625	$ 348,135	$ 376,985	$ 414,125	$ 284,963	$ 340,898	$ 19,782	$ 11,202	$ 11,071	$ 9,387	$ 8,734	$ 8,445	$ 7,381	$ 27,993	$ 24,692
14																			
15	▲ Non-Personnel Costs		$ 132,206	$ 4,005	$ 83,983	$ 74,811	$ 85,521	$ 88,102	$ 64,973	$ 99,403	$ 3,262	$ 2,372	$ 1,218	$ 1,876	$ 693	$ 786	$ 1,477	$ 2,293	$ 5,250
16																			
17	Total Costs		$ 554,550	$ 64,806	$ 428,608	$ 422,946	$ 462,506	$ 502,227	$ 349,936	$ 440,301	$ 23,044	$ 13,574	$ 12,289	$ 11,263	$ 9,427	$ 9,231	$ 8,858	$ 30,286	$ 29,942
18																			
19	Costs of Selected Functions																		
20																			
21	Office of CG & VC	20003	$ 10,844	$ 3,153	$ 4,795	$ 7,265	$ 5,317	$ 5,088	$ 6,361	$ 5,949	$ 1,870	$ 1,315	$ 998	$ 922	$ 1,730	$ 513	$ 2,368	$ 3,163	$ 2,578
22	Air Adj Gen & Historical Section	*	24,782	8,384	15,849	24,770	19,904	26,420	21,940	21,833	2,216	1,718	1,372	802	2,021	301	1,105	3,715	2,092
23	IG, Air Insp, PM, Firing Safety	**	24,568	-	19,621	18,168	17,548	17,838	14,226	14,289	-	-	-	-	-	-	441	-	-
24	Public Information Office	20009	4,667	814	2,354	2,265	1,099	2,188	1,767	1,267	118	629	-	-	-	-	-	-	265
25	Air Surgeon	20207	5,140	-	3,107	2,557	1,293	2,890	2,471	2,842	-	-	-	-	-	-	-	-	-
26																			
27	Total Comptroller Function	20161	62,473	-	26,999	21,782	24,414	21,145	17,476	23,969	-	-	444	430	588	523	-	-	-
28																			
29	Statistical Services	20107	29,884	-	14,423	13,174	14,382	11,240	10,538	13,411	-	-	444	334	588	523	-	-	-
30	Programs & Costs	***	13,132	-	3,273	3,006	2,944	2,319	1,954	2,832	-	-	-	96	-	-	-	-	-
31																			
32	Total Deputy for Personnel	****	56,253	-	35,765	25,602	26,905	33,863	25,199	27,060	-	-	492	1,360	234	464	441	-	-
33																			
34	Personnel Services	20217	5,557	-	1,807	1,972	1,303	1,168	946	2,104	-	-	-	393	-	-	-	-	-
35	Military Personnel	20227	21,190	-	22,376	6,277	13,632	24,262	14,409	10,524	-	-	-	967	-	464	441	-	-
36																			
37	Total Deputy for Operations	*****	73,822	-	22,004	22,898	14,012	14,351	15,163	23,856	11,281	4,958	3,809	2,856	2,863	2,836	2,981	16,344	14,225
38																			
39	Operations & Training	20305	27,476	10,208	6,398	7,833	5,702	4,917	5,796	9,433	-	-	-	-	-	1,485	-	591	-
40	Plans & Requirements	20307	20,531	11,801	3,191	3,702	1,664	1,597	2,106	3,325	-	-	-	-	-	-	-	4,297	5,587
41	Intelligence	20311	7,723	3,276	1,050	1,809	1,750	4,452	1,635	2,655	1,530	1,270	384	742	154	594	510	1,457	1,691
42	Communications & Electronics	20315	11,561	4,587	9,302	6,382	3,455	4,821	3,238	4,794	2,528	529	617	257	1,051	757	1,531	1,801	1,051
43																			
44	Total Deputy for Materiel	20461	63,915	-	23,989	21,846	19,499	42,598	14,660	28,552	959	767	1,537	-	588	-	95	-	-
45																			
46	Maintenance	20405	7,653	-	3,226	3,202	1,829	2,799	3,604	2,645	-	-	-	-	-	-	-	-	-
47	Supply	20407	13,136	-	4,601	4,232	4,395	3,551	4,151	4,151	959	767	272	-	90	-	95	-	-
48	Installations	20413	28,600	-	6,968	7,464	4,575	8,927	2,196	6,044	-	-	291	-	-	-	-	-	-
49																			
50	Hq Sq Administrative Overhead	20503	12,990	1,728	7,423	6,494	8,216	6,444	5,088	12,288	-	-	-	372	-	1,892	-	1,922	-
51	Flight Section - Flying	20505	25,885	-	10,085	17,284	21,371	-	1,531	11,610	-	-	-	-	-	-	-	2,544	-
52	Flight Section - Maintenance	20507	24,796	-	10,793	-	24,992	768	24,947	18,547	-	-	-	-	-	398	-	-	-
53	Personnel w/o Duty Assignment	20511	7,851	1,104	3,748	7,988	18,035	5,847	3,451	1,480	1,059	508	-	812	-	334	228	1,556	1,862
54	Communications Contractual	20527	2,289	213	780	774	286	575	206	1,596	119	80	-	18	-	5	51	20	54
55	TDY	20529	40,995	504	16,577	17,279	6,992	12,816	11,768	38,985	1,479	986	367	37	-	-	622	731	114
56	Overtime Paid Civilians	20530	3,453	-	27	79	-	-	-	656	-	-	-	-	-	-	-	-	-
57	Rentals - Leased Facilities	20531	-	-	4,248	457	-	1,250	-	887	-	-	-	-	-	-	-	-	-
58	Personnel at School	21003	8,372	1,006	2,827	973	5,273	3,378	3,713	3,272	-	-	-	-	-	-	-	-	-
59	Air Reserve	21005	321	-	22,774	12,059	10,152	24,063	17,073	10,674	-	-	-	-	-	-	-	-	-
60	Air National Guard	21007	-	-	37,415	35,297	33,438	51,269	15,978	21,166	-	-	-	-	-	-	-	-	-
61	Air ROTC	21009	6,654	-	31,971	65,111	85,035	110,363	58,157	55,993	-	-	-	-	-	-	-	-	-
62	Air Scout Liaison	21049.01	-	-	36,693	444	-	733	441	636	-	-	-	-	-	-	-	-	-
63	Other Liaison Activities	21049.02	96	-	1,438	9,059	-	3,224	-	1,989	-	-	-	-	-	-	-	-	-
64	Aviation Cadet & OCS Procurement	21049.03	-	-	5,209	4,486	-	4,484	3,986	4,888	-	-	-	-	-	-	-	-	-
65																			
66																			
67																			
68																			
69	* Account Codes 20007 ≠ 20015																		
70	** Account Codes 20004 ≠ 20005 ≠ 20213 ≠ 20309																		
71	*** Account Codes 20109 ≠ 20113																		
72	**** Account Codes 20261 less 20213 less 20207																		
73	***** Account Codes 20361 less 20309																		
74																			
75																			
76																			
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Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 July 1950

OPERATING COSTS

WINGS

MAY 1950

Item (A)	Account Code (B)	4th Ftr Intcp Wg Langley (C)	56th Ftr Intcp Wg Selfridge (D)	81st Ftr Intcp Wg (a) Larson (E)	20th Ftr Bmr Wg Shaw (F)	31st Ftr Bmr Wg Turner (G)	33d Ftr Intcp Wg Otis (H)	78th Ftr Intcp Wg Hamilton (I)	52d Ftr A/W Wg McGuire (J)	325th Ftr A/W Wg (b) McChord (K)	62d Tr Carr Wg (c) Kelly (L)	314th Tr Carr Wg Sewart (M)	316th Tr Carr Gp Sewart (N)	161st Tac Rcn Sq Shaw (O)	363d Tac Rcn Gp Langley (P)	84th Bomb Sq (L) Langley (Q)	85th Bomb Sq (L) Langley (R)	2601st Assault Sq Sewart (S)
No. of Personnel Reported																		
Officers		283	230	217	264	244	250	300	179	271	140	325	97	28	49	50	49	44
Airmen		2,699	2,093	1,663	1,800	1,633	1,824	2,544	1,275	1,759	420	1,872	280	118	190	193	195	134
Civilians		663	359	170	266	237	238	425	217	345	0	222	0	0	0	0	0	0
Total Personnel		3,645	2,682	2,050	2,330	2,114	2,312	3,269	1,671	2,375	560	2,419	377	146	239	243	244	178
Payroll Costs																		
Officers		$ 143,045	$ 113,246	$ 111,917	$ 131,919	$ 119,059	$ 123,133	$ 144,665	$ 96,968	$ 137,866	$ 70,718	$ 165,306	$ 49,650	$ 13,969	$ 26,556	$ 28,097	$ 26,486	$ 21,856
Airmen		430,383	319,363	252,950	281,382	264,920	278,145	433,524	207,390	288,339	84,154	318,290	56,845	19,232	33,439	35,450	36,486	26,847
Civilians		176,676	101,911	48,077	62,120	55,472	61,592	125,439	55,441	101,846	-	54,425	-	-	-	-	-	-
Total Payroll		$ 750,104	$ 534,520	$ 412,944	$ 475,421	$ 439,451	$ 462,870	$ 703,628	$ 359,799	$ 528,051	$ 154,872	$ 538,021	$ 106,495	$ 33,201	$ 59,995	$ 63,547	$ 62,972	$ 48,703
A Non-Personnel Costs		$ 463,462	$ 417,164	$ 348,835	$ 327,733	$ 176,713	$ 317,273	$ 315,296	$ 165,492	$1,335,426	$ 93,043	$ 354,236	$ 79,280	$ 44,250	$ 42,570	$ 65,340	$ 89,048	$ 26,345
Total Costs		$1,213,566	$ 951,684	$ 761,779	$ 803,154	$ 616,164	$ 780,143	$1,018,924	$ 525,291	$1,863,477	$ 247,915	$ 892,257	$ 185,775	$ 77,451	$102,565	$ 128,887	$ 152,020	$ 75,048
Costs of Selected Functions																		
CO and Staff	01051	$ 26,856	$ 21,163	$ 20,129	$ 25,826	$ 19,988	$ 24,248	$ 22,955	$ 20,537	$ 26,768	$ 1,106	$ 23,550	$ 4,527	$ 4,167	$ 11,319	$ 3,172	$ 2,655	$ 2,150
Sq Admin Overhead (AF Gp Units)	02014	9,789	7,740	7,548	7,286	8,552	8,579	7,412	7,703	9,217	-	6,113	-	-	-	-	-	-
Food Services (Mess Halls)	02110	29,141	15,697	11,760	13,868	13,841	11,615	21,246	11,811	14,554	-	17,796	-	-	284	-	-	-
Accounting and Disbursing	02117	13,849	9,842	4,575	7,307	5,790	7,814	16,800	4,999	4,991	-	5,255	-	-	-	-	-	-
Civilian Personnel & Payroll	*	4,650	2,630	258	280	2,550	2,814	884	2,543	280	-	381	-	-	-	-	-	-
Personnel Services	02124	10,510	6,466	4,581	7,293	5,088	5,942	10,835	5,217	5,049	-	8,309	-	-	-	-	-	-
Motor Pool	02136	24,879	14,509	19,573	18,240	16,552	12,988	19,140	11,696	17,050	-	17,055	-	24	-	-	-	-
Base Operations	02142	5,184	8,527	2,550	3,640	3,402	3,780	8,369	6,781	2,981	-	3,032	-	-	-	-	-	-
Total Air Installations	02261	177,182	112,218	116,750	69,713	58,862	36,006	97,946	59,513	90,221	-	67,087	-	-	-	-	-	-
Fire Stations & Acft Crash Rescue	02218	13,180	9,492	15,209	12,040	7,790	6,239	14,374	4,044	5,849	-	9,203	-	-	-	-	-	-
Rentals - Leased Facilities	02244	-	93	127	127	74	324	80	-	-	-	1	-	-	-	-	-	-
Field Maintenance Automotive Equip	02302	33,294	13,981	9,104	11,087	17,669	19,295	11,574	10,390	13,303	-	9,669	-	-	-	-	-	-
Organizational Maint of Admin Acft	02306	28,172	28,303	15,384	9,881	9,219	14,324	46,641	10,107	14,116	-	14,388	-	-	-	-	-	-
Medical																		
Medical Administration	03002	8,937	5,903	4,439	4,616	6,139	7,527	9,987	3,600	7,024	250	3,613	-	-	198	-	-	-
Supplies - Hospital	03004	435	55	602	4	68	33	517	46	86	-	521	-	-	-	-	-	-
Dental Service	03102	4,144	2,497	2,415	2,119	1,715	2,248	8,181	2,109	3,971	-	2,499	-	-	-	-	-	-
Medical Service & Other Services	03104	13,665	9,107	7,789	6,884	9,111	4,323	16,022	3,423	3,891	-	4,977	-	-	-	-	-	-
X-Ray Service	03106	1,248	1,178	460	776	765	691	774	421	533	-	519	-	-	-	-	-	-
Laboratory	03108	1,213	786	266	266	357	503	422	806	358	-	297	-	-	-	-	-	-
Pharmacy	03110	2,225	1,142	594	594	513	1,617	570	1,504	651	-	577	-	-	-	-	-	-
Preventive Medicine	03112	2,047	757	446	1,051	957	375	1,195	387	883	-	892	-	-	-	-	-	-
Flight Surgeon	03114	3,213	1,645	533	734	375	390	1,461	827	1,065	-	1,292	162	-	-	-	-	-
Dietetic Service	03116	10,677	4,109	3,303	3,255	3,169	4,270	11,818	-	4,141	-	3,589	-	-	-	-	-	-
Medical Services	03277	47,816	27,179	20,847	20,291	24,419	20,848	52,265	11,236	22,603	250	20,738	162	-	198	-	-	-
Fuels & Lubes (Admin & Prof Flying)	04108	11,724	19,498	8,368	6,119	4,097	9,863	4,791	7,276	15,330	36,761	8,820	-	-	-	-	-	-
Subsistence	04112	34,800	27,841	27,021	36,975	22,503	29,952	56,046	23,920	24,774	6,211	25,010	2,982	2,767	1,858	2,305	2,084	1,795
Separate Rations Paid Airmen	04113	25,467	24,500	9,513	23,358	20,083	15,827	11,899	13,243	20,597	5,975	24,735	4,255	1,442	2,571	2,828	3,125	1,436
Personnel w/o Duty Assignment	04114	15,809	12,541	6,543	12,897	5,428	12,632	8,948	11,853	12,246	162	11,114	993	2,228	2,140	427	1,471	860
Prisoners	04116	1,345	1,353	1,246	1,003	459	680	3,325	1,013	866	88	141	-	-	80	-	-	-
Overtime Paid Civilians	04119	2,908	426	74	588	165	319	1,176	17	918	-	5,730	-	-	-	-	-	-
Field Maint & Supply Overhead	05050	12,692	9,355	10,248	9,372	9,487	10,952	7,396	7,824	8,108	-	10,923	-	-	-	-	-	-
Special Mission & Tenant Aircraft	05108	20,825	2,376	1,354	1,163	-	-	7,080	-	9,753	-	-	-	-	-	-	-	-
** Non-Aeronautical Maintenance	05112	2,286	6,379	13,485	1,960	3,634	2,432	13,759	1,717	1,770	-	7,585	-	-	-	-	-	-
Aircraft Shop Maintenance	05160	88,386	102,168	63,250	24,188	28,200	37,063	63,067	26,646	53,469	-	40,508	-	-	-	-	-	-
Total Supply Function	05450	69,726	35,505	30,206	38,203	32,266	31,391	48,879	31,132	45,007	-	33,828	-	316	291	519	450	-
Supply Control	05402	21,914	14,325	12,634	10,448	10,255	11,081	18,475	9,887	13,563	-	14,826	-	132	-	-	-	-
Supply Warehouse	05404	32,922	10,380	10,752	18,907	16,168	14,029	16,248	17,349	14,240	-	13,083	-	-	-	-	-	-
Subsistence Handling	05406	4,615	814	2,714	1,982	1,708	1,249	2,407	507	2,589	-	1,653	-	-	-	-	-	-
Commissary Sales Store	05408	1,705	3,616	1,603	1,461	1,317	1,103	4,606	-	1,347	-	808	-	-	-	-	-	-
Purchasing & Contracting Office	05410	3,470	2,777	1,018	1,586	1,331	1,717	3,509	1,566	2,191	-	1,516	-	-	-	-	-	-
Salvage & Surplus Property Activity	05412	2,664	1,188	228	1,493	1,290	698	2,259	-	1,044	-	1,180	-	-	-	-	-	-
Combat Group Operations & Tng Ovhd	07061	14,980	16,237	9,615	9,391	8,059	14,408	10,775	10,983	10,482	10,335	9,197	3,656	-	-	-	-	760
Fuels & Lubes - Mission Aircraft	07102	50,640	72,840	56,666	116,999	27,378	101,677	72,810	34,762	27,611	26,086	145,536	45,194	26,435	14,971	46,502	61,391	18,198
Organizational Maint (Combat Group)	07110	59,230	51,074	48,658	53,528	49,299	60,027	55,780	29,739	49,427	50,374	57,090	34,988	10,692	29,881	36,846	45,930	16,809
Personnel at School	09102	13,777	11,039	12,191	5,296	5,791	4,056	20,616	3,688	11,807	1,720	4,532	-	538	1,365	2,503	518	384
Special Missions (Group A)	09161	23,393	13,971	13,098	8,318	6,679	4,066	30,663	5,380	18,356	1,720	7,507	-	872	1,365	2,503	518	384
Supplies & Services Furnished Others (Non-USAF)	12114	7,055	9,290	17,427	-	-	49,335	1,046	89	40	-	1,813	-	-	-	-	-	-
Supplies & Services Furnished ANG	12122	1,365	984	-	-	-	-	-	3,201	994	-	232	-	-	-	-	-	-
Tenant Organizations of other Major Commands	14355	2,579	14,448	-	-	-	-	146,476	-	88,580	-	-	-	-	-	-	-	-

* Account Code 02122 ≠ 02123
** Non-Aeronautical Maint performed in Acft Fld Maint Shops

NOTES: (a) 81st Ftr Intcp Wg @ Larson AFB includes 93d Ftr Intcp Sq located at Kirtland AFB
(b) 325th Ftr A/W Wg @ McChord AFB includes 319th Ftr A/W Sq located at Larson AFB
(c) 62d Tr Carr Wg @ Kelly AFB includes 4th Tr Carr Sq located at McChord AFB

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[illegible] Costs

[illegible] Air Force Reserve Training Centers

Part I
[illegible] Chart 6
Prepared By:
Direct'r Program & Costs
Hq ConAC
7 July 1950

GROUP I — MAY 1950 — GROUP II

Item (A)	Account Code (B)	2466th Atterbury (C)	2234th Hanscom (D)	2589th Dobbins (E)	2239th Gr Pitts (F)	2236th Godman (G)	(H)	2592d Tinker (I)	2242d Selfridge (J)	2469th Scott (K)	2346th Hamilton (L)	2473d Offutt (M)	2233d Mitchel (N)	(O)	(P)	(Q)
No. of Personnel Reported																
Officers		37	40	42	32	31		23	22	24	26	24	28			
Airmen		472	396	435	441	379		267	198	229	207	206	229			
Civilians		132	149	116	114	107		60	60	59	60	62	41			
Total Personnel		641	585	593	587	517		350	282	312	291	296	298			
Payroll Costs																
Officers		$ 19,829	$ 20,949	$ 22,384	$ 17,797	$ 15,917		$ 12,320	$ 12,429	$ 12,795	$ [illegible]	$ 13,640	$ 15,062			
Airmen		79,671	71,916	85,991	77,889	69,030		54,399	37,517	52,119	45,1[illegible]	39,369	45,950			
Civilians		32,980	42,555	29,148	32,370	30,337		15,889	19,536	[illegible]	[illegible]	[illegible]	10,839			
Total Payroll		$ 132,480	$ 135,420	$ 137,523	$ 128,056	$ 115,284		$ 82,608	$ 69,552	$ 81,490	$ 77,732	$ 59,016	$ 71,851			
* Non-Personnel Costs		$ 79,216	$ 62,493	$ 117,722	$ 83,715	$ 66,109		$ 48,534	$ 44,477	$ 45,757	$ 45,384	$ 47,509	$ 55,850			
Total Costs		$ 211,696	$ 197,913	$ 255,245	$ 211,771	$ 181,393		$ 131,142	$ 114,029	$ 127,247	$ 153,116	$ 116,525	$ 127,701			
Costs of Selected Functions																
CO and Staff	01051	$ 10,530	$ 12,065	$ 15,575	$ 10,567	$ 10,456		$ 1,137	$ 7,174	$ 9,516	$ 7,960	$ 9,263	$ 9,914			
Food Services (Mess Halls)	02110	3,350	2,755	2,721	2,533	2,118		103	-	-	-	235	-			
Civilian Personnel & Payroll	*	254	290	5,249	650	493		-	-	-	-	-	-			
Motor Pool	02136	7,161	3,113	4,022	2,035	3,352		123	111	816	-	70	-			
Work Details	02138	-	-	-	-	-		-	-	-	-	-	-			
Base Operations	02142	3,338	4,210	[illegible]	3,762	[illegible]		-	2,943	2,935	3,307	3,890	3,658			
Air Instl Office & Shop Overhead	02202	1,984	2,667	485	2,555	1,550		-	-	-	-	-	-			
Maint of Air Instl Machinery	02204	73	1,346	-	82	-		-	-	-	-	-	-			
Maint Bldg & Other Structures	02206	2,834	2,091	2,937	2,962	-		-	221	-	-	-	-			
Operating Utility Plants & Systems	02215	5,836	7,844	3,415	4,124	-		-	-	-	-	-	-			
Fire Stations & Crash Rescue	02218	5,643	6,819	9,340	4,528	4,078		-	-	-	-	-	-			
Rentals - [illegible] Facilities	02244	-	2,[illegible]	-	[illegible]	-		-	-	-	-	50	-			
Medical Services	[illegible]	[illegible]	[illegible]	3,228	1,190	1,415		[illegible]	1,847	[illegible]	2,[illegible]	2,185	1,808			
[illegible]	04112	10,[illegible]	[illegible]	5,637	7,223	[illegible]		5,600	[illegible]	4,674	3,914	3,4[illegible]	3,734			
Separate [illegible]	04113	7,572	[illegible]	3,776	7,572	[illegible]		[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]			
Personnel w/o Duty Assignment	04114	3,392	[illegible]	1,473	103	[illegible]		353	[illegible]	371	-	1,343	844			
Total Supply Function	[illegible]	14,536	11,894	11,[illegible]	10,925	7,[illegible]		[illegible]	3,740	[illegible]	-	4,543	2,972			
Supply Control (Officers & Staff)	05202	[illegible]	4,952	4,674	4,3[illegible]	[illegible]		3,528	[illegible]	[illegible]	-	4,543	-			
Supply Warehouse	05204	4,173	5,552	[illegible]	2,758	[illegible]		-	[illegible]	-	-	-	2,713			
Subsistence Handling	05206	1,531	-	184	-	-		-	-	-	-	-	-			
Commissary Sales Store	05208	-	-	-	-	-		-	-	-	-	-	-			
Purchasing & Contracting	05410	1,135	898	741	1,122	-		-	-	-	-	-	-			
Salvage & Surplus Property	05412	-	-	457	-	-		-	-	-	-	-	-			
Flying Personnel - Fuels & Lubes	07102	22,[illegible]	19,179	35,[illegible]	25,392	9,7[illegible]		24,560	27,[illegible]	20,[illegible]	57,953	22,532	25,216			
Organizational Maint - Aircraft	07110	34,[illegible]	41,[illegible]	47,303	37,270	45,921		43,[illegible]	40,[illegible]	45,821	[illegible]	32,[illegible]	43,535			
Instructors - Flying & Ground	07114	2,695	1,022	2,128	7,261	2,517		10,271	4,348	5,582	3,247	3,311	1,928			
Instructors - Flying	07114.01	476	1,082	1,051	3,730	1,[illegible]		4,574	3,221	1,638	1,982	2,533	-			
Personnel at School	09102	352	1,195	1,372	133	985		[illegible]	1,526	1,526	485	455	888			
** Transient USAF Aircraft	09109	-	-	-	1,316	1,[illegible]		-	-	-	-	-	-			
Permanent Change of Station	12113	3,097	1,[illegible]	135	1,956	2,593		1,530	771	431	2,379	1,013	1,795			
*** Supplies & Services Furnished	12114	-	327	2,[illegible]	3,299	5,[illegible]		-	-	-	-	-	-			
Supplies & Services Furnished ANG	12122	622	350	12,420	14,430	[illegible]		-	-	-	-	-	-			

* Account Codes [illegible] - 02122

** Includes Payroll Costs, Parts & Supplies (excepting Fuels & Lubes Furnished) transient USAF aircraft other than Air Reserve, ANG & AROTC Aircraft

*** Supplies & Services Furnished to Non-USAF Agencies

GROUP I - Bases Maintained and Operated with ConAC Reserve Funds

GROUP II - USAF Bases where a proportionate share of the Runway Maintenance and the area occupied by the AFRTC is supported by Reserve Funds

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Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 July 1950

OPERATING COSTS

AIR FORCE RESERVE TRAINING CENTERS

MAY 1950

Item	Account Code	GROUP III 2471st O'Hare	2347th Long Beach	2584th Memphis	2237th New Castle Cty. Apt	2465th Wold-Chamberlain	2587th Birmingham	2585th Miami	2343d Portland	2240th Schlegel AF Plant		GROUP IV 2596th Hensley	2230th Floyd Bennett	2472d Olathe		
(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)
No. of Personnel Reported																
Officers		52	59	35	30	36	38	43	38	31		37	26	34		
Airmen		579	643	529	401	402	409	371	413	491		407	306	389		
Civilians		264	168	122	103	120	91	118	135	74		92	111	94		
Total Personnel		895	870	686	534	558	538	532	586	596		536	443	517		
Payroll Costs																
Officers		$ 27,705	$ 32,920	$ 19,332	$ 16,066	$ 19,337	$ 20,552	$ 24,089	$ 21,153	$ 17,519		$ 20,180	$ 13,894	$ 18,553		
Airmen		114,338	137,418	95,597	76,861	84,870	86,687	75,186	79,330	93,625		81,709	55,579	77,947		
Civilians		75,373	44,795	31,795	25,838	32,047	25,215	30,560	38,889	21,097		25,562	31,200	24,941		
Total Payroll		$ 217,416	$ 215,133	$ 146,724	$ 118,765	$ 136,254	$ 132,454	$ 129,835	$ 139,372	$ 132,241		$ 127,451	$ 100,673	$ 121,441		
* Non-Personnel Costs		$ 150,491	$ 165,461	$ 189,525	$ 78,319	$ 93,112	$ 77,153	$ 73,756	$ 102,623	$ 71,472		$ 98,802	$ 68,112	$ 61,715		
Total Costs		$ 367,907	$ 380,594	$ 336,249	$ 197,084	$ 229,366	$ 209,607	$ 203,591	$ 241,995	$ 203,713		$ 226,253	$ 168,785	$ 183,156		
Costs of Selected Functions																
CO and Staff	01051	$ 16,641	$ 19,242	$ 13,571	$ 10,109	$ 8,658	$ 11,541	$ 10,808	$ 10,078	$ 11,433		$ 13,928	$ 12,394	$ 9,175		
Food Service (Mess Halls)	02110	4,989	3,792	7,260	3,978	-	2,967	4,009	2,833	2,916		2,781	2,323	2,771		
Civilian Personnel and Payroll	*	2,592	-	534	567	530	260	541	218	2,651		228	321	753		
Motor Pool	02136	4,816	4,536	-	4,004	4,640	-	1,826	5,248	3,364		3,138	3,000	1,975		
Work Details	02138	-	-	-	-	-	-	-	-	-		-	-	425		
Base Operations	02142	6,725	4,401	7,886	2,491	3,341	2,500	3,420	5,463	5,307		5,015	2,504	6,385		
Air Instl Office & Shop Overhead	02202	4,455	3,472	2,751	1,801	2,387	1,459	1,791	3,667	986		2,139	290	1,407		
Maint of Air Instl Machinery	02204	1,139	437	387	183	243	390	102	25	-		663	-	117		
Maint Bldg & Other Structures	02206	7,051	2,310	2,238	2,414	1,503	184	819	940	-		1,886	32	566		
Operation Utility Plants & Systems	02216	20,274	3,499	4,834	10,462	5,389	1,985	3,944	10,199	-		1,080	-	957		
Fire Stations & Crash Rescue	02218	10,094	4,679	4,755	3,414	4,499	4,949	217	2,871	4,574		2,228	-	2,800		
Rentals - Leased Facilities	02244	377	-	1,875	4,998	-	-	5	-	10,750		-	-	978		
Medical Services	03277	2,832	3,631	1,299	1,383	1,849	1,858	3,027	2,544	2,021		1,642	1,049	1,554		
Subsistence Issued	04112	8,608	7,700	18,845	8,991	-	4,471	5,432	6,593	4,076		3,954	6,180	3,836		
Separate Rations Paid Airmen	04113	9,739	14,594	7,273	5,044	27,691	10,053	5,964	14,549	10,002		7,102	4,752	9,135		
Personnel w/o Duty Assignment	04114	1,935	1,220	723	3,635	968	827	911	-	125		398	1,138	1,736		
Total Supply Function	05450	18,874	17,162	11,094	10,585	11,141	10,748	9,151	15,857	9,148		10,221	9,638	8,740		
Supply Control (Officers & Staff)	05402	7,647	8,045	7,180	4,784	4,353	4,789	4,963	6,829	4,333		5,799	3,305	4,712		
Supply Warehouse	05404	7,709	8,000	2,358	4,157	6,154	4,486	3,170	6,194	4,325		3,961	5,924	2,932		
Subsistence Handling	05406	-	265	-	-	-	485	257	1,038	-		-	-	-		
Commissary Sales Store	05408	-	-	-	-	-	-	-	-	-		-	-	-		
Purchasing & Contracting	05410	1,368	852	781	1,284	494	988	592	1,487	458		279	-	1,070		
Salvage & Surplus Property	05412	766	-	203	-	-	-	169	184	-		-	-	-		
Flying Personnel - Fuels & Lubes	07102	42,585	64,751	110,025	15,832	30,906	18,225	23,349	14,545	28,120		40,694	19,968	13,332		
Organizational Maint - Aircraft	07110	62,750	109,830	53,934	36,409	45,157	43,007	42,777	52,237	48,142		41,328	44,974	43,103		
Instructors - Flying & Ground	07114	5,174	7,772	958	3,360	6,430	3,732	6,243	-	6,389		5,452	697	1,719		
Instructors - Flying	07114.01	1,241	4,335	958	2,383	2,528	1,358	1,665	-	1,049		1,481	697	416		
Personnel at School	09102	1,765	1,722	1,267	816	2,659	2,890	1,422	763	412		1,788	487	3,447		
** Transient USAF Aircraft	09109	316	20	-	-	1,161	-	786	-	-		1,788	-	1,089		
Permanent Change of Station	12113	1,238	6,070	1,308	4,704	4,030	1,723	5,515	5,202	1,113		4,019	1,480	396		
*** Supplies & Services Furnished	12114	717	22	588	-	-	172	883	624	-		1,473	8,753	692		
Supplies & Services Furnished ANG	12122	8,034	124	170	-	557	-	824	8,641	-		6,228	260	392		

* Account Codes 02123 / 02122

** Includes Payroll Costs, Parts & Supplies (excepting Fuels & Lubes) furnished transient USAF Aircraft other than Air Reserve, ANG & AROTC Aircraft

*** Supplies & Services Furnished to Non-USAF Agencies

GROUP III - Leased Facilities, Maintained by Municipality, Except Areas Occupied by AFRTC's which are Supported by Reserve Funds

GROUP IV - Naval Air Stations, Facilities Used and Proportionate Share of Base Maintenance is Supported by Reserve Funds

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Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 July 1950

OPERATING COSTS

NON WING-BASE AIR BASE GROUPS & SQUADRONS, BASE SERVICE AND ASSEMBLY & PROCESSING SQUADRONS

MAY 1950

	Item (A)	Account Code (B)	2500th AB Gp Mitchel (C)	2595th AB Gp Brooks (D)	4400th AB Gp Stewart (E)	(F)	2579th AB Sq Victorville (G)	2581st AB Sq Eglin #2 (H)	2600th AB Sq Pope (I)	4405th AB Sq Sherman (J)	4406th AB Sq Marshall (K)	4408th AB Sq Lawson (L)	(M)	2476th BS Sq Oscoda (N)	2463d Standby Base Sq Benj Harri (O)	(P)	2212th A&P Sq Langley (Q)
1	No. of Personnel Reported																
2	Officers		155	66	40		2	3	38	8	3	30		5	6		2
3	Airmen		1,651	695	363		9	75	484	161	45	194		153	29		130
4	Civilians		790	198	274		92	0	40	11	4	76		16	34		0
6	Total Personnel		2,596	959	677		103	78	562	180	52	300		174	69		132
8	Payroll Costs																
9	Officers		$ 74,750	$ 32,308	$ 18,649		$ 1,149	$ 1,123	$ 18,364	$ 4,230	$ 1,243	$ 15,234		$ 2,410	$ 2,586		$ 899
10	Airmen		253,560	117,778	60,656		1,157	9,266	84,584	26,970	6,212	34,499		23,633	4,439		16,055
11	Civilians		220,917	50,116	77,016		25,492	-	9,852	3,142	1,294	20,080		4,143	9,043		-
13	Total Payroll		$ 549,236	$ 200,202	$ 156,321		$ 27,798	$ 10,389	$ 112,800	$ 34,342	$ 8,749	$ 69,813		$ 30,186	$ 16,068		$ 16,954
15	* Non-Personnel Costs		$ 238,377	$ 69,004	$ 114,064		$ 8,707	$ 11,348	$ 105,169	$ 22,859	$ 42,322	$ 67,749		$ 17,271	$ 10,168		$ 6,058
17	Total Costs		$ 787,613	$ 269,206	$ 270,385		$ 36,505	$ 21,737	$ 217,969	$ 57,201	$ 51,071	$ 137,562		$ 47,457	$ 26,236		$ 23,012
19	Costs of Selected Functions																
21	CO and Staff	01051	$ 20,295	$ 14,393	$ 10,373		$ 792	$ -	$ 10,536	$ 3,287	$ 1,179	$ 9,849		$ 2,625	$ 2,819		$ 3,191
22	Food Service (Mess Halls)	02110	21,038	7,378	2,749		-	827	4,638	-	331	1,473		1,394	1,427		-
23	Civilian Personnel & Payroll	*	12,146	-	1,924		-	-	280	-	-	350		-	-		-
24	Motor Pool	02136	16,372	8,936	7,495		302	656	4,604	1,123	220	2,902		1,744	-		-
25	Work Details	02138	-	-	-		-	-	-	-	-	-		-	-		-
26	Base Operations	02142	7,291	2,781	3,407		271	-	2,676	952	-	2,186		1,082	-		-
27	Air Instl Office & Shop Overhead	02202	14,951	5,029	3,322		2,348	-	334	-	-	1,706		1,400	1,603		-
28	Maint of Air Instl Machinery	02204	859	775	2,904		-	-	-	-	-	-		450	-		-
29	Maint Bldg & Other Structures	02206	31,656	8,914	5,657		709	940	929	-	-	-		2,128	202		-
30	Operation Utility Plants & Systems	02216	57,025	14,363	16,346		7,737	1,324	89	159	954	-		5,193	566		-
31	Fire Stations & Crash Rescue	02218	12,810	4,860	6,066		522	-	4,193	1,201	-	4,027		2,354	-		-
32	Rentals - Leased Facilities	02244	1,099	-	17		-	-	-	-	-	-		-	-		-
33	Medical Services	03277	63,225	5,093	7,503		-	-	737	731	-	-		1,388	-		-
34	Subsistence Issued	04112	17,154	4,939	7,355		5,582	8,265	6,864	1,431	-	2,083		6,087	2,130		2,647
35	Separate Rations Paid Airmen	04113	20,346	11,053	5,603		-	596	7,391	2,735	630	1,860		1,699	800		293
36	Personnel w/o Duty Assignment	04114	4,214	10,566	862		-	-	485	515	-	614		1,519	-		-
37	Aircraft Shop Maintenance	05160	43,736	11,891	16,043		652	-	-	-	-	-		-	-		-
39	Total Supply Function	05450	54,764	19,766	15,338		5,530	420	14,811	3,224	15,004	7,318		1,559	3,628		13
41	Supply Control (Officers & Staff)	05402	19,979	8,936	6,060		2,538	-	6,891	2,536	318	4,031		1,275	1,602		-
42	Supply Warehouse	05404	17,781	7,252	7,008		2,493	420	6,641	640	14,592	2,962		147	1,656		-
43	Subsistence Handling	05406	5,175	-	-		-	-	903	-	-	-		-	310		-
44	Commissary Sales Store	05408	2,950	928	-		-	-	-	-	-	-		-	-		-
45	Purchasing and Contracting	05410	4,937	2,094	1,149		499	-	107	-	-	-		-	-		-
46	Salvage & Surplus Property	05412	1,336	198	417		-	-	-	-	-	-		-	-		-
48	Flying Personnel - Fuels & Lubes	07102	-	-	-		-	-	-	-	-	-		-	-		-
49	Organizational Maint - Aircraft	07110	-	-	-		-	-	-	-	-	-		-	-		-
50	Instructors - Flying & Ground	07114	-	-	-		-	-	-	-	-	-		-	-		-
51	Instructors - Flying	07114.01	-	-	-		-	-	-	-	-	-		-	-		-
52	Personnel at School	09102	2,995	3,936	1,529		-	-	1,216	859	-	1,152		444	-		-
53	** Transient USAF Aircraft	09109	3,857	1,980	1,220		-	-	2,761	-	-	57		-	-		-
54	Permanent Change of Station	12113	12,039	3,757	1,531		-	-	1,986	268	15,039	959		1,647	586		-
55	*** Supplies & Services Furnished	12114	1,267	72	659		-	-	1,112	82	-	973		-	-		-
56	Supplies & Services Furnished ANG	12122	1,303	5,442	-		-	-	207	235	-	-		-	-		-
61	* Account Codes 02123 / 02122																
63	** Includes Payroll Costs, Parts & Supplies (excepting Fuels & Lubes) furnished																
64	transient USAF Aircraft other than Air Reserve, ANG & AROTC Aircraft																
66	*** Supplies & Services Furnished to Non-USAF Agencies																

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Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 July 1950

OPERATING COSTS

AIRCRAFT CONTROL AND WARNING ORGANIZATIONS

MAY 1950

Item (A)	Account Code (B)	502d Tac Con Gp Pope (C)	503d AC & Wng Gp Roslyn, NY (D)	505th AC & Wng Gp Silver Lake (E)	540th AC & Wng Gp Stewart (F)	541st AC & Wng Gp Selfridge (G)	542d AC & Wng Gp Hamilton (H)	690th AC & Wng Sq (Separate) Kirtland (I)
No. of Personnel Reported								
Officers		91	104	92	80	58	32	49
Airmen		850	934	982	868	771	416	720
Civilians		0	0	2	0	0	0	0
Total Personnel		941	1,038	1,076	948	829	448	769
Payroll Costs								
Officers		$ 45,525	$ 51,387	$ 44,816	$ 37,295	$ 25,881	$ 14,152	$ 23,948
Airmen		106,048	113,306	121,361	102,633	87,625	48,044	93,440
Civilians		-	-	531	-	-	-	-
Total Payroll		$ 151,573	$ 164,693	$ 166,708	$ 139,928	$ 113,506	$ 62,196	$ 117,388
* Non-Personnel Costs		$ 45,084	$ 53,907	$ 59,293	$ 51,027	$ 38,162	$ 13,589	$ 31,385
Total Costs		$ 196,657	$ 218,600	$ 226,001	$ 190,955	$ 151,668	$ 75,785	$ 148,773
Costs of Selected Functions								
Food Services (Mess Halls)	02110	$ 4,049	$ 5,179	$ 5,886	$ 6,299	$ 2,583	$ 2,297	$ 1,536
Motor Pool	02136	5,909	8,728	6,795	4,611	4,191	2,353	1,204
Rentals - Leased Facilities	02244	-	1,818	99	-	-	219	-
Subsistence Issued	04112	15,031	20,342	21,054	21,178	1,713	7,600	12,280
Separate Rations Paid Airmen	04113	5,296	6,124	7,567	5,969	4,744	1,073	4,520
Personnel w/o Duty Assignment	04114	3,431	4,736	14,674	2,188	16,652	15,579	-
Communications & Electronics	07108	94,427	94,480	101,687	77,873	38,054	22,022	42,356
Personnel at School	09102	237	3,050	1,530	1,382	1,885	-	784

OPERATING COSTS - HOSPITAL SQUADRONS

MAY 1950

Item (A)	Account Code (B)	2200th Murphy Gen Hosp (C)	2201st Army Med Cntr (D)	2202d Oliver Gen Hosp (E)	2203d Valley Forge Gen Hosp (F)	2204th Percy Jones Gen Hosp (G)	2205th Army&Navy Gen Hosp (H)	2206th Brooke Army Med Cntr (I)	2207th Wm Beaumont Gen Hosp (J)	2208th Fitzsimmons Gen Hosp (K)	2209th Letterman Gen Hosp (L)	2210th Madigan Gen Hosp (M)
No. of Personnel Reported												
Officers		4	161	19	41	22	30	215	42	115	123	61
Airmen		25	370	16	124	111	95	1,134	172	610	385	190
Civilians		0	0	0	0	1	0	5	1	3	0	0
Total Personnel		29	531	35	165	134	125	1,354	215	728	508	251
Payroll Costs												
Officers		$ 1,663	$ 73,550	$ 8,138	$ 19,390	$ 9,944	$ 13,184	$ 87,994	$ 17,352	$ 50,117	$ 49,621	$ 24,457
Airmen		3,417	48,275	1,718	18,351	16,586	14,981	139,331	25,657	89,715	53,779	28,410
Civilians		-	-	-	-	221	-	1,280	240	773	-	-
Total Payroll		$ 5,080	$ 121,825	$ 9,856	$ 37,741	$ 26,751	$ 28,165	$ 228,605	$ 43,249	$ 140,605	$ 103,400	$ 52,867
* Non-Personnel Costs		$ 162	$ 865	$ -	$ 315	$ 380	$ 1,161	$ 4,163	$ 929	$ 1,535	$ 1,081	$ 1,091
Total Costs		$ 5,242	$ 122,690	$ 9,856	$ 38,056	$ 27,131	$ 29,326	$ 232,768	$ 44,178	$ 142,140	$ 104,481	$ 53,958

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Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 July 1950

OPERATING COSTS

MAF SQUADRONS, OVERSEAS REPLACEMENT GROUPS, & LIAISON FLIGHTS

MAY 1950

Item (A)	Account Code (B)	2214th MAF Sq McChord (C)	2350th MAF Sq Larson (D)	2351st MAF Sq Hamilton (E)	2475th MAF Sq Selfridge (F)	4412th MAF Sq Langley (G)	(H)	2225th APORG Ft Dix (I)	2349th APORD Camp Stoneman (J)	(K)	1st Liaison Flight Biggs (L)	2d Liaison Flight Langley (M)	3d Liaison Flight Lawson (N)	4th Liaison Flight Pope (O)	5th Liaison Flt (Helicopter) Pope (P)	(Q)
No. of Personnel Reported																
Officers		1	1	1	1	1		92	378		3	4	4	5	3	
Airmen		4	3	3	2	4		1,469	4,836		11	13	12	11	20	
Civilians		0	0	0	0	0		37	17		0	0	0	0	0	
Total Personnel		5	4	4	3	5		1,598	5,231		14	17	16	16	23	
Payroll Costs																
Officers		$ 384	$ 334	$ 334	$ 384	$ 459		$ 44,993	$ 159,339		$ 1,647	$ 2,176	$ 1,927	$ 2,498	$ 1,579	
Airmen		505	478	471	345	575		190,762	624,801		2,242	2,294	2,393	1,725	2,906	
Civilians		-	-	-	-	-		9,073	3,977		-	-	-	-	-	
Total Payroll		$ 889	$ 812	$ 805	$ 729	$ 1,034		$ 244,828	$ 788,117		$ 3,889	$ 4,470	$ 4,320	$ 4,223	$ 4,485	
* Non-Personnel Costs		$ 295	$ 1,836	$ 287	$ 94	$ 195		$ 172,436	$ 234,051		$ 9,240	$ 921	$ 2,072	$ 1,350	$ 1,987	
Total Costs		$ 1,184	$ 2,648	$ 1,092	$ 823	$ 1,229		$ 417,264	$ 1,022,168		$ 13,129	$ 5,391	$ 6,392	$ 5,573	$ 6,472	

OPERATING COSTS - COMMUNICATIONS SQUADRONS AND RADAR CALIBRATION DETACHMENTS

MAY 1950

Item (A)	Account Code (B)	28th Comm Sq Mitchel (C)	29th Comm Sq Langley (D)	34th Comm Sq Mitchel (E)	35th Comm Sq Hamilton (F)	36th Comm Sq Selfridge (G)	37th Comm Sq Robins (H)	40th Comm Sq Brooks (I)	42d Comm Sq Mitchel (J)	43d Comm Sq Hamilton (K)	(L)	5th Radar Cal Det Pope (M)	7th Radar Cal Det Langley (N)	11th Radar Cal Det Hamilton (O)	12th Radar Cal Det Langley (P)	(Q)
No. of Personnel Reported																
Officers		9	5	2	5	2	5	5	1	4		7	8	9	10	
Airmen		186	83	72	71	63	66	95	18	75		24	62	36	58	
Civilians		0	0	0	0	0	0	0	0	0		0	0	0	0	
Total Personnel		195	88	74	76	65	71	100	19	79		31	70	45	68	
Payroll Costs																
Officers		$ 4,277	$ 2,532	$ 1,101	$ 2,402	$ 972	$ 2,370	$ 2,289	$ 446	$ 1,895		$ 3,734	$ 4,155	$ 4,775	$ 4,914	
Airmen		27,187	10,824	10,593	11,035	8,188	9,844	12,736	2,478	8,387		4,034	11,592	6,357	10,182	
Civilians		-	-	-	-	-	-	-	-	-		-	-	-	-	
Total Payroll		$ 31,464	$ 13,356	$ 11,694	$ 13,437	$ 9,160	$ 12,214	$ 15,025	$ 2,924	$ 10,282		$ 7,768	$ 15,747	$ 11,132	$ 15,096	
* Non-Personnel Costs		$ 9,210	$ 6,151	$ 2,463	$ 3,199	$ 2,193	$ 2,097	$ 3,470	$ 347	$ 2,985		$ 3,604	$ 9,321	$ 8,289	$ 7,940	
Total Costs		$ 40,674	$ 19,507	$ 14,157	$ 16,636	$ 11,353	$ 14,311	$ 18,495	$ 3,271	$ 13,267		$ 11,372	$ 25,068	$ 19,421	$ 23,036	

OPERATING COSTS - MISCELLANEOUS ORGANIZATIONS

MAY 1950

Item (A)	Account Code (B)	1st Shoran Beacon Unit Langley (C)	1st Tow Target Sq Biggs (D)	2d Radio Relay Sq Pope (E)	30th Motor Trans Sq Shaw (F)	363d Rcn Tech Sq Langley (G)	472d Sig Avn & Const Co Kelly (H)	691st AF Band Selfridge (I)	769th AF Band Robins (J)	803d Engr Avn Bn McChord (K)	Co "B" 803d Engr Avn Bn Larson (L)	Co "C" 803d Engr Avn Bn Larson (M)	934th Sig Bn Pope (N)	2220th Ext Gp Benj Harri (O)	2597th Air Police Sq Brooks (P)	4410th Bomb Disp Unit Pope (Q)
No. of Personnel Reported																
Officers		4	44	3	4	9	4	1	1	19	6	5	14	7	5	1
Airmen		34	307	80	92	122	149	28	38	343	136	129	272	85	78	15
Civilians		0	0	0	0	0	0	0	0	0	0	0	0	6	1	0
Total Personnel		38	351	83	96	131	153	29	39	362	142	134	286	98	84	16
Payroll Costs																
Officers		$ 1,879	$ 22,472	$ 1,210	$ 1,991	$ 4,188	$ 1,924	$ 380	$ 362	$ 9,460	$ 2,699	$ 2,086	$ 6,695	$ 4,371	$ 2,414	$ 444
Airmen		5,235	57,240	10,908	12,734	17,803	18,366	3,543	5,195	38,592	14,559	14,097	35,408	11,316	13,317	2,041
Civilians		-	-	-	-	-	-	-	-	-	-	-	-	1,402	221	-
Total Payroll		$ 7,114	$ 79,712	$ 12,118	$ 14,725	$ 21,991	$ 20,290	$ 3,923	$ 5,557	$ 48,052	$ 17,258	$ 16,183	$ 42,103	$ 17,089	$ 15,952	$ 2,485
* Non-Personnel Costs		$ 1,398	$ 58,959	$ 2,735	$ 3,448	$ 28,465	$ 9,431	$ 905	$ 965	$ 13,275	$ 4,435	$ 4,848	$ 12,730	$ 6,219	$ 2,713	$ 481
Total Costs		$ 8,512	$ 138,671	$ 14,853	$ 18,173	$ 50,456	$ 29,721	$ 4,828	$ 6,522	$ 61,327	$ 21,693	$ 21,031	$ 54,833	$ 23,308	$ 18,665	$ 2,966

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PART II
COMPTROLLER CHART 6
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
7 JULY 1950

RECAPITULATION OF CONTINENTAL AIR COMMAND
COST OF MANAGEMENT AND PRESERVATION OF REAL ESTATE FACILITIES
MAY 1950

LINE	ITEM (A)	USAF INSTALLATIONS PROVIDING OWN SERVICES (B)	AFR INSTALLATIONS PROVIDING OWN SERVICES (C)	INSTALLATIONS PROVIDED SERVICES BY OTHER THAN ConAC (D)	AGGREGATE* (E)
1	No. of Personnel Reported				
2	Officers	55	13	13	81
3	Airmen	1,804	401	464	2,669
4	Civilians	1,892	498	184	2,574
5					
6	TOTAL PERSONNEL	3,751	912	661	5,324
7					
8	Payroll Costs				
9	Officers	$ 24,141	$ 5,213	$ 5,308	$ 34,662
10	Airmen	211,121	50,573	57,793	319,487
11	Civilians	505,141	134,171	49,142	688,454
12					
13	Total Payroll	$ 740,403	$ 189,957	$ 112,243	$ 1,042,603
14					
15	▲ Non-Personnel Costs	$ 459,499	$ 115,903	$ 114,732	$ 690,134
16					
17	TOTAL COSTS	$ 1,199,902	$ 305,860	$ 226,975	$ 1,732,737

▲ Non-Personnel Costs - Includes Miscellaneous Costs, Contractual Services and Supplies.

SOURCE: Cost Control Reports - AF Forms 320, 320A, 322 & 322A.

* Does not include Inactive Installations.

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COSTS OF MANAGEMENT AND PRESERVATION OF REAL ESTATE FACILITIES

- USAF INSTALLATIONS PROVIDING OWN SERVICES -

MAY 1950

Part II
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 July 1950

Line	Item (A)	Account Code (B)	Brooks AFB (C)	Hamilton AFB (D)	Langley AFB (E)	Larson AFB (F)	McChord AFB (G)	McGuire AFB (H)	Mitchel AFB (I)	Oscoda AFB (J)	Selfridge AFB (K)	Sewart AFB (L)	Shaw AFB (M)	Stewart AFB (N)	Turner AFB (O)
1	No. of Personnel Reported					**	*				***		****		
2	Officers		2	3	4	7	4	5	6	1	3	4	6	2	6
3	Airmen		50	108	210	291	238	109	131	48	199	133	114	60	113
4	Civilians		109	145	339	118	128	90	311	15	179	98	150	51	119
6	Total Personnel		161	258	553	416	370	204	448	64	381	235	270	113	238
8	Payroll Costs														
9	Officers		$ 782	$ 2,555	$ 1,767	$ 2,816	$ 1,693	$ 2,257	$ 2,471	$ 413	$ 1,387	$ 1,777	$ 2,624	$ 911	$ 2,688
10	Airmen		6,718	12,471	24,597	30,849	27,341	12,907	15,510	5,823	22,572	15,879	14,806	7,941	13,707
11	Civilians		26,753	44,704	87,651	33,738	38,803	22,874	88,018	3,890	51,078	23,507	32,703	25,481	25,941
13	Total Payroll		$ 34,253	$ 59,730	$ 114,015	$ 67,403	$ 67,837	$ 38,038	$ 105,999	$ 10,126	$ 75,037	$ 41,163	$ 50,133	$ 34,333	$ 42,336
15	# Non-Personnel Costs		$ 13,048	$ 38,502	$ 63,167	$ 95,574	$ 39,793	$ 21,475	$ 67,943	$ 4,475	$ 38,166	$ 25,924	$ 19,660	$ 15,246	$ 16,526
17	Total Costs		$ 47,301	$ 98,232	$ 177,182	$ 162,977	$ 107,630	$ 59,513	$ 173,942	$ 14,601	$ 113,203	$ 67,087	$ 69,793	$ 49,579	$ 58,862
19	Costs of Selected Utilities (Non-Payroll)														
21	Purchased Water	06105	$ 1,236	$ 5,495	$ 37	$ -	$ -	$ 252	$ 327	$ -	$ 3,573	$ -	$ -	$ 265	$ 9,121
22	Purchased Sewage Disposal	06206	-	-	-	-	-	205	-	-	-	-	-	-	-
23	Purchased Electricity	06306	2,250	5,041	8,009	1,473	2,127	2,129	8,823	839	7,987	2,449	4,279	2,613	2,135
24	Purchased Gas	06309	676	6,975	Cr 131	-	-	-	4,663	-	1,100	-	-	518	190
25	Coal Issued #	06506	-	-	9,093	1,653	7,852	4,902	Cr 30,103	1,121	1,093	1,863	1,990	1,733	735
26	Fuel Oil Issued #	06507	-	431	2,429	25,968	11,356	-	5,825	1,143	150	-	-	1,113	3,773
27	O/H Facilities (Purchased Utilities)	08201	-	1,297	24	712	1,401	366	1,272	-	261	938	30	24	-
30	Costs of Selected Functions														
32	Projects, Non-Recurring (Over $3,000) 09101 thru	09107	-	-	-	-	-	-	-	-	-	-	-	-	-
33	Modification (Under $3,000)	09108	959	16,143	3,867	13,704	5,987	1,628	7,415	362	7,253	1,324	3,672	2,882	1,686
34	Modification (Over $3,000)	09109	-	-	3,007	59,472	3,000	-	2,945	687	5,172	-	302	220	839
35	Accrued Annual Leave, 1 July thru 31 May	10101	30,233	49,401	83,182	22,674	37,819	21,394	79,487	5,546	39,763	22,964	25,165	33,631	21,547
36	Accrued Annual Leave, this month	10101	2,829	4,404	8,693	3,608	4,234	2,441	9,262	451	6,547	2,373	2,931	2,775	2,234
37	Sick Leave & Holiday Leave Taken, 1 July thru 31 May	10102	17,501	29,372	48,307	17,394	22,838	17,584	55,096	2,255	20,584	12,132	12,605	21,725	10,044
38	Sick Leave & Holiday Leave Taken, this month	10102	2,289	5,927	1,022	2,718	2,853	1,873	6,656	257	3,554	1,488	1,691	2,036	1,695
41	Inventory Value & Depreciation Costs														
43	Depreciation, Mobile Maint Equip, 1 July thru 31 May	10109	-	-	-	-	-	-	-	-	8,048	-	-	-	-
44	Depreciation, Mobile Maint Equip, this month	10109	-	-	-	-	-	-	-	-	-	-	-	-	-
45–46	Value of Installed Equip & "RE" Property Salvaged, 1 July thru 31 May	10110	7,521	10,798	9,881	487	659	333	6,986	560	10,359	65	4,735	2,695	3,092
47–48	Value of Installed Equip & "RE" Property Salvaged, this month	10110	1,258	1,414	1,043	-	-	9	817	-	90	-	18	88	62
49–50	Value of Non-expendable Property for which A.I.O. has maintenance & Repair responsibility	20104	555,360	874,297	521,927	260,963	677,348	176,109	703,616	60,264	748,214	252,120	394,221	215,620	379,897
51	Value (when new) of Mobile Equip Issued A.I.O.	20105	152,753	174,168	218,382	81,773	237,969	51,572	344,913	89,579	284,435	130,469	109,805	354,879	145,958

Line	Utilization of Airmen & Civilians	Account Code	Brooks AM	Brooks Civ	Hamilton AM	Hamilton Civ	Langley AM	Langley Civ	Larson AM	Larson Civ	McChord AM	McChord Civ	McGuire AM	McGuire Civ	Mitchel AM	Mitchel Civ	Oscoda AM	Oscoda Civ	Selfridge AM	Selfridge Civ	Sewart AM	Sewart Civ	Shaw AM	Shaw Civ	Stewart AM	Stewart Civ	Turner AM	Turner Civ
56	Administrative and engineering	30001	3	13	9	17	5	28	19	16	6	14	10	10	9	23	3	2	8	2	2	14	3	11	11	8	3	9
57	Fire Protection & Aircraft Crash Rescue	30002	32	2	49	27	93	4	45	11	30	6	43	3	69	12	24	2	54	3	60	3	40	3	37	3	46	4
58	Custodial	30003	0	0	0	3	32	0	0	0	0	1	0	0	0	33	0	0	0	9	1	0	0	0	0	1	1	4
59	Central Heating Plant Operators	30004	4	5	0	0	0	44	0	7	0	17	0	5	0	33	4	0	12	31	8	12	0	17	0	6	0	6
60	Other Utilities Plant Operators	30005	1	7	6	13	5	23	1	1	0	0	0	0	2	6	3	2	3	5	9	16	0	6	6	9	2	4
61	Carpenters	30006	1	11	6	26	12	43	5	20	4	14	6	17	7	17	4	3	10	28	5	9	2	22	0	13	13	20
62	Painters	30007	2	16	2	17	3	26	1	4	2	10	8	5	2	20	1	2	4	19	2	4	2	25	0	7	2	7
63	Electricians	30008	6	11	8	14	9	14	11	13	5	11	9	8	7	18	4	1	12	18	7	8	3	8	1	5	7	7
64	Plumbers & Steamfitters	30009	1	12	1	10	5	19	7	9	1	11	6	8	1	17	3	2	6	10	4	9	1	5	0	5	3	6
65	Structural - Steel & Metal	30010	0	0	2	3	2	7	2	3	0	4	1	3	0	0	0	0	0	0	0	2	1	4	0	4	2	4
66	Concrete Masonry & Plaster	30011	0	0	0	1	0	6	0	0	0	0	0	0	0	5	0	0	0	0	0	0	0	0	0	2	1	0
67	Machinists	30012	0	3	7	18	8	22	14	26	17	24	0	0	1	13	2	1	0	0	0	0	0	0	4	13	0	0
68	General Labor	30013	0	29	11	16	40	89	4	10	3	16	16	27	11	79	6	3	50	39	22	21	31	33	11	28	15	27
69	Totals	30099	50	109	101	165	214	325	109	120	68	128	99	86	109	276	54	18	159	183	120	98	83	134	70	105	95	98

71 # Cost of Coal & Fuel Oil Including transportation
72 * Includes 636th AC & Wng Sq & Hq Company & Co "A", 803d Engr Avn Bn
73 ** Includes Co "B" & Co "C", 803d Engr Avn Bn
74 *** Includes 541st AC & Wng Gp & 2242d AFRTC
75 **** Includes 606th AC & Wng Sq

76–77 NOTE: Payroll Costs shown on Line 10 are actual payroll costs for Airmen and are not based on civilian pay scales

77 SOURCE: Lines 1 - 17 Cost Control Reports - AF Forms 320, 322, 320A, & 322A
Lines 19 - 69 Real Estate Facilities Monthly Cost Report, AF Forms 329 and 330

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COSTS OF MANAGEMENT AND PRESERVATION OF REAL ESTATE FACILITIES

- AIR FORCE RESERVE INSTALLATIONS PROVIDING OWN SERVICES -

MAY 1950

Part II
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 July 1950

Line	Item (A)	Account Code (B)	Atterbury AFB (C)	Birmingham Mun Apt (D)	Greater Pittsburgh Apt (E)	Hanscom Apt (F)	Hensley Fld (G)	Long Beach Mun Apt (H)	Memphis Mun Apt (I)	Miami Int Apt (J)	New Castle County Apt (K)	O'Hare Int Apt (L)	Portland Apt (M)	Wold-Chamberlain Fld (N)	(O)
1	No. of Personnel Reported														
2	Officers		1	1	1	0	1	1	2	1	1	1	2	1	
3	Airmen		45	41	45	36	21	31	38	8	35	29	26	46	
4	Civilians		41	9	35	52	25	38	40	31	39	109	42	37	
6	Total Personnel		87	51	81	88	47	70	80	40	75	139	70	84	
8	Payroll Costs														
9	Officers		$ 413	$ 413	$ 363	$ -	$ 413	$ 504	$ 818	$ 384	$ 348	$ 398	$ 825	$ 334	
10	Airmen		5,182	5,566	5,316	4,140	3,149	4,423	4,813	1,294	3,934	3,303	2,928	6,525	
11	Civilians		10,042	2,501	9,704	15,938	6,732	10,584	9,666	7,129	9,100	31,445	11,692	9,638	
13	Total Payroll		$ 15,637	$ 8,480	$ 15,383	$ 20,078	$ 10,294	$ 15,511	$ 15,297	$ 8,807	$ 13,382	$ 35,146	$ 15,445	$ 16,497	
15	A Non-Personnel Costs		$ 5,077	$ 1,601	$ 3,855	$ 7,413	$ 4,456	$ 6,129	$ 14,951	$ 8,654	$ 20,715	$ 17,974	$ 20,833	$ 4,245	
17	Total Costs		$ 20,714	$ 10,081	$ 19,238	$ 27,491	$ 14,750	$ 21,640	$ 30,248	$ 17,461	$ 34,097	$ 53,120	$ 36,278	$ 20,742	
19	Costs of Selected Utilities (Non-Payroll)														
21	Purchased Water	06105	$ -	$ 3	$ 6	$ -	$ -	$ 53	$ 268	$ 479	$ 355	$ 461	$ Cr 3	$ 228	
22	Purchased Sewage Disposal	06206	-	-	-	-	40	-	-	-	355	-	-	42	
23	Purchased Electricity	06306	1,038	756	653	1,683	703	1,043	730	1,815	1,200	4,462	13	1,186	
24	Purchased Gas	06509	543	-	-	30	527	155	237	156	-	325	2,378	223	
25	Coal Issued #	06506	356	457	87	1,536	-	-	131	-	2,852	6,479	212	375	
26	Fuel Oil Issued #	06507	21	-	-	104	-	287	-	603	1,797	-	2,366	179	
27	O/B Facilities (Purchased Utilities)	08201	118	-	Cr 123	-	-	8	3	3	-	-	-	-	
30	Costs of Selected Functions														
32	Projects, Non-Recurring (Over $3,000) 09101 thru	09107	-	-	-	-	-	-	-	-	-	-	-	-	
33	Modification (Under $3,000)	09108	2,659	398	1,137	1,859	996	4,324	3,384	4,921	2,305	3,175	4,033	889	
34	Modification (Over $3,000)	09109	-	-	640	99	-	-	264	-	-	1,074	12,400	5,556	
35	Accrued Annual Leave, 1 July thru 31 May	10101	7,044	2,827	10,977	12,323	7,565	10,352	9,793	7,247	912	32,572	8,965	8,950	
36	Accrued Annual Leave, this month	10101	1,076	217	1,005	1,235	688	293	1,025	772	912	3,017	3,647	991	
37	Sick Leave & Holiday Leave Taken, 1 July thru 31 May	10102	6,188	1,602	7,029	6,624	3,985	7,350	6,030	5,318	382	22,894	3,620	5,894	
38	Sick Leave & Holiday Leave Taken, this month	10102	921	117	594	757	33	1,100	537	757	382	2,899	942	930	
41	Inventory Value & Depreciation Costs														
43	Depreciation, Mobile Maint Equip, 1 July thru 31 May	10109	-	-	11,333	-	-	-	100	-	-	-	-	-	
44	Depreciation, Mobile Maint Equip, this month	10109	-	-	-	-	-	-	-	-	-	-	-	-	
45–46	Value of Installed Equip & "MR" Property Salvaged, 1 July thru 31 May	10110	283	-	1,339	706	30	2,302	2,669	840	-	45	600	5	
47–48	Value of Installed Equip & "MR" Property Salvaged, this month	10110	51	-	-	312	-	-	386	360	-	-	600	-	
49–50	Value of Non-Expendable Property for which A.T.O. has maint & repair responsibility	20104	27,605	1,729	60,553	66,100	48,922	114,361	113,332	39,012	-	1,534,294	457,592	138,919	
51	Value (when new) of Mobile Equip Issued A.T.O.	20105	-	50,000	116,260	76,170	54,098	26,049	49,951	1,899	38,170	146,563	-	69,330	

Line	Utilization of Airmen & Civilians	Account Code	C AM	C Civ	D AM	D Civ	E AM	E Civ	F AM	F Civ	G AM	G Civ	H AM	H Civ	I AM	I Civ	J AM	J Civ	K AM	K Civ	L AM	L Civ	M AM	M Civ	N AM	N Civ
56	Administrative and Engineering	30001	6	6	1	2	3	5	2	5	2	3	5	6	2	5	4	2	3	4	0	11	3	6	8	3
57	Fire Protection & Aircraft Crash Rescue	30002	30	2	26	1	30	1	30	3	12	1	17	3	29	1	1	0	20	3	33	22	21	2	19	5
58	Custodial	30003	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	5	0	3	0	4	0	0	0	1
59	Central Heating Plant Operators	30004	4	4	0	0	0	7	0	9	0	0	0	0	0	5	0	0	0	5	0	9	0	2	0	4
60	Other Utilities Plant Operators	30005	0	3	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	3	0	0	0	0	2	2
61	Carpenters	30006	4	6	0	1	1	3	2	11	4	3	3	6	2	10	0	7	6	8	0	17	0	6	12	5
62	Painters	30007	0	3	0	0	1	1	0	3	0	2	0	2	1	3	1	1	0	1	0	6	0	2	0	3
63	Electricians	30008	5	4	0	1	1	2	0	4	1	2	2	3	0	2	1	3	1	2	0	6	1	5	5	3
64	Plumbers & Steamfitters	30009	0	3	0	1	3	1	0	4	1	3	0	1	0	4	0	2	0	3	0	7	0	4	3	2
65	Structural - Steel & Metal	30010	1	2	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0
66	Concrete Masonry & Plaster	30011	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0
67	Machinists	30012	0	0	0	0	0	0	0	0	0	2	0	7	0	2	0	1	0	0	1	10	0	2	0	0
68	General Labor	30013	3	11	0	1	0	13	2	12	1	10	2	12	0	8	0	10	5	7	0	26	2	13	1	18
69	Totals	30099	53	44	27	8	39	35	36	54	21	26	29	41	34	41	7	31	36	39	34	118	27	43	50	46

71 # Cost of Coal & Fuel Oil including transportation

73 SOURCE: Lines 1 - 17 Cost Control Reports - AF Forms 320, 322, 320A, and 322A

74 Lines 19 - 69 Real Estate Facilities Monthly Cost Report, AF Forms 329 and 330

76 NOTE : Payroll Costs shown on Line 10 are actual payroll costs for Airmen and are not based on civilian pay scales

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COSTS OF MANAGEMENT AND PRESERVATION OF REAL ESTATE FACILITIES

- INSTALLATIONS PROVIDED SERVICES BY THE ARMY, THE NAVY, OR BY ANOTHER MAJOR AF COMMAND -

MAY 1950

Part II
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 July 1950

Line	Item (A)	Account Code (B)	Lawson AFB (Army) (C)	Marshall AFB (Army) (D)	Otis AFB (Army) (E)	Pope AFB (Army) (F)	Sherman AFB (Army) (G)	Godman AFB (Army) (H)	Olathe (Naval Air Station) (I)	Floyd Bennett (Naval Air Station) (J)	Dobbins AFB (AMC) (K)	(L)	(M)	(N)	(O)
1	No. of ConAC Personnel Reported in AI Function		*												
2	Officers, ConAC		3	0	4	1	0	1	2	1	1				
3	Airmen, ConAC		130	0	169	42	11	34	26	15	37				
4	Civilians, ConAC		8	3	110	5	0	19	10	27	2				
6	Total ConAC Personnel		141	3	283	48	11	54	38	43	40				
8	Payroll Costs - ConAC Personnel														
9	Officers, ConAC		$ 1,109	$ -	$ 1,646	$ 334	$ -	$ 498	$ 761	$ 490	$ 470				
10	Airmen, ConAC		15,867	-	20,085	5,578	1,324	4,679	3,238	1,684	5,338				
11	Civilians, ConAC		2,046	954	29,416	1,186	-	5,206	2,681	7,069	584				
13	Total Payroll Cost - ConAC Personnel		$ 19,022	$ 954	$ 51,147	$ 7,098	$ 1,324	$ 10,383	$ 6,680	$ 9,243	$ 6,392				
15	A Non-Personnel Costs		$ 42,381	$ 3,150	$ 20,580	$ 15,895	$ 5,250	$ 3,794	$ 1,019	$ 8,848	$ 13,815				
17	Total Costs		$ 61,403	$ 4,104	$ 71,727	$ 22,993	$ 6,574	$ 14,177	$ 7,699	$ 18,091	$ 20,207				
22	Services Received by ConAC Activity														
24	Utilities Furnished ConAC Activity, 1 July thru 31 May	08201	$ 9,285	$ -	$ 67,392	$ 25,864	$ -	$ 12,567	$ 12,397	$ 12,441	$ 13,674				
25	Utilities Furnished ConAC Activity, this month	08201	666	-	18,000	4,782	-	915	941	12,441	2,203				
26	All Other Real Estate Facilities Services Furnished														
27	ConAC Activity, 1 July thru 31 May	08202	119,915	-	639,256	203,915	-	141,319	203,946	65,283	174,416				
28	All Other Real Estate Facilities Services Furnished														
29	ConAC Activity, this month	08202	16,810	-	68,394	40,887	-	13,468	10,215	65,283	9,129				
31	Total Real Estate Facilities Services Furnished														
32	ConAC Activity, 1 July thru 31 May	08299	129,200	-	706,648	229,779	-	153,886	216,343	77,724	188,090				
34	Total Real Estate Facilities Services Furnished														
35	ConAC Activity, this month	08299	17,476	-	86,394	45,669	-	14,383	11,156	77,724	11,332				

SOURCE: Lines 1 - 17 Cost Control Reports - AF Forms 320, 322, 320A, and 322A
Lines 19 - 35 Columns (C) thru (H): Real Estate Facilities Monthly Cost Report, AF Form 329 - prepared in this Headquarters from Army type reports
Column (K): Real Estate Facilities Monthly Cost Report, AF Form 329 - submitted for Dobbins AF Base
Column (I): Real Estate Facilities Monthly Cost Report, AF Form 329 - submitted for Olathe Naval Air Station
Column (J): Real Estate Facilities Monthly Cost Report, AF Form 329 - prepared in this Headquarters from Navy type reports

REMARKS: Columns (C) through (K) Parenthesis immediately under name of Installation indicates the agency responsible for accomplishing and/or providing for the ConAC Installation all or part of real estate facilities services.

NOTE: Payroll Costs shown on Line 10 are actual payroll costs for Airmen and are not based on civilian pay scales. The reporting of personnel and costs in the Air Installations account codes of the Cost Reporting System (Lines 1-13) should be accomplished with reference to paragraph 42b (1) (a) and (b) of ConAC Letter 170-18, 15 March 1950 and the cross servicing agreement which makes provision for such services.

* Includes Company "B" - 812th Engr Avn Bn

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COMPTROLLER CHART 6
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
7 JUNE 1950

CONTINENTAL AIR COMMAND

SUMMARY OF OPERATING COSTS

(BY ORGANIZATION)

APRIL 1950

PART I OPERATING COSTS SELECTED FUNCTIONS
PART II COST OF MANAGEMENT & PRESERVATION OF REAL ESTATE FACILITIES

IN THE EVENT ANY INFORMATION CONTAINED HEREIN IS EXTRACTED OR THE PUBLICATION IS REPRODUCED IN ANY WAY THE SOURCE OF THE INFORMATION SHOULD BE SHOWN

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PART I
COMPTROLLER CHART 6
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
7 JUNE 1950

RECAPITULATION OF CONTINENTAL AIR COMMAND

OPERATING COSTS

APRIL 1950

LINE	ITEM (A)	HEADQUARTERS (B)	WINGS (C)	AFRTC'S (D)	ALL OTHER ORGANIZATIONS (E)	AGGREGATE (F)
1	No. of Personnel Reported					
2	Officers	2,295	3,106	781	2,378	8,560
3	Airmen	4,982	21,015	8,836	22,501	57,334
4	Civilians	1,227	3,102	2,435	1,669	8,433
5						
6	TOTAL PERSONNEL	8,504	27,223	12,052	26,548	74,327
7						
8	Payroll Costs					
9	Officers	$ 1,372,552	$ 1,566,708	$ 427,066	$ 1,143,268	$ 4,509,594
10	Airmen	1,013,795	3,385,751	1,713,268	3,044,601	9,157,415
11	Civilians	332,040	834,521	666,504	445,891	2,278,956
12						
13	Total Payroll	$ 2,718,387	$ 5,786,980	$ 2,806,838	$ 4,633,760	$ 15,945,965
14						
15	▲ Non-Personnel Costs	$ 646,844	$ 3,622,893	$ 1,669,338	$ 1,439,424	$ 7,378,499
16						
17	TOTAL COSTS	$ 3,365,231	$ 9,409,873	$ 4,476,176	$ 6,073,184	$ 23,324,464

▲ Non-Personnel Costs: Includes Miscellaneous Costs, Contractual Services and Supplies.

SOURCE: Cost Control Reports - AF Forms 321, 321A, 320, 320A, 322 & 322A.

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OPERATING COSTS

COMMAND AND INTERMEDIATE HEADQUARTERS

APRIL 1950

Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 June 1950

	Item (A)	Account Code (B)	Hq ConAC Mitchel (C)	Hq TAC Langley (D)	Hq 1st AF Mitchel (E)	Hq 4th AF Hamilton (F)	Hq 9th AF Langley (G)	Hq 10th AF Selfridge (H)	Hq 12th AF Brooks (I)	Hq 14th AF Robins (J)
1	No. of Personnel Reported									
2	Officers		320	67	267	291	323	351	254	293
3	Airmen		712	44	683	542	756	737	541	724
4	Civilians		359	35	143	127	147	173	104	123
6	Total Personnel		1,391	146	1,093	960	1,226	1,261	899	1,140
8	Payroll Costs									
9	Officers		$ 196,526	$ 44,726	$ 159,170	$ 173,949	$ 187,776	$ 207,521	$ 151,858	$ 172,012
10	Airmen		126,076	7,844	144,421	126,128	156,229	157,982	111,535	145,950
11	Civilians		106,411	9,203	37,978	31,665	38,552	41,421	26,360	34,222
13	Total Payroll		$ 429,013	$ 61,773	$ 341,569	$ 331,742	$ 382,557	$ 406,924	$ 289,753	$ 352,184
15	A Non-Personnel Costs		$ 141,326	$ 7,792	$ 71,882	$ 66,170	$ 104,001	$ 73,961	$ 71,990	$ 86,009
17	Total Costs		$ 570,339	$ 69,565	$ 413,451	$ 397,912	$ 486,558	$ 480,885	$ 361,343	$ 438,193
19	Costs of Selected Functions									
21	Office of CG & VC	20003	$ 10,994	$ 3,123	$ 1,667	$ 6,901	$ 4,482	$ 3,435	$ 4,142	$ 5,952
22	Air Adj Gen & Historical Section	*	25,651	8,365	17,477	31,200	21,496	27,913	22,438	21,026
23	IG, Air Insp., PM, Flying Safety	**	24,974	0	21,505	18,708	18,900	18,949	15,319	15,693
24	Public Information Office	20009	4,884	807	2,228	2,119	1,099	1,978	2,046	1,267
25	Air Surgeon	20207	5,114	0	3,291	2,238	1,367	2,890	2,471	3,082
27	Total Comptroller Function	20161	$ 63,161	$ 0	$ 24,471	$ 21,457	$ 23,476	$ 22,688	$ 21,129	$ 23,456
29	Statistical Services	20107	$ 29,952	$ 0	$ 12,824	$ 13,102	$ 14,310	$ 12,899	$ 13,774	$ 13,307
30	Programs & Costs	***	13,217	0	2,984	3,007	2,427	2,202	1,815	2,832
32	Total Deputy for Personnel	****	$ 56,539	$ 0	$ 37,182	$ 21,478	$ 28,084	$ 32,890	$ 25,274	$ 28,808
33	Personnel Services	20217	$ 5,706	$ 0	$ 1,753	$ 1,862	$ 1,303	$ 1,460	$ 946	$ 2,104
34	Military Personnel	20227	24,131	$ 0	22,242	5,496	14,033	23,150	13,116	12,158
36	Total Deputy for Operations	*****	$ 74,585	$ 38,097	$ 18,379	$ 21,292	$ 16,207	$ 15759	$ 17,978	$ 24,984
38	Operations & Training	20303	$ 27,563	$ 9,523	$ 5,392	$ 8,314	$ 6,265	$ 5,211	$ 6,410	$ 8,530
39	Plans and Requirements	20307	20,818	12,278	3,154	3,762	2,947	1,515	2,347	4,044
40	Intelligence	20311	7,694	2,403	989	732	2,306	1,417	1,431	2,971
41	Communications & Electronics	20315	12,081	4,139	6,805	6,334	3,454	5,114	3,694	5,095
43	Total Deputy for Materiel	20401	$ 66,735	$ 0	$ 21,918	$ 20,800	$ 20,589	$ 24,581	$ 13,521	$ 29,720
45	Maintenance	20405	$ 7,612	$ 0	$ 4,565	$ 3,345	$ 1,832	$ 3,226	$ 3,234	$ 2,645
46	Supply	20407	15,955	0	3,987	4,311	5,070	3,978	4,311	8,781
47	Installations	20413	30,120	0	8,107	6,325	5,380	7,961	1,649	1,492
49	Hq Sq Administrative Overhead	20503	$ 18,355	$ 2,003	$ 7,981	$ 6,719	$ 8,720	$ 6,359	$ 5,325	$ 13,645
50	Flight Section - Flying	20505	23,573	0	9,271	11,879	23,206	0	1,428	13,118
51	Flight Section - Maintenance	20507	27,731	4	9,958	0	23,453	768	21,860	19,513
52	Personnel w/o Duty Assignment	20511	2,346	1,712	975	1,932	9,158	1,461	7,858	1,827
53	Communications Contractual	20527	2,156	216	556	351	461	555	178	1,334
54	TDY	20529	50,131	2,244	13,362	18,055	20,537	27,249	17,536	17,541
55	Overtime Paid Civilians	20530	483	0	25	0	0	0	0	128
56	Rentals - Leased Facilities	20531	0	0	2,224	0	0	0	0	887
57	Personnel at School	21003	8,392	1,662	4,408	560	5,204	11,802	4,800	3,121
58	Air Reserve	21005	1,216	0	23,787	11,220	10,286	25,514	14,093	16,520
59	Air National Guard	21007	0	0	37,095	34,211	31,873	46,371	15,403	20,889
60	Air ROTC	21009	4,758	0	51,003	59,806	84,300	102,640	58,880	54,988
61	Air Force Liaison	21049.01	[illegible]	0	25	0	138	734	[illegible]	128
62	Other Liaison Activities	21049.02	61	0	1,438	4,091	0	612	0	1,989
63	Aviation Cadet & OCS Procurement	21049.03	2	0	3,402	1,214	3,900	4,992	3,765	4,621

	Item (A)	Hq 8th Air Div Pope (K)	Hq 9th Air Div Pope (L)	Hq 25th Air Div Everett, Wash (M)	Hq 26th Air Div Roslyn, NY (N)	Hq 28th Air Div Hamilton (O)	Hq 30th Air Div Selfridge (P)	Hq 32nd Air Div Stewart (Q)	Hq EADF Mitchel (R)	Hq WADF Hamilton (S)
2	Officers	26	13	11	10	6	7	6	28	22
3	Airmen	29	25	23	30	16	16	22	41	41
4	Civilians	1	1	0	0	0	0	0	7	7
6	Total Personnel	56	39	34	40	22	23	28	76	70
9	Officers	$ 16,034	$ 7,600	$ 6,148	$ 5,930	$ 3,919	$ 4,118	$ 3,020	$ 17,981	$ 14,264
10	Airmen	5,259	3,595	4,234	4,302	3,001	2,643	3,636	6,928	6,032
11	Civilians	266	228	0	0	0	0	0	1,930	1,804
13	Total Payroll	$ 21,559	$ 11,423	$ 10,382	$ 10,232	$ 6,920	$ 6,761	$ 6,656	$ 26,839	$ 22,100
15	A Non-Personnel Costs	$ 6,079	$ 4,198	$ 1,921	$ 1,638	$ 1,549	$ 687	$ 1,664	$ 2,519	$ 3,858
17	Total Costs	$ 27,638	$ 15,621	$ 12,303	$ 11,870	$ 8,469	$ 7,448	$ 8,320	$ 29,358	$ 25,958
21	Office of CG & VC	$ 1,820	$ 1,315	$ 898	$ 922	$ 1,730	$ 0	$ 822	$ 1,163	$ 2,333
22	Air Adj Gen & Historical Section	2,638	1,695	1,103	1,029	1,308	301	1,083	3,912	2,135
23	IG, Air Insp., PM, Flying Safety	0	0	0	527	0	0	0	0	0
24	Public Information Office	118	629	0	0	0	0	0	0	265
25	Air Surgeon	0	0	0	0	0	0	0	0	0
27	Total Comptroller Function	$ 0	$ 0	$ 0	$ 430	$ 981	$ 653	$ 0	$ 0	$ 0
29	Statistical Services	$ 0	$ 0	$ 0	$ 334	$ 981	$ 653	$ 0	$ 0	$ 0
30	Programs & Costs	0	0	0	96	0	0	0	0	0
32	Total Deputy for Personnel	$ 0	$ 0	$ 0	$ 492	$ 228	$ 464	$ 272	$ 0	$ 0
33	Personnel Services	$ 0	$ 0	$ 0	$ 195	$ 0	$ 0	$ 0	$ 0	$ 0
34	Military Personnel	0	0	0	297	0	464	272	0	0
36	Total Deputy for Operations	$ 12,480	$ 5,208	$ 3,755	$ 3,779	$ 1,327	$ 2,990	$ 2,924	$ 15,296	$ 13,699
38	Operations & Training	$ 0	$ 0	$ 0	$ 0	$ 0	$ 1,639	$ 0	$ 1,168	$ 0
39	Plans and Requirements	0	0	0	0	0	0	0	4,422	8,254
40	Intelligence	1,530	1,669	784	742	154	594	510	1,305	1,736
41	Communications & Electronics	3,046	471	1,061	443	864	737	1,273	0	1,166
43	Total Deputy for Materiel	$ 839	$ 768	$ 1,604	$ 0	$ 215	$ 0	$ 257	$ 0	$ 0
45	Maintenance	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
46	Supply	839	768	272	0	215	0	257	0	0
47	Installations	0	0	291	0	0	0	0	0	0
49	Hq Sq Administrative Overhead	$ 0	$ 0	$ 0	$ 397	$ 0	$ 1,384	$ 0	$ 0	$ 1,275
50	Flight Section - Flying	0	0	0	0	0	0	0	0	2,172
51	Flight Section - Maintenance	0	0	0	0	0	368	0	0	0
52	Personnel w/o Duty Assignment	960	510	0	608	0	0	323	1,368	354
53	Communications Contractual	342	228	0	16	25	5	53	26	47
54	TDY	0	0	876	214	61	0	460	1,089	431
55	Overtime Paid Civilians	0	0	0	0	0	0	0	0	0
56	Rentals - Leased Facilities	0	0	0	0	0	0	0	0	0
57	Personnel at School	0	0	0	0	0	0	0	0	0
58	Air Reserve	0	0	0	0	0	0	0	0	0
59	Air National Guard	0	0	0	0	0	0	0	0	0
60	Air ROTC	0	0	0	0	0	0	0	0	0
61	Air Force Liaison	0	0	0	0	0	0	0	0	0
62	Other Liaison Activities	0	0	0	0	0	0	0	0	0
63	Aviation Cadet & OCS Procurement	0	0	0	0	0	0	0	0	0

* Account Codes 20007 + 20015
** Account Codes 20004 + 20005 + 20013 + 20309
*** Account Codes 20109 + 20113
**** Account Codes 20201 less 20213 less 20207
***** Account Codes 20301 less 20309

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RESTRICTED

PART I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 June 1950

OPERATING COSTS

WINGS

APRIL 1950

Item (A)	Account Code (B)	4th Ftr Intcp Wg Langley (C)	56th Ftr Intcp Wg Selfridge (D)	81st Ftr Intcp Wg Kirtland (E)	20th Ftr Bmr Wg Shaw (F)	31st Ftr Bmr Wg Turner (G)	33rd Ftr Intcp Wg Otis (H)	78th Ftr Intcp Wg Hamilton (I)	52d Ftr All Wea Wg McGuire (J)
No. of Personnel Reported									
Officers		283	226	170	270	241	266	298	179
Airmen		2,723	2,009	1,232	1,819	1,531	1,800	2,604	1,269
Civilians		631	360	3	240	247	242	428	217
Total Personnel		3,637	2,595	1,405	2,329	2,019	2,308	3,330	1,665
Payroll Costs									
Officers		$ 144,983	$ 110,757	$ 87,375	$ 135,130	$ 118,903	$ 131,328	$ 144,977	$ 96,404
Airmen		439,208	308,673	191,339	283,638	244,894	271,025	423,041	205,706
Civilians		168,730	102,028	766	57,294	57,348	62,655	127,360	55,316
Total Payroll		$ 752,921	$ 521,458	$ 279,480	$ 476,062	$ 421,145	$ 465,008	$ 695,378	$ 357,426
A Non-Personnel Costs		$ 495,573	$ 320,339	$ 136,487	$ 316,563	$ 235,720	$ 326,680	$ 194,536	$ 363,035
Total Costs		$ 1,248,494	$ 841,797	$ 415,967	$ 792,625	$ 656,865	$ 791,688	$ 889,914	$ 720,461
Costs of Selected Functions									
CO and Staff	01051	$ 28,732	$ 21,132	$ 19,311	$ 23,858	$ 20,057	$ 21,068	$ 26,376	$ 20,605
Sq Admin Overhead (AB Op Units)	02014	10,086	7,220	9,152	7,179	7,428	9,343	7,608	7,133
Food Services (Mess Halls)	02110	29,721	16,005	8,987	15,444	12,902	11,890	28,906	11,512
Accounting and Disbursing	02117	13,791	9,785	1,466	8,658	6,168	6,465	16,095	4,904
Civilian Personnel & Payroll	*	4,632	2,630	-	280	-	2,326	2,803	1,282
Personnel Services	02124	12,139	6,251	1,137	6,448	4,374	6,300	10,970	4,478
Motor Pool	02136	24,042	13,463	6,515	17,226	14,927	13,195	21,899	12,037
Base Operations	02142	4,391	3,427	1,831	3,415	4,121	3,772	7,824	6,138
Total Air Installations	02261	156,198	113,886	9,216	62,471	48,240	87,169	98,217	51,238
Fire Stations & Acft Crash Rescue	02218	12,495	7,809	6,192	11,265	7,039	6,063	16,037	7,473
Rentals - Leased Facilities	02244	-	93	-	-	174	-	80	-
Field Maintenance Automotive Equip	02302	28,982	13,997	8,177	11,489	14,753	18,566	10,496	10,490
Organizational Maint of Admin Acft	02306	35,721	23,010	10,938	10,833	10,398	14,227	46,407	9,036
Medical									
Medical Administration	03002	8,537	6,022	1,278	4,087	5,475	8,037	10,236	4,157
Supplies - Hospital	03004	1,697	245	3	25	27	468	6	8
Dental Service	03102	4,590	2,617	594	1,994	1,612	2,229	8,010	2,116
Medical Service & Other Services	03104	12,230	8,933	2,730	6,422	7,373	4,629	14,423	2,365
X-Ray Service	03106	901	1,009	125	704	243	555	242	431
Laboratory	03108	722	956	125	368	125	608	840	270
Pharmacy	03110	1,669	809	-	507	492	704	1,354	450
Preventive Medicine	03112	1,261	757	-	937	1,270	492	1,220	287
Flight Surgeon	03114	2,507	2,735	90	693	478	272	2,295	827
Dietetic Service	03116	9,631	4,262	-	3,327	2,912	4,547	4,128	-
Medical Services	03277	43,765	28,365	4,945	19,064	20,007	22,541	42,754	10,911
Fuels & Lubes (Adm & Prof Flying)	04108	16,100	13,878	3,526	4,464	8,032	12,639	1,105	10,391
Subsistence	04112	39,934	27,486	18,054	22,844	14,992	27,705	13,817	22,134
Separate Rations Paid Airmen	04113	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	27,248	13,148
Personnel w/o Duty Assignment	04114	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	4,706	[illegible]
Prisoners	04116	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	4,318	[illegible]
Overtime Paid Civilians	04119	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	214	[illegible]
Field Maintenance & Supply Overhead	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	6,723	[illegible]
Special Mission & Tenant Aircraft	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	5,512	[illegible]
** Non-Aeronautical Maintenance	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	9,266	[illegible]
Aircraft Shop Maintenance	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	32,304	[illegible]
Total Supply Function	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Supply Control	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Supply Warehouse	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Subsistence Handling	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Commissary Sales Store	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Purchasing & Contracting Office	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Salvage & Surplus Property Activity	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Combat Group Operations & Tng Ovhd	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Fuels & Lubes - Mission Aircraft	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Orgn Maintenance (Combat Group)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Personnel at School	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Special Missions (Group A)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Supplies & Services Furnished Others (Non-ConAC)	12114	4,892	140	-	-	-	6,078	4,463	25
Supplies & Services Furnished AMC	12122	751	437	-	1,634	-	-	-	4,005
Tenant Organizations of other Major Commands	14355	3,442	44,277	-	-	-	-	138,136	-

Item (A)	325th Ftr All Wea Wg Moses Lake (K)	62d Tr Carr Wg McChord (L)	314th Tr Carr Wg Sewart (M)	316th Tr Carr Gp Sewart (N)	161st Tac Rcn Sq Shaw (O)	363d Tac Rcn Gp Langley (P)	318th Ftr All Wea Sq McChord (Q)	84th Bomb Sq (L) Langley (R)	85th Bomb Sq (L) Langley (S)	2601st Assault Sq Sewart (T)
No. of Personnel Reported										
Officers	169	329	329	96	32	49	27	51	47	44
Airmen	1,137	1,847	1,886	270	109	185	89	190	193	122
Civilians	170	343	221	-	-	-	-	-	-	-
Total Personnel	1,476	2,519	2,436	366	141	234	116	241	240	166
Payroll Costs										
Officers	$ 87,530	$ 161,282	$ 166,496	$ 49,160	$ 15,873	$ 27,193	$ 13,923	$ 28,047	$ 25,339	$ 22,008
Airmen	176,200	316,946	305,982	55,863	17,922	32,832	15,372	35,611	36,683	24,816
Civilians	47,998	101,174	53,852	-	-	-	-	-	-	-
Total Payroll	$ 311,728	$ 579,402	$ 526,330	$ 105,023	$ 33,795	$ 60,025	$ 29,295	$ 63,658	$ 62,022	$ 46,824
A Non-Personnel Costs	$ 223,468	$ 351,324	$ 292,603	$ 54,670	$ 54,294	$ 41,286	$ 16,422	$ 83,872	$ 96,505	$ 19,516
Total Costs	$ 535,196	$ 930,726	$ 818,933	$ 159,693	$ 88,089	$ 101,311	$ 45,717	$ 147,530	$ 158,527	$ 66,340
Costs of Selected Functions										
CO and Staff	$ 17,596	$ 23,896	$ 22,423	$ 9,533	$ 5,204	$ 11,186	$ -	$ 2,860	$ 2,800	$ 5,458
Sq Admin Overhead (AB Op Units)	7,015	8,257	10,123	-	-	-	-	-	-	-
Food Services (Mess Halls)	9,931	13,541	17,106	-	-	284	-	-	-	-
Accounting and Disbursing	4,159	5,591	5,876	-	-	-	-	-	-	-
Civilian Personnel & Payroll	258	2,329	381	-	-	-	-	-	-	-
Personnel Services	4,920	5,383	5,835	-	-	-	-	-	-	-
Motor Pool	9,178	13,734	16,802	-	47	-	-	-	-	-
Base Operations	3,064	2,985	3,917	-	-	-	-	-	-	-
Total Air Installations	113,299	88,094	63,285	-	-	-	-	-	-	-
Fire Stations & Acft Crash Rescue	10,384	5,844	9,647	-	-	-	-	-	-	-
Rentals - Leased Facilities	127	-	-	-	-	-	-	-	-	-
Field Maintenance Automotive Equip	9,015	17,009	9,587	-	-	-	-	-	-	-
Organizational Maint of Admin Acft	7,364	12,705	15,279	-	-	-	-	-	-	-
Medical										
Medical Administration	4,806	6,959	3,449	-	-	198	-	-	-	-
Supplies - Hospital	46	8	2,185	-	-	-	-	-	-	-
Dental Service	2,071	3,662	2,367	-	-	-	-	-	-	-
Medical Service & Other Services	6,783	4,104	5,572	-	-	-	-	-	-	-
X-Ray Service	245	403	312	-	-	-	-	-	-	-
Laboratory	244	246	367	-	-	-	-	-	-	-
Pharmacy	504	701	1,122	-	-	-	-	-	-	-
Preventive Medicine	417	1,552	901	-	-	-	-	-	-	-
Flight Surgeon	228	933	1,261	162	-	-	-	-	-	-
Dietetic Service	2,794	4,431	4,227	-	-	-	-	-	-	-
Medical Services	18,140	22,999	23,963	162	-	198	-	-	-	-
Fuels & Lubes (Adm & Prof Flying)	3,859	13,330	7,233	-	-	-	-	-	-	-
Subsistence	16,263	24,439	20,026	2,431	1,468	1,835	1,300	2,141	1,937	1,200
Separate Rations Paid Airmen	9,981	21,610	20,013	4,345	1,160	2,885	1,040	2,685	3,216	1,203
Personnel w/o Duty Assignment	[illegible]	[illegible]	[illegible]	1,396	1,036	510	[illegible]	332	1,507	[illegible]
Prisoners	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	80	95	[illegible]	[illegible]	[illegible]
Overtime Paid Civilians	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Field Maintenance & Supply Overhead	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Special Mission & Tenant Aircraft	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
** Non-Aeronautical Maintenance	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Aircraft Shop Maintenance	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Total Supply Function	[illegible]	[illegible]	[illegible]	[illegible]	307	134	[illegible]	314	289	[illegible]
Supply Control	[illegible]	[illegible]	[illegible]	[illegible]	132	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Supply Warehouse	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Subsistence Handling	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Commissary Sales Store	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Purchasing & Contracting Office	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Salvage & Surplus Property Activity	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Combat Group Operations & Tng Ovhd	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Fuels & Lubes - Mission Aircraft	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Orgn Maintenance (Combat Group)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Personnel at School	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Special Missions (Group A)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Supplies & Services Furnished Others (Non-ConAC)	-	1,173	1,366	-	-	-	-	-	-	-
Supplies & Services Furnished AMC	-	138	-	-	-	-	-	-	-	-
Tenant Organizations of other Major Commands	-	87,170	-	-	-	-	-	-	-	-

* 02122 / 02123

** Non-Aeronautical Maintenance Performed in Aircraft Field Maintenance Shops

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Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 June 1950

OPERATING COSTS

AIR FORCE RESERVE TRAINING CENTERS

APRIL 1950

Item	Account Code	GROUP I 2466th Atterbury	2234th Hanscom	2589th Dobbins	2239th Gr Pitts	2472nd Fairfax	2236th Godman		GROUP II 2592nd Tinker	2240th Schlegel AF Plant	2242nd Selfridge	2469th Scott	2346th Hamilton	2473rd Offutt	2233rd Mitchel	
(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)
No. of Personnel Reported																
Officers		41	38	44	31	32	32		22	32	21	22	25	25	25	
Airmen		446	418	448	446	384	397		272	454	182	255	214	218	245	
Civilians		119	149	116	108	98	107		58	75	59	59	58	63	39	
Total Personnel		606	605	608	585	514	536		352	561	264	336	302	306	309	
Payroll Costs																
Officers		$ 22,148	$ 30,284	$ 23,499	$ 17,181	$ 17,473	$ 16,506		$ 12,084	$ 18,116	$ 11,584	$ 11,945	$ 14,747	$ 14,170	$ 13,705	
Airmen		75,118	74,874	87,500	77,165	76,739	72,114		54,431	86,995	34,437	51,281	46,901	40,357	49,190	
Civilians		30,011	32,514	29,076	30,331	26,054	30,309		15,348	21,480	19,324	16,467	18,000	15,600	10,260	
Total Payroll		$ 127,277	$ 137,672	$ 140,075	$ 124,677	$ 120,266	$ 118,929		$ 81,863	$ 126,591	$ 65,345	$ 79,693	$ 79,648	$ 70,127	$ 73,155	
Non-Personnel Costs		$ 76,480	$ 66,464	$ 93,816	$ 61,936	$ 62,067	$ 61,802		$ 43,297	$ 95,312	$ 56,730	$ 33,227	$ 43,903	$ 40,790	$ 36,210	
Total Costs		$ 203,757	$ 204,136	$ 233,891	$ 186,613	$ 182,333	$ 180,731		$ 125,160	$ 221,903	$ 122,075	$ 112,920	$ 123,551	$ 110,917	$ 109,365	
Costs of Selected Functions																
CO and Staff	01051	$ 8,868	$ 13,311	$ 14,437	$ 10,528	$ 9,359	$ 10,918		$ 5,864	$ 11,882	$ 6,859	$ 8,974	$ 7,874	$ 10,182	$ 9,799	
Food Services (Mess Halls)	02110	3,391	2,387	3,299	2,268	2,853	2,507		288	0	0	0	0	360	0	
Civilian Personnel & Payroll	*	254	280	4,988	650	753	493		0	863	0	0	0	0	0	
Motor Pool	02136	6,837	3,031	4,513	6,154	2,583	4,027		104	3,384	189	749	0	88	0	
Work Details	02138	0	0	0	550	425	0		0	706	0	0	0	0	0	
Base Operations	02140	3,497	4,574	3,779	4,013	6,105	4,247		0	6,224	2,819	3,539	3,244	3,372	4,443	
Air Instl Office & Shop Ovhd	02202	1,731	2,634	509	2,560	1,826	1,700		0	897	0	0	0	0	0	
Maint of Air Instl Machinery	02204	73	992	0	358	126	0		0	0	0	0	0	0	0	
Maint Bldg & Other Structures	02206	3,167	1,873	1,500	1,359	649	0		0	0	0	0	0	0	0	
Operation Utility Plants & Systems	02216	9,318	10,656	4,634	4,661	2,133	0		0	0	0	0	0	0	0	
Fire Station & Crash Rescue	02218	5,406	6,351	8,165	4,559	2,607	4,251		0	2,339	0	0	0	0	0	
Rentals - Leased Facilities	02244	0	2,083	0	300	1,062	0		0	10,750	0	0	0	0	0	
Medical Services	03277	2,982	2,187	3,094	1,550	827	1,731		0	1,983	0	0	0	50	0	
Subsistence Issued	04112	8,005	2,686	5,583	5,635	3,756	6,299		3,181	0	1,598	3,784	744	3,224	2,419	
Separate Rations Paid Airmen	04113	6,786	6,905	3,215	7,035	9,387	6,692		5,450	30,375	3,229	4,728	4,019	3,418	1,719	
Personnel w/o Duty Assignment	04114	541	1,068	1,782	890	908	795		1,558	1,758	0	474	518	154	759	
Total Supply Function	05450	$ 15,375	$ 12,871	$ 12,239	$ 8,666	$ 9,114	$ 7,999		$ 3,877	$ 9,253	$ 3,697	$ 3,416	$ 0	$ 5,033	$ 3,546	
Supply Control (Officers & Staff)	05402	$ 4,737	$ 5,518	$ 6,911	$ 3,636	$ 4,815	$ 4,094		$ 3,839	$ 4,847	$ 2,468	$ 3,416	$ 0	$ 4,688	$ 0	
Supply Warehouse	05404	4,204	5,874	3,924	1,040	3,130	3,580		0	4,114	1,050	0	0	0	3,271	
Subsistence Handling	05406	1,033	0	134	0	0	0		0	0	0	0	0	0	0	
Commissary Sales Store	05408	0	0	0	0	0	0		0	0	0	0	0	0	0	
Purchasing & Contracting	05410	968	988	517	1,122	855	0		0	260	0	0	0	0	0	
Salvage & Surplus Property	05412	0	0	457	0	0	0		0	0	0	0	0	0	0	
Flying Personnel - Fuels & Lubes	07102	$ 26,131	$ 24,453	$ 28,978	$ 16,680	$ 22,449	$ 15,778		$ 24,519	$ 21,432	$ 36,121	$ 18,853	$ 35,648	$ 22,290	$ 22,031	
Organizational Maintenance - Aircraft	07110	33,387	42,516	40,236	34,229	42,366	48,146		40,662	48,953	37,176	44,486	45,081	34,007	40,817	
Instructors - Flying & Ground	07114	4,324	504	2,619	6,386	2,149	3,007		11,963	6,925	4,373	1,958	3,825	3,135	1,879	
Instructors - Flying	07114.01	2,901	504	1,053	3,271	416	1,008		4,585	1,049	3,200	2,856	2,426	2,708	0	
Personnel at School	09102	2,256	1,919	1,159	478	2,906	1,301		892	1,522	1,507	2,602	695	1,747	444	
** Transient USAF Aircraft	09109	0	0	0	1,294	1,518	1,800		0	0	0	0	0	0	0	
Permanent Change of Station	12113	1,303	1,522	101	2,563	740	2,867		0	329	169	806	2,017	1,211	2,169	
***Supplies & Services Furnished	12114	48	1,285	1,140	874	892	5,466		0	0	0	0	0	0	0	
Supplies & Services Furnished ANG	12122	11	119	2,025	9,957	872	856		0	0	0	0	0	0	0	

* Account Codes 02123 ≠ 02122

** Includes Payroll Costs, Parts & Supplies (excepting Fuels & lubes furnished) transient USAF Aircraft other than Air Reserve, ANG & AROTC Aircraft

*** Supplies & Services furnished to Non-USAF Agencies

GROUP I - Bases Maintained and Operated with ConAC Reserve Funds

GROUP II - USAF Bases where a Proportionate Share of the Runway Maintenance and the Area occupied by the AFRTC is Supported by Reserve Funds

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Part I
Comptroller Chart 6
Prepared by:
Director Program & Costs
Hq ConAC
7 June 1950

OPERATING COSTS

AIR FORCE RESERVE TRAINING CENTERS

GROUP III — APRIL 1950 — GROUP IV

Item (A)	Account Code (B)	2471st O'Hare (C)	2347th Long Beach (D)	2584th Memphis (E)	2237th New Castle Co. Apt (F)	2465th Wold-Chamberlain (G)	2587th Birmingham (H)	2585th Miami (I)	2343rd Portland (J)	(K)	2596th Hensley (L)	2230th Floyd Bennett (M)	(N)	(O)	(P)	(Q)
No. of Personnel Reported																
Officers		55	56	31	28	38	38	43	38		35	27				
Airmen		551	682	400	403	396	433	432	419		420	317				
Civilians		281	157	119	94	120	96	115	136		91	118				
Total Personnel		887	895	550	525	554	567	590	593		546	462				
Payroll Costs																
Officers		$ 29,015	$ 31,815	$ 17,378	$ 15,567	$ 20,469	$ 20,926	$ 24,248	$ 20,707		$ 19,334	$ 14,165				
Airmen		100,829	148,566	75,114	76,561	83,602	94,766	86,264	80,113		82,589	57,762				
Civilians		81,049	42,151	31,567	23,286	32,150	26,116	29,542	39,385		23,326	33,158				
Total Payroll		$ 210,893	$ 222,532	$ 124,059	$ 115,414	$ 136,221	$ 141,808	$ 140,054	$ 140,205		$ 125,249	$ 105,085				
▲ Non-Personnel Costs		$ 126,190	$ 152,679	$ 73,180	$ 55,128	$ 91,351	$ 91,049	$ 79,322	$ 89,981		$ 83,679	$ 54,745				
Total Costs		$ 337,083	$ 375,211	$ 197,239	$ 170,542	$ 227,572	$ 232,857	$ 219,376	$ 230,186		$ 208,928	$ 159,830				
Costs of Selected Functions																
CO and Staff	01051	$ 15,216	$ 18,695	$ 11,977	$ 9,447	$ 9,514	$ 12,567	$ 11,875	$ 9,110		$ 11,542	$ 12,435				
Food Service (Mess Halls)	02110	4,193	3,757	3,534	3,770	0	3,175	2,617	2,817		2,964	2,390				
Civilian Personnel and Payroll	*	2,581	0	534	340	524	260	280	248		228	321				
Motor Pool	02136	4,212	8,601	2,981	4,662	4,812	3,175	2,561	5,677		2,782	2,995				
Work Details	02138	0	177	0	0	0	0	0	0		0	0				
Base Operations	02142	7,034	5,661	6,847	2,845	3,347	2,713	4,844	4,750		4,879	2,754				
Air Instl Office & Shop Overhead	02202	6,146	3,542	2,314	1,800	2,597	1,661	2,043	3,094		1,436	490				
Maint of Air Instl Machinery	02204	361	166	369	53	148	24	435	0		547	0				
Maint Buildings & Other Structures	02206	5,689	2,433	2,632	4,285	1,731	142	1,386	1,149		1,691	0				
Operation Utility Plants & Systems	02216	28,321	5,471	6,383	6,033	7,037	4,248	3,381	10,469		3,101	0				
Fire Stations & Crash Rescue	02218	13,023	3,825	4,932	2,876	4,674	6,237	293	3,199		3,818	0				
Rentals - Leased Facilities	02224	177	3,762	1,874	3,398	0	2,929	0			[illegible]	[illegible]				
Medical Services	02277	2,159	2,190	1,384	1,030	1,454	1,790	2,762	2,774		1,940	1,327				
Subsistence Issued	04112	7,390	6,666	5,661	6,884	0	3,998	6,087	6,034		4,795	5,480				
Separate Rations - Paid Airmen	04113	8,757	15,152	7,081	5,306	26,393	11,484	7,947	6,935		7,600	4,894				
Personnel w/o Duty Assignment	04114	1,160	1,913	235	1,082	0	272	331	179		0	4,724				
Total Supply Function	05450	$ 20,875	$ 17,927	$ 10,160	$ 11,508	$ 11,534	$ 11,103	$ 9,805	$ 14,990		$ 9,778	$ 10,102				
Supply Control (Officers & Staff)	05402	$ 8,156	$ 7,265	$ 6,334	$ 4,543	$ 4,338	$ 5,112	$ 4,976	$ 7,482		$ 5,241	$ 3,230				
Supply Warehouse	05404	9,462	9,568	2,417	5,692	6,498	4,474	3,840	3,992		3,692	6,335				
Subsistence Handling	05406	0	265	0	0	0	323	397	1,044		0	0				
Commissary Sales Store	05408	0	0	0	0	0	0	0	0		0	0				
Purchasing & Contracting	05410	1,161	529	590	1,148	494	1,154	592	1,566		279	0				
Salvage & Surplus Property	05412	746	0	203	0	0	0	0	184		0	0				
Flying Personnel - Fuels & Lubes	07102	$ 39,392	$ 53,991	$ 19,166	$ 11,825	$ 31,055	$ 18,448	$ 30,616	$ 36,618		$ 29,421	$ 16,319				
Organizational Maint - Aircraft	07110	61,766	82,566	37,392	32,478	44,402	45,578	47,197	49,662		38,391	44,998				
Instructors - Flying & Ground	07114	8,891	3,331	0	3,569	5,934	3,540	7,358	0		5,462	1,896				
Instructors - Flying	07114.01	1,759	3,331	0	2,429	2,528	1,358	4,695	0		1,481	1,138				
Personnel at School	09102	1,085	2,806	1,671	964	1,568	1,554	1,830	726		2,648	1,005				
**Transient USAF Aircraft	09109	214	3	0	0	0	1,571	0	786		1,516	0				
Permanent Change of Station	12113	1,624	4,277	2,038	5,205	1,130	3,650	6,532	4,269		4,979	1,774				
*** Supplies & Services Furnished	12114	497	583	20	0	0	429	1,386	242		35	8,901				
Supplies & Services Furnished ANG	12122	9,309	908	206	5,343	387	0	2,977	5,483		4,626	481				

* Account Codes 02123 / 02122

** Includes Payroll Costs, Parts & Supplies (excepting Fuels & Lubes) furnished transient USAF Aircraft other than Air Reserve, ANG & AROTC Aircraft

*** Supplies & Services Furnished to Non-USAF Agencies

GROUP III - Leased Facilities, Maintained by Municipality, Exempt Areas Occupied by AFRTC's which are Supported by Reserve Funds

GROUP IV - Naval Air Stations, Facilities Used and Proportionate Share of Base Maintenance is Supported by Reserve Funds

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OPERATING COSTS

NON WING-BASE AIR BASE GROUPS & SQUADRONS, BASE SERVICE AND ASSEMBLY & PROCESSING SQUADRONS

APRIL 1950

Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 June 1950

Item (A)	Account Code (B)	2463rd Stdby BSq Benj Harr (C)	2500th AB Gp Mitchel (D)	2595th AB Gp Brooks (E)	4400th AB Gp Stewart (F)	(G)	2600th AB Sq Pope (H)	4405th AB Sq Sherman (I)	4406th AB Sq Marshall (J)	4409th AB Sq Lawson (K)	(L)	2476th BU Sq Oscoda (M)	(N)	2212th ABU Sq Langley (O)	(P)	(Q)
No. of Personnel Reported																
Officers		9	157	68	40		36	9	5	29		5		4		
Airmen		147	1,629	586	378		469	154	162	204		129		147		
Civilians		106	770	284	291		40	11	4	74		16		0		
TOTAL PERSONNEL		262	2,556	938	709		545	174	171	307		150		151		
Payroll Costs																
Officers		$ 4,090	$ 79,203	$ 33,541	$ 18,545		$ 17,869	$ 4,612	$ 2,504	$ 14,638		$ 2,671		$ 3,653		
Airmen		21,140	$ 249,718	111,662	63,319		62,039	26,024	26,061	26,065		20,443		16,428		
Civilians		29,505	211,268	51,180	81,046		9,773	3,142	1,315	19,563		3,778		0		
Total Payroll		$ 54,835	$ 540,189	$ 200,363	$ 164,710		$ 109,681	$ 33,778	$ 29,880	$ 72,306		$ 26,892		$ 20,081		
▲ Non-Personnel Costs		$ 17,792	$ 270,756	$ 59,948	$ 74,698		$ 97,209	$ 22,025	$ 31,971	$ 34,310		$ 11,176		$ 5,967		
TOTAL COSTS		$ 72,627	$ 810,945	$ 260,311	$ 239,408		$ 206,890	$ 55,803	$ 61,851	$ 106,616		$ 38,068		$ 26,048		
Costs of Selected Functions																
CO and Staff	01051	$ 5,497	$ 19,486	$ 15,450	$ 10,092		$ 11,077	$ 2,757	$ 2,154	$ 10,150		$ 2,792		$ 3,435		
Food Service (Mess Halls)	02110	0	20,794	7,376	4,520		1,117	0	944	1,773		1,227		0		
Civilian Personnel & Payroll	*	0	7,780	0	1,519		280	0	0	350		0		0		
Motor Pool	02136	2,523	16,821	7,631	5,580		5,421	1,289	518	2,818		3,458		0		
Work Details	02138	0	664	0	0		0	0	0	0		0		0		
Base Operations	02112	0	7,118	1,847	3,663		2,792	684	948	2,116		1,482		0		
Air Instl Office & Shop Overhead	02202	5,515	13,388	5,175	4,027		314	0	0	1,746		1,516		0		
Maint of Air Instl Machinery	02204	2,801	2,297	1,117	3,126		0	0	0	0		321		0		
Maint of Bldg & Other Structures	02206	2,064	25,911	7,843	7,487		1,595	0	0	0		1,683		0		
Operation Utility Plants & Systems	02216	16,144	74,578	15,454	23,309		198	151	0	0		4,588		0		
Fire Stations & Crash Rescue	02218	5,784	10,674	4,448	6,051		1,715	1,473	1,727	4,340		1,492		0		
Rentals - Leased Facilities	02224	0	514	0	17		0	0	0	0		0		0		
Medical Services	03277	1,155	60,749	6,482	7,357		875	1,043	551	0		840		0		
Subsistence Issued	04112	2,607	32,089	4,674	5,869		5,267	1,353	3,472	1,064		1,139		1,223		
Separate Rations Paid Airmen	04113	1,544	18,795	10,524	5,477		7,557	2,552	2,678	4,010		1,619		249		
Personnel w/o Duty Assignment	04114	0	2,811	5,460	1,353		360	0	623	0		125		0		
Aircraft Shop Maintenance	05160	0	51,088	13,638	17,271		0	0	0	0		0		0		
TOTAL SUPPLY FUNCTION	05450	$ 3,745	$ 56,875	$ 22,195	$ 17,740		$ 15,311	$ 3,185	$ 5,971	$ 9,780		$ 1,332		$ 14		
Supply Control (Officers & Staff)	05402	$ 1,784	$ 6,608	$ 9,209	$ 5,604		$ 7,524	$ 2,406	$ 337	$ 3,827		$ 1,231		0		
Supply Warehouse	05404	1,702	18,987	5,604	8,391		6,255	732	5,322	2,628		0		0		
Subsistence Handling	05406	0	3,436	[illegible]	[illegible]		1,126	0	0	0		0		0		
Commissary Sales Store	05408	0	3,443	3,284	[illegible]		0	0	0	0		0		0		
Purchasing and Contracting	05410	0	4,475	1,879	1,149		167	0	0	0		0		0		
Salvage & Surplus Property	05412	483	1,144	434	443		0	0	0	0		0		0		
Flying Personnel - Fuels & Lubes	07000	$ 0	$ 0	$ 0	$ 0		$ 0	$ 0	$ 0	$ 0		$ 0		$ 0		
Organizational Maint - Aircraft	07210	0	0	0	0		0	0	0	0		0		0		
Instructors - Flying & Ground	07211	0	0	0	0		0	0	0	0		0		0		
Instructors - Flying	07211.01	0	0	0	0		0	0	0	0		0		0		
Personnel at School	09114	24	4,307	3,728	1,872		2,306	170	110	1,448		0		125		
** Transient USAF Aircraft	05020	0	1,247	0	331		2,613	0	0	0		0		0		
Permanent Change of Station	12113	125	1,174	4,194	6,764		2,575	148	4,475	2,695		389		145		
*** Supplies & Services Furnished	12114	0	993	47	541		1,028	103	176	658		0		0		
Supplies & Services Furnished AMC	12122	0	2,607	1,407	0		526	49	0	25		0		0		

* Account Codes 02123 & 02122

** Includes Payroll Costs, Parts & Supplies (excepting fuels & lubes) furnished transient USAF aircraft other than air reserve, ANG & AROTC aircraft

*** Supplies & services furnished to Non-USAF agencies

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OPERATING COSTS

AIRCRAFT CONTROL AND WARNING ORGANIZATIONS

APRIL 1950

Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 Jun 1950

	(A)	Account Code (B)	502d Tac Com Gp Pope (C)	503d AC & Wng Gp Roslyn, NY (D)	505th AC & Wng Gp Silver Lake (E)	540th AC & Wng Gp Stewart (F)	541st AC & Wng Gp Selfridge (G)	542d AC & Wng Gp Hamilton (H)	690th AC & Wng Sq(Separate) Kirtland (I)
1	No. of Personnel Reported								
2	Officer		91	101	87	73	50	27	32
3	Airmen		829	940	1,029	831	492	261	336
4	Civilians		0	0	2	0	0	0	0
6	Total Personnel		920	1,041	1,118	904	542	288	368
8	Payroll Costs								
9	Officers		$ 44,184	$ 49,676	$ 44,085	$ 34,138	$ 22,944	$ 13,147	$ 14,846
10	Airmen		102,282	113,748	127,716	99,112	60,645	31,459	40,481
11	Civilians		0	0	531	0	0	0	0
13	Total Payroll		$ 146,466	$ 163,424	$ 172,332	$ 133,250	$ 83,589	$ 44,606	$ 55,327
15	Δ Non-Personnel Costs		$ 45,277	$ 46,843	$ 43,926	$ 50,306	$ 28,144	$ 5,115	$ 10,923
17	Total Costs		$ 191,743	$ 210,267	$ 216,258	$ 183,556	$ 111,733	$ 45,721	$ 66,250
19	Costs of Selected Functions								
21	Food Services (Mess Halls)	02110	$ 7,451	$ 5,040	$ 6,346	$ 5,667	$ 2,103	$ 1,961	$ 1,549
22	Motor Pool	02136	7,500	6,238	7,687	4,658	1,872	2,849	1,229
23	Rentals - Leased Facilities	02244	0	1,417	90	0	0	219	0
24	Subsistence Issued	04112	10,531	18,985	13,226	17,343	9,117	1,829	4,903
25	Separate Rations Paid Airmen	04113	5,298	5,986	6,773	5,225	1,731	1,071	1,964
26	Personnel w/o Duty assignment	04114	3,054	2,822	5,404	2,548	2,585	4,067	940
27	Communications & Electronics	07208	90,421	94,633	103,677	74,059	30,439	18,352	36,481
28	Personnel at School	09102	1,131	2,653	2,304	2,624	1,267	0	1,761

OPERATING COSTS - HOSPITAL SQUADRONS

APRIL 1950

	(A)	Account Code (B)	2200th Murphy Gen Hosp (C)	2201st Army Med Cntr (D)	2202d Oliver Gen Hosp (E)	2203d Valley Forge Gen Hosp (F)	2204th Percy Jones Gen Hosp (G)	2205th Army&Navy Gen Hosp (H)	2206th Brooke Army Med Cntr (I)	2207th Wm Beaumont Gen Hosp (J)	2208th Fitzsimmons Gen Hosp (K)	2209th Letterman Gen Hosp (L)	2210th Madigan Gen Hosp (M)
1	No. of Personnel Reported												
2	Officers		25	146	56	58	28	29	193	42	99	111	61
3	Airmen		73	366	90	178	138	83	1,239	164	523	357	173
4	Civilians		0	0	0	0	1	0	5	3	3	0	0
6	Total Personnel		98	512	146	236	167	112	1,437	209	625	468	234
8	Payroll Costs												
9	Officers		$ 9,929	$ 59,705	$ 23,095	$ 27,913	$ 13,380	$ 14,943	$ 83,915	$ 17,292	$ 38,916	$ 50,158	$ 25,292
10	Airmen		9,313	40,285	11,197	25,188	19,638	13,217	139,729	23,762	79,212	50,591	26,680
11	Civilians		0	0	0	0	221	0	1,280	739	773	0	0
13	Total Payroll		$ 19,242	$ 99,990	$ 34,292	$ 53,101	$ 33,239	$ 28,160	$ 224,924	$ 41,793	$ 118,901	$ 100,749	$ 51,972
15	Δ Non-Personnel Costs		$ 245	$ 930	$ 284	$ 315	$ 410	$ 928	$ 4,337	$ 931	$ 1,103	$ 1,127	$ 1,070
17	Total Costs		$ 19,487	$ 100,920	$ 34,576	$ 53,416	$ 33,649	$ 29,088	$ 229,261	$ 42,724	$ 120,004	$ 101,876	$ 53,042

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Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 June 1950

OPERATING COSTS

AAF SQUADRONS, OVERSEAS REPLACEMENT GROUPS, & LIAISON FLIGHTS

APRIL 1950

Item (A)	Account Code (B)	2214th AAF Sq McChord (C)	2350th AAF Sq Moses Lake (D)	2351st AAF Sq Hamilton (E)	2475th AAF Sq Selfridge (F)	4412th AAF Sq Langley (G)	(H)	2225th AFORG Ft Dix (I)	2349th AFORD Hamilton (J)	(K)	1st Liaison Flight Biggs (L)	2nd Liaison Flight Langley (M)	3rd Liaison Flight Lawson (N)	4th Liaison Flight Pope (O)	5th Liaison Flt(Helicopter) Pope (P)	(Q)
No. of Personnel Reported																
Officers		1	1	1	1	1		103	372		4	4	4	5	3	
Airmen		1	2	3	2	3		1,764	5,554		11	13	10	11	20	
Civilians		0	0	0	0	0		37	20		0	0	0	0	0	
Total Personnel		2	3	4	3	4		1,904	5,946		15	17	14	16	23	
Payroll Costs																
Officers		$ 384	$ 334	$ 334	$ 384	$ 459		$ 51,678	$ 211,651		$ 2,106	$ 2,102	$ 1,957	$ 2,444	$ 1,581	
Airmen		83	345	463	345	492		218,049	733,240		2,403	2,294	2,189	1,817	3,038	
Civilians		0	0	0	0	0		9,060	4,711		0	0	0	0	0	
Total Payroll		$ 467	$ 679	$ 797	$ 729	$ 951		$ 278,787	$ 949,602		$ 4,509	$ 4,396	$ 4,146	$ 4,261	$ 4,619	
▲ Non-Personnel Costs		$ 78	$ 1,326	$ 778	$ 79	$ 309		$ 201,684	$ 166,323		$ 654	$ 1,068	$ 640	$ 1,431	$ 1,112	
Total Costs		$ 545	$ 2,005	$ 1,575	$ 808	$ 1,260		$ 480,471	$ 1,115,925		$ 5,163	$ 5,464	$ 4,786	$ 5,692	$ 5,731	

OPERATING COSTS - COMMUNICATIONS SQUADRONS AND RADAR CALIBRATION DETACHMENTS

APRIL 1950

Item (A)	Account Code (B)	28th Comm Sq Mitchel (C)	29th Comm Sq Langley (D)	34th Comm Sq Mitchel (E)	35th Comm Sq Hamilton (F)	36th Comm Sq Selfridge (G)	37th Comm Sq Robins (H)	40th Comm Sq Brooks (I)	42nd Comm Sq Mitchel (J)	43rd Comm Sq Hamilton (K)	(L)	5th Radar Cal Det Pope (M)	7th Radar Cal Det Langley (N)	11th Radar Cal Det Hamilton (O)	12th Radar Cal Det Langley (P)	(Q)
No of Personnel Reported																
Officers		9	5	4	6	1	4	6	1	3		6	8	6	9	
Airmen		184	76	75	76	69	61	90	18	71		24	36	29	31	
Civilians		0	0	0	0	0	0	0	0	0		0	0	0	0	
Total Personnel		193	81	79	82	70	65	96	19	74		30	44	35	40	
Payroll Costs																
Officers		$ 4,445	$ 2,532	$ 2,213	$ 2,991	$ 446	$ 1,896	$ 2,764	$ 446	$ 1,187		$ 2,932	$ 4,221	$ 3,085	$ 4,577	
Airmen		27,086	10,010	10,997	11,328	9,060	9,817	12,192	2,231	8,503		4,013	6,395	5,323	5,673	
Civilians		0	0	0	0	0	0	0	0	0		0	0	0	0	
Total Payroll		$ 31,531	$ 12,542	$ 13,210	$ 14,319	$ 9,506	$ 11,713	$ 14,956	$ 2,677	$ 9,690		$ 6,945	$ 10,616	$ 8,408	$ 10,250	
▲ Non-Personnel Costs		$ 12,126	$ 4,893	$ 3,185	$ 2,820	$ 3,839	$ 1,918	$ 4,049	$ 355	$ 1,880		$ 3,015	$ 3,555	$ 2,056	$ 1,642	
Total Costs		$ 43,657	$ 17,435	$ 16,395	$ 17,139	$ 13,345	$ 13,631	$ 19,005	$ 3,032	$ 11,570		$ 9,960	$ 14,171	$ 10,464	$ 11,892	

OPERATING COSTS - MISCELLANEOUS ORGANIZATIONS

APRIL 1950

Item (A)	Account Code (B)	1st Shoran Beacon Unit Langley (C)	2nd Radio Relay Sq Pope (D)	30th Motor Trans Sq Shaw (E)	363rd Rcn Tech Sq Langley (F)	472nd Sig Avn & Const Co - Kelly (G)	691st AF Band Selfridge (H)	769th AF Band Robins (I)	803rd Engr Avn Bn McChord (J)	Co "B" 803d Engr Avn Bn Moses Lake (K)	Co "C" 803rd Engr Avn Bn Moses Lake (L)	934th Sig Bn Pope (M)	2220th Ext Gp Benj Harr (N)	2597th Air Police Sq Brooks (O)	2602nd Tow Target Sq Biggs (P)	4410th Bomb Disp Unit Pope (Q)
No. of Personnel Reported																
Officers		1	4	4	9	3	1	1	19	6	5	14	18	5	46	1
Airmen		30	73	93	123	153	31	34	383	139	133	255	211	88	301	13
Civilians		0	0	0	0	0	0	0	0	0	0	0	81	1	0	0
Total Personnel		31	77	97	132	156	32	35	402	145	138	269	310	94	347	14
Payroll Costs																
Officers		$ 1,402	$ 1,778	$ 1,991	$ 4,125	$ 1,450	$ 380	$ 362	$ 9,459	$ 2,700	$ 2,086	$ 6,842	$ 9,110	$ 2,399	$ 22,777	$ 334
Airmen		4,757	10,208	12,927	17,662	18,467	4,116	4,894	43,660	15,114	14,533	33,637	30,261	15,404	56,844	1,777
Civilians		0	0	0	0	0	0	0	0	0	0	0	17,705	221	0	0
Total Payroll		$ 6,159	$ 11,986	$ 14,918	$ 21,787	$ 19,917	$ 4,496	$ 5,256	$ 53,119	$ 17,814	$ 16,619	$ 40,479	$ 57,076	$ 18,024	$ 79,621	$ 2,111
▲ Non-Personnel Costs		$ 2,641	$ 2,311	$ 9,589	$ 9,974	$ 4,441	$ 834	$ 830	$ 13,373	$ 3,849	$ 3,617	$ 17,912	$ 12,924	$ 2,860	$ 63,047	$ 341
Total Costs		$ 8,800	$ 14,297	$ 24,507	$ 31,761	$ 24,358	$ 5,330	$ 6,086	$ 66,492	$ 21,663	$ 20,236	$ 58,391	$ 70,000	$ 20,884	$ 142,668	$ 2,452

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PART II
COMPTROLLER CHART 6
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
7 JUNE 1950

RECAPITULATION OF CONTINENTAL AIR COMMAND

COST OF MANAGEMENT AND PRESERVATION OF REAL ESTATE FACILITIES

APRIL 1950

LINE	ITEM (A)	USAF INSTALLATIONS PROVIDING OWN SERVICES (B)	AFR INSTALLATIONS PROVIDING OWN SERVICES (C)	INSTALLATIONS PROVIDED SERVICES BY OTHER THAN ConAC (D)	AGGREGATE * (E)
1	No. of Personnel Reported				
2	Officers	56	14	11	81
3	Airmen	1,646	408	359	2,413
4	Civilians	1,822	473	155	2,450
5					
6	TOTAL PERSONNEL	3,524	895	525	4,944
7					
8	Payroll Costs				
9	Officers	$ 24,331	$ 5,634	$ 4,597	$ 34,562
10	Airmen	192,705	51,500	44,767	288,972
11	Civilians	486,773	129,148	41,809	657,730
12					
13	Total Payroll	$ 703,809	$ 186,282	$ 91,173	$ 981,264
14					
15	▲ Non-Personnel Costs	$ 408,659	$ 122,015	$ 119,480	$ 650,154
16					
17	TOTAL COSTS	$ 1,112,468	$ 308,297	$ 210,653	$ 1,631,418

▲ Non-Personnel Costs - Includes Miscellaneous Costs, Contractual Services and Supplies.

SOURCE: Cost Control Reports - AF Forms 320, 320A, 322 & 322A.

* Does not include Inactive Installations.

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COSTS OF MANAGEMENT AND PRESERVATION OF REAL ESTATE FACILITIES

- USAF INSTALLATIONS PROVIDING OWN SERVICES -

APRIL 1950

Part II
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 June 1950

Line	Item (A)	Account Code (B)	Brooks AFB (C)	Hamilton AFB (D)	Langley AFB (E)	McChord AFB (F)	McGuire AFB (G)	Mitchel AFB (H)	Moses Lake AFB (I)	Oscoda AFB (J)	Selfridge AFB (K)	Sewart AFB (L)	Shaw AFB (M)	Stewart AFB (N)	Turner AFB (O)
1	No. of Personnel Reported														
2	Officers		2	4	4	*7	5	6	**7	1	***4	4	****5	2	5
3	Airmen		48	98	205	171	108	99	276	37	188	131	111	61	113
4	Civilians		112	145	307	126	86	286	115	16	184	98	128	103	116
6	Total Personnel		162	247	516	304	199	391	398	54	376	233	244	166	234
8	Payroll Costs														
9	Officers		$ 782	$ 2,195	$ 1,767	$ 3,012	$ 2,257	$ 2,471	$ 2,817	$ 444	$ 1,800	$ 1,777	$ 2,066	$ 911	$ 2,032
10	Airmen		6,301	11,784	24,216	20,358	12,936	12,260	28,835	4,480	21,665	14,601	14,156	7,883	13,230
11	Civilians		27,324	47,093	80,027	38,170	21,598	77,842	32,877	3,778	51,976	23,343	28,763	28,708	25,274
13	Total Payroll		$ 34,407	$ 61,072	$ 106,010	$ 61,540	$ 36,791	$ 92,573	$ 64,529	$ 8,702	$ 75,441	$ 39,721	$ 44,985	$ 37,502	$ 40,536
15	& Non-Personnel Costs		$ 11,667	$ 37,431	$ 50,188	$ 37,749	$ 14,447	$ 78,248	$ 70,049	$ 3,242	$ 40,291	$ 23,564	$ 17,662	$ 16,417	$ 7,704
17	Total Costs		$ 46,074	$ 98,503	$ 156,198	$ 99,289	$ 51,238	$ 170,821	$ 134,578	$ 11,944	$ 115,732	$ 63,285	$ 62,647	$ 53,919	$ 48,240
19	Costs of Selected Utilities (Non-Payroll)														
21	Purchased Water	06105	$ 206	$ 3,692	$ 547	$ -	$ 256	$ 561	$ -	$ -	$ 14,679	$ -	$ -	$ 213	$ 561
22	Purchased Sewage Disposal	06206	-	-	-	-	230	-	-	-	-	-	-	-	-
23	Purchased Electricity	06306	2,115	5,207	8,551	2,438	1,668	10,759	2,009	830	8,425	2,072	5,371	2,549	2,014
24	Purchased Gas	06509	1,963	8,830	1,502	-	-	6,624	-	-	1,329	-	-	708	381
25	Coal Issued #	06506	-	-	8,690	8,014	3,856	19,339	38,647	1,667	12,442	4,234	3,987	7,438	756
26	Fuel Oil Issued #	06507	-	482	8,167	3,772	-	8,162	9,204	-	-	-	-	1,952	858
27	O/B Facilities (Purchased Utilities)	08201	-	1,109	44	1,835	478	1,038	-	-	268	-	30	32	-
30	Costs of Selected Functions														
32	Projects, Non-Recurring (Over $3,000) 09101 thru	09107	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
33	Modification (Under $1,000)	09108	873	3,174	1,307	5,827	1,608	300	10,477	560	6,549	1,332	657	1,483	953
34	Modification (Over $1,000)	09109	-	4,681	2,524	1,445	-	6,091	71,974	-	3,589	-	-	-	-
35	Accrued Annual Leave, 1 July thru 30 Apr	10101	27,404	44,597	74,579	33,575	18,943	70,225	19,066	5,095	33,216	20,591	22,234	30,856	19,309
36	Accrued Annual Leave, this month	10101	2,514	4,179	7,013	3,606	2,033	6,194	Cr 3,259	437	2,403	3,292	2,232	2,686	1,852
37	Sick Leave & Holiday Leave Taken, 1 July thru 30 Apr	10102	15,212	25,399	47,285	19,985	15,711	48,440	14,677	1,998	17,030	10,644	10,914	19,689	8,349
38	Sick Leave & Holiday Leave Taken, this month	10102	779	1,783	1,746	845	789	3,621	1,555	36	1,421	1,226	1,080	917	326
41	Inventory Value & Depreciation Costs														
43	Depreciation, Mobile Maint Equip, 1 July thru 30 Apr	10109	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,046	$ -	$ -	$ -	$ -
44	Depreciation, Mobile Maint Equip, this month	10109	-	-	-	-	-	-	-	-	-	-	-	-	-
45–46	Value of Installed Equip & "MR" Property Salvaged, 1 July thru 31 Mar	10110	6,262	9,354	8,838	659	324	6,169	487	560	10,239	65	4,717	2,607	3,010
47–48	Value of Installed Equip & "MR" Property Salvaged, this month	10110	866	1,890	159	-	287	577	-	-	832	-	-	1,050	30
49–50	Value of Non-expendable Property for which A.I.O. has maintenance & repair responsibility	20104	536,264	795,414	522,566	629,372	176,109	699,120	260,963	60,264	746,056	252,025	300,347	217,271	379,959
51	Value (when new) of Mobile Equip issued A.I.O.	20105	143,988	174,168	218,382	213,919	51,572	344,913	86,773	89,579	284,435	130,469	70,813	320,596	145,998

Line	54 Utilization of Airmen & Civilians	Code	Brooks AM	Brooks Civ	Hamilton AM	Hamilton Civ	Langley AM	Langley Civ	McChord AM	McChord Civ	McGuire AM	McGuire Civ	Mitchel AM	Mitchel Civ	Moses Lake AM	Moses Lake Civ	Oscoda AM	Oscoda Civ	Selfridge AM	Selfridge Civ	Sewart AM	Sewart Civ	Shaw AM	Shaw Civ	Stewart AM	Stewart Civ	Turner AM	Turner Civ
56	Administrative and Engineering	30001	4	13	9	14	5	26	6	15	10	10	7	25	14	17	3	2	9	21	2	14	2	10	1	8	7	8
57	Fire Protection & Aircraft Crash Rescue	30002	32	2	44	27	108	4	28	6	43	3	85	12	38	11	10	2	46	3	67	3	35	3	36	3	32	4
58	Custodial	30003	0	0	0	3	28	1	0	1	0	0	0	33	0	0	0	0	0	14	2	0	0	8	0	1	0	4
59	Central Heating Plant Operators	30004	0	5	0	0	3	44	0	17	25	5	0	34	5	9	3	0	11	31	0	12	0	17	0	5	1	7
60	Other Utilities Plant Operators	30005	1	7	6	13	4	23	0	0	0	0	3	6	0	1	2	2	3	5	5	16	0	6	3	9	2	4
61	Carpenters	30006	1	12	6	17	15	36	4	14	4	17	3	15	8	18	5	3	14	22	1	9	1	15	0	13	7	21
62	Painters	30007	2	15	0	11	3	21	1	10	4	5	2	20	0	5	0	0	2	16	2	4	1	8	0	7	2	7
63	Electricians	30008	7	11	4	11	8	14	4	11	8	8	8	17	7	11	3	1	13	18	4	8	4	8	0	5	3	6
64	Plumbers & Steamfitters	30009	1	12	1	10	5	17	2	11	4	8	2	23	6	8	2	2	5	10	1	9	1	5	0	6	2	6
65	Structural - Steel & Metal	30010	0	0	2	3	2	7	0	4	1	3	0	0	2	3	0	0	0	0	0	2	2	4	0	4	2	4
66	Concrete Masonry & Plaster	30011	0	0	0	1	0	6	0	0	0	0	0	5	0	0	0	0	0	0	0	0	0	0	0	2	1	0
67	Machinists	30012	0	3	10	21	7	22	16	23	0	0	1	12	2	23	1	1	0	0	2	0	0	0	4	13	0	0
68	General Labor	30013	4	30	10	16	28	81	5	16	6	27	11	76	5	11	3	3	58	39	11	21	23	34	17	28	3	23
69	Totals	30099	52	110	92	147	216	302	66	128	105	86	122	278	87	117	32	16	163	179	97	98	69	110	61	104	62	94

71 # Cost of Coal & Fuel Oil Including transportation
72 * Includes Headquarters Company & Company "A", 803d Engr Avn Bn
73 ** " Company "B" and Company "C", 803d Engr Avn Bn
74 *** " 541st Aircraft Control & Warning Group
75 **** " 606th Aircraft Control & Warning Group
76 SOURCE: Lines 1 - 17 Cost Control Reports - AF Forms 320, 322, 320A, & 322A
77 Lines 19 - 69 Real Estate Facilities Monthly Cost Report, AF Forms 329 and 330

NOTE: Payroll Costs shown on Line 10 are actual payroll costs for Airmen and are not based on civilian pay scales

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COSTS OF MANAGEMENT AND PRESERVATION OF REAL ESTATE FACILITIES

- AIR FORCE RESERVE INSTALLATIONS PROVIDING OWN SERVICES -

APRIL 1950

Part II
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 June 1950

Line	Item (A)	Account Code (B)	Atterbury AFB (C)	Birmingham Mun Apt (D)	Greater Pittsburg Apt (E)	Hanscom Apt (F)	Hensley Fld (G)	Long Beach Mun Apt (H)	Memphis Mun Apt (I)	Miami Int Apt (J)	O'Hare Int Apt (K)	Portland Apt (L)	New Castle County Apt (M)	Wold-Chamberlain Fld (N)	(O)
1	No. of Personnel Reported														
2	Officers		1	1	1	1	1	1	1	1	2	2	1	1	
3	Airmen		52	42	41	30	33	24	40	14	27	28	29	48	
4	Civilians		40	7	35	52	24	38	35	32	105	42	26	37	
5															
6	Total Personnel		93	50	77	83	58	63	76	47	134	72	56	86	
7															
8	Payroll Costs														
9	Officers		$ 413	413	$ 363	398	$ 371	$ 504	$ 470	$ 384	797	839	348	334	
10	Airmen		5,833	5,736	4,830	3,503	4,528	3,414	5,252	2,100	3,087	3,178	3,262	6,777	
11	Civilians		9,678	2,054	9,253	15,911	5,876	10,593	9,178	7,276	31,173	11,994	6,398	9,764	
12															
13	Total Payroll		15,924	8,203	14,446	19,812	10,775	14,511	14,900	9,760	35,057	16,011	10,008	16,875	
14															
15	A Non-Personnel Costs		9,251	7,342	4,045	9,469	2,766	9,757	19,390	4,243	29,405	8,891	9,744	7,712	
16															
17	Total Costs		25,175	15,545	18,491	29,281	13,541	24,268	34,290	14,003	64,462	24,902	19,752	24,587	
18															
19	Costs of Selected Utilities (Non-Payroll)														
20															
21	Purchased Water	06105	$ -	4	$ -	$ -	$ -	$ 53	$ 267	$ 300	723	$ Cr 5	$ 237	$ 282	
22	Purchased Sewage Disposal	06206	-	-	-	-	40	-	-	-	-	-	86	45	
23	Purchased Electricity	06306	1,303	3,314	864	1,764	746	1,107	713	1,452	4,830	29	718	1,349	
24	Purchased Gas	06309	508	-	-	30	1,101	320	111	267	118	1,862	-	415	
25	Coal Issued #	06506	1,404	816	279	4,211	-	-	198	-	15,647	1,039	671	814	
26	Fuel Oil Issued #	06507	70	-	-	153	-	310	-	342	50	1,903	409	600	
27	O/B Facilities (Purchased Utilities)	08201	1,616	-	75	-	-	-	3	-	-	-	-	-	
28															
29															
30	Costs of Selected Functions														
31															
32	Projects, Non-Recurring (Over $3,000) 09101 thru	09107	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-	-	$ -	-	
33	Modification (Under $3,000)	09108	2,814	286	1,150	1,583	634	1,925	3,558	1,384	2,607	2,277	-	893	
34	Modification (Over $3,000)	09109	-	-	170	-	-	-	7,974	-	4,250	2,246	-	3,748	
35	Accrued Annual Leave, 1 July thru 30 Apr	10101	5,968	2,610	9,972	11,088	6,877	9,359	8,768	6,475	29,556	5,319	5,890	7,958	
36	Accrued Annual Leave, this month	10101	974	269	912	1,270	1,833	1,038	802	800	3,069	553	342	873	
37	Sick Leave & Holiday Leave Taken, 1 July thru 30 Apr	10102	5,267	1,484	6,435	5,868	3,952	6,249	5,493	4,561	19,995	2,678	3,579	4,964	
38	Sick Leave & Holiday Leave Taken, this month	10102	569	90	465	624	90	624	369	381	1,108	410	221	634	
39															
40															
41	Inventory Value & Depreciation Costs														
42															
43	Depreciation, Mobile Maint Equip, 1 July thru 30 Apr	10109	$ -	$ -	$ 11,333	$ -	$ -	$ -	$ 100	$ -	$ -	$ -	$ -	$ -	
44	Depreciation, Mobile Maint Equip, this month	10109	-	-	-	-	-	-	-	-	-	-	-	-	
45	Value of Installed Equip & "MR" Property Salvaged, 1 July thru 30 Apr	10110	232	-	1,339	394	30	2,302	2,284	481	45	-	35	5	
46	Value of Installed Equip & "MR" Property Salvaged, this month	10110	-	-	409	41	19	-	161	-	-	-	-	5	
47	Value of Non-Expendable Property for which A.I.C. has maint & repair responsibility	20104	26,985	1,729	58,589	66,381	48,922	114,312	113,215	39,467	1,386,167	216	25,108	5,629	
48	Value (when new) of Mobile Equip Issued A.I.C.	20105	-	20,000	118,260	76,170	54,098	19,994	49,017	1,899	75,473	-	38,170	69,330	
53															
54	Utilization of Airmen & Civilians (AM / Civ)		AM / Civ	AM / Civ	AM / Civ	AM / Civ	AM / Civ	AM / Civ	AM / Civ	AM / Civ	AM / Civ	AM / Civ	AM / Civ	AM / Civ	
55															
56	Administrative and Engineering	30001	4 / 4	1 / 2	2 / 5	2 / 6	1 / 3	5 / 6	2 / 3	4 / 2	0 / 10	3 / 6	3 / 6	9 / 3	
57	Fire Protection & Aircraft Crash Rescue	30002	18 / 3	30 / 1	31 / 1	22 / 12	25 / 1	17 / 3	32 / 1	1 / 0	21 / 24	22 / 2	20 / 3	20 / 6	
58	Custodial	30003	0 / 0	0 / 0	0 / 0	0 / 2	0 / 0	0 / 1	0 / 0	0 / 5	0 / 4	0 / 0	0 / 1	0 / 1	
59	Central Heating Plant Operators	30004	8 / 4	0 / 0	0 / 8	0 / 9	0 / 0	0 / 0	0 / 5	0 / 0	0 / 8	0 / 2	0 / 0	0 / 4	
60	Other Utilities Plant Operators	30005	0 / 3	0 / 0	0 / 1	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 3	2 / 2	
61	Carpenters	30006	4 / 6	0 / 1	0 / 3	2 / 8	3 / 3	2 / 4	3 / 7	1 / 7	0 / 14	0 / 6	4 / 7	11 / 3	
62	Painters	30007	1 / 3	0 / 0	0 / 1	0 / 2	0 / 1	0 / 2	0 / 2	1 / 2	0 / 5	0 / 2	0 / 1	0 / 2	
63	Electricians	30008	3 / 4	0 / 1	1 / 2	0 / 3	1 / 2	2 / 3	0 / 3	1 / 3	0 / 6	1 / 5	0 / 1	3 / 3	
64	Plumbers & Steamfitters	30009	2 / 3	0 / 1	2 / 1	0 / 3	2 / 2	0 / 1	0 / 4	0 / 2	0 / 7	0 / 4	2 / 1	2 / 2	
65	Structural - Steel & Metal	30010	2 / 2	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 1	0 / 0	0 / 0	0 / 1	0 / 0	0 / 0	
66	Concrete Masonry & Plaster	30011	0 / 0	0 / 0	0 / 1	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	
67	Machinists	30012	0 / 0	0 / 0	0 / 0	0 / 0	0 / 2	0 / 7	0 / 2	0 / 1	1 / 9	0 / 2	0 / 0	0 / 0	
68	General Labor	30013	6 / 10	0 / 1	0 / 12	2 / 7	1 / 10	3 / 11	0 / 7	0 / 10	0 / 15	2 / 13	0 / 3	1 / 8	
69	Totals	30099	48 / 42	31 / 7	36 / 35	28 / 52	33 / 24	29 / 38	37 / 35	8 / 32	22 / 102	28 / 43	29 / 26	48 / 36	

71 # Cost of Coal & Fuel Oil including transportation

72 SOURCE: Lines 1 - 17 Cost Control Reports - AF Forms 320, 322, 320A, and 322A

73 Lines 19 - 69 Real Estate Facilities Monthly Cost Report, AF Forms 329 and 330

75 NOTE : Payroll Costs shown on Line 10 are actual payroll costs for Airmen and are not based on civilian pay scales

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COSTS OF MANAGEMENT AND PRESERVATION OF REAL ESTATE FACILITIES

- INSTALLATIONS PROVIDED SERVICES BY THE ARMY, THE NAVY, OR BY ANOTHER MAJOR AF COMMAND -

APRIL 1950

Part II
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 June 1950

Line	Item (A)	Account Code (B)	Lawson AFB (Army) (C)	Marshall AFB (Army) (D)	Otis AFB (Army) (E)	Pope AFB (Army) (F)	Sherman AFB (Army) (G)	Fairfax Fld (Army) (H)	Godman AFB (Army) (I)	Floyd Bennett (Naval Air Station) (J)	Dobbins AFB (AMC) (K)	(L)	(M)	(N)	(O)
1	No. of ConAC Personnel Reported in AI Function														
2	Officers, ConAC		1	-	4	1	-	2	1	1	1				
3	Airmen, ConAC		30	10	163	44	11	29	36	-	36				
4	Civilians, ConAC		8	3	106	5	1	11	19	-	2				
6	Total ConAC Personnel		39	13	273	50	12	42	56	1	39				
8	Payroll Costs - ConAC Personnel														
9	Officers, ConAC		$ 398	$ -	$ 1,646	$ 334	$ -	$ 761	$ 498	$ 490	$ 470				
10	Airmen, ConAC		3,974	1,039	18,665	5,604	1,388	3,650	5,018	-	5,429				
11	Civilians, ConAC		2,046	975	28,481	1,186	367	2,975	5,195	-	584				
13	Total Payroll Cost - ConAC Personnel		$ 6,418	$ 2,014	$ 48,792	$ 7,124	$ 1,755	$ 7,386	$ 10,711	$ 490	$ 6,483				
15	A Non-Personnel Costs		$ 9,281	$ 4,470	$ 38,377	$ 38,071	$ 2,112	$ 1,934	$ 4,345	$ 8,461	$ 12,429				
17	Total Costs		$ 15,699	$ 6,484	$ 87,169	$ 45,195	$ 3,867	$ 9,320	$ 15,056	$ 8,951	$ 18,912				
22	Services Received by ConAC Activity														
24	Utilities Furnished ConAC Activity, 1 July thru 30 Apr	08201	$ 8,619	$ 5,121	$ 49,392	$ 21,082	$ 5,655	$ 12,900	$ 11,652	$ -	$ 11,470				
25	Utilities Furnished ConAC Activity, this month	08201	701	460	-	-	504	942	1,001	-	1,829				
26	All Other Real Estate Facilities Services Furnished														
27	ConAC Activity, 1 July thru 30 Apr	08202	103,105	39,629	570,862	163,028	44,122	192,286	127,851	-	165,287				
28	All Other Real Estate Facilities Services Furnished														
29	ConAC Activity, this month	08202	10,012	3,428	-	-	2,054	3,170	13,135	-	10,326				
31	Total Real Estate Facilities Services Furnished														
32	ConAC Activity, 1 July thru 30 Apr	08299	111,724	44,750	620,254	184,110	49,777	205,186	139,503	-	176,757				
34	Total Real Estate Facilities Services Furnished														
35	ConAC Activity, this month	08299	10,713	3,888	-	-	2,558	4,112	14,136	-	12,155				

SOURCE: Lines 1 - 17 Cost Control Reports - AF Forms 320, 322, 320A, and 322A
Lines 19 - 35 Columns (C) through (G); Real Estate Facilities Monthly Cost Report, AF Form 329 - prepared in this Headquarters from Army type reports
Column (H); Real Estate Facilities Monthly Cost Report, AF Form 329 - submitted for Fairfax Field
Column (J); Data Not Available
Column (K); Real Estate Facilities Monthly Cost Report, AF Form 329 - received for Dobbins AF Base

REMARKS: Columns (C) through (K) Parenthesis immediately under name of Installation indicates the agency responsible for accomplishing and/or providing for the ConAC Installation all or a major part of real estate facilities services.

NOTE: Payroll Costs shown on Line 10 are actual payroll costs for Airmen and are not based on civilian pay scales. The reporting of personnel and costs in the Air Installations account codes of the Cost Reporting system (Lines 1-13) should be accomplished with reference to paragraph 42b(1) (a) and (b) of ConAC Letter 170-1B, 15 March 1950 and the cross servicing agreement which makes provision for such services.

Langley AFB 6-8-50-250

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COMPTROLLER CHART 6
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, ConAC
7 APRIL 1950

CONTINENTAL AIR COMMAND
SUMMARY OF OPERATING COSTS
(BY ORGANIZATION)
FEBRUARY 1950

PART I OPERATING COSTS SELECTED FUNCTIONS.
PART II COST OF MANAGEMENT & PRESERVATION OF REAL ESTATE FACILITIES.

IN THE EVENT ANY INFORMATION CONTAINED HEREIN IS EXTRACTED OR THE PUBLICATION IS REPRODUCED IN ANY WAY THE SOURCE OF THE INFORMATION SHOULD BE SHOWN.

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PART I
COMPTROLLER CHART 6
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
7 APRIL 1950

RECAPITULATION OF CONTINENTAL AIR COMMAND
OPERATING COSTS
FEBRUARY 1950

LINE	ITEM (A)	HEADQUARTERS (B)	WINGS (C)	AFRTC'S (D)	ALL OTHER ORGANIZATIONS (E)	AGGREGATE (F)
1	No. of Personnel Rptd					
2	Officers	2,303	3,170	757	2,582	8,812
3	Airmen	5,035	21,445	9,237	23,640	59,357
4	Civilians	1,096	2,930	2,148	1,691	7,865
5						
6	TOTAL PERSONNEL	8,434	27,545	12,142	27,913	76,034
7						
8	Payroll Costs					
9	Officers	$ 1,382,288	$ 1,611,391	$ 410,630	$ 1,265,344	$ 4,669,653
10	Airmen	975,493	3,365,980	1,744,685	3,100,741	9,186,899
11	Civilians	299,744	772,932	588,089	457,401	2,118,166
12						
13	Total Payroll	$ 2,657,525	$ 5,750,303	$ 2,743,404	$ 4,823,486	$ 15,974,718
14						
15	▲ Non-Personnel Costs	$ 522,126	$ 3,458,780	$ 1,506,152	$ 1,754,290	$ 7,241,348
16						
17	TOTAL COSTS	$ 3,179,651	$ 9,209,083	$ 4,249,556	$ 6,577,776	$ 23,216,066

▲ Non-Personnel Costs: Includes Miscellaneous Costs, Contractual Services and Supplies.

SOURCE: Cost Control Reports - AF Forms 321, 321A, 320, 320A, 322 & 322A.

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OPERATING COSTS

COMMAND AND INTERMEDIATE HEADQUARTERS

FEBRUARY 1950

Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 April 1950

	Item (A)	Account Code (B)	Hq ConAC Mitchel (C)	Hq TAC Langley (D)	Hq 1st AF Mitchel (E)	Hq 4th AF Hamilton (F)	Hq 9th AF Langley (G)	Hq 10th AF Selfridge (H)	Hq 12th AF Brooks (I)	Hq 14th AF Robins (J)
1	No. of Personnel Reported									
2	Officers		327	64	272	291	322	363	255	282
3	Airmen		705	46	739	585	847	655	508	763
4	Civilians		349	32	117	112	128	135	94	117
6	Total Personnel		1,381	142	1,128	988	1,297	1,153	857	1,162
8	Payroll Costs									
9	Officers		$ 198,096	$ 41,923	$ 161,884	$ 176,776	$ 186,873	$ 210,209	$ 153,893	$ 176,071
10	Airmen		122,187	8,204	153,345	126,449	166,709	124,603	95,397	148,575
11	Civilians		103,589	8,499	31,037	30,134	34,141	32,677	23,960	32,532
13	Total Payroll		$ 423,872	$ 58,626	$ 346,266	$ 333,359	$ 387,723	$ 367,489	$ 273,250	$ 357,178
15	▲ Non-Personnel Costs		$ 85,559	$ 6,968	$ 58,817	$ 55,949	$ 95,686	$ 71,062	$ 51,758	$ 77,901
17	Total Costs		$ 509,431	$ 65,594	$ 405,083	$ 389,308	$ 483,409	$ 438,551	$ 325,008	$ 435,079
19	Costs of Selected Functions									
21	Office of CG & VC	20003	$ 10,124	$ 1,164	$ 2,795	$ 5,369	$ 3,631	$ 5,106	$ 4,176	$ 5,828
22	Air Adj Gen & Historical Sec	*	23,378	7,155	17,791	32,851	22,701	24,183	23,424	25,003
23	IG, Air Insp, PM, Fly Safety	**	23,588	-	23,335	19,175	18,364	12,043	15,736	16,588
24	Public Information Office	20009	4,364	809	3,940	2,975	1,900	831	1,802	1,254
25	Air Surgeon	20207	5,226	-	3,234	3,388	1,898	2,626	2,464	2,957
27	Total Comptroller Function	20161	60,718	-	23,589	23,758	22,200	20,253	18,154	21,054
28	Stat Services	20107	28,700	-	12,082	14,534	13,049	12,357	11,313	12,277
29	Programs & Costs	***	11,585	-	2,914	3,007	2,034	1,837	1,875	2,806
31	Total Deputy for Personnel	****	59,022	-	37,343	20,264	28,392	30,548	33,295	37,917
32	Personnel Services	20217	5,637	-	2,201	827	1,261	1,576	902	2,883
33	Military Personnel	20227	21,195	-	19,311	12,457	17,022	22,248	11,288	12,016
35	Total Deputy for Operations	*****	74,111	36,310	18,853	22,571	17,401	14,716	14,090	24,717
36	Operations & Training	20305	26,349	10,246	5,837	7,661	7,214	3,865	4,697	8,412
37	Plans & Requirements	20307	21,184	12,607	3,821	1,697	3,116	1,967	2,621	4,005
38	Intelligence	20311	7,920	2,542	1,433	2,152	2,244	1,829	1,182	3,332
39	Comm & Electronics	20315	12,767	3,603	5,617	6,668	3,557	4,435	3,347	5,589
41	Total Deputy for Materiel	20461	68,608	-	22,349	22,051	20,629	20,240	13,155	26,327
42	Maintenance	20405	7,658	-	3,687	4,467	8,333	1,841	2,678	2,439
43	Supply	20407	17,401	-	4,189	5,549	1,836	5,696	4,334	7,548
44	Installations	20413	30,326	-	7,045	6,353	5,263	6,220	1,915	7,441
46	Hq Sq Admin Overhead	20503	17,717	1,994	8,929	4,429	9,812	3,717	4,787	14,106
47	Flight Section - Flying	20505	16,135	-	4,706	7,502	19,627	-	6,707	11,674
48	Flight Section - Maintenance	20507	23,714	-	10,504	-	24,184	1,080	13,899	21,079
49	Personnel w/o Duty Asgmt	20511	3,234	1,447	1,761	2,552	1,561	8,539	8,567	3,359
50	Comm Contractual	20527	1,301	179	657	455	329	448	200	1,189
51	TDY	20529	11,984	1,231	6,598	10,491	16,449	13,722	8,979	12,687
52	Overtime Paid Civilians	20530	-	-	-	-	46	-	-	19
53	Rentals - Leased Facilities	20531	-	-	3,004	-	-	-	-	889
54	Personnel at School	21003	7,486	1,093	5,771	2,155	6,846	11,252	7,674	4,491
55	Air Reserve	21005	1,714	-	22,354	10,590	11,417	11,653	6,894	6,996
56	Air National Guard	21007	-	-	36,750	35,881	29,377	47,972	14,514	22,141
57	Air ROTC	21009	6,511	-	51,974	61,379	83,903	103,893	58,637	58,817
58	Air Scout Liaison	2104920	-	-	852	444	994	1,118	444	828
59	Other Liaison Activities	2104920	83	-	228	2,779	427	822	-	1,989
60	Avn Cadet & OCS Procurement	2104920	-	-	2,574	4,535	4,238	5,962	2,896	4,614

	Item (A)	Hq 8th Air Div Pope (K)	Hq 9th Air Div Pope (L)	Hq 25th Air Div Everett, Wash (M)	Hq 26th Air Div Roslyn, NY (N)	Hq 28th Air Div Hamilton (O)	Hq 30th Air Div Selfridge (P)	Hq 32d Air Div Stewart (Q)	Hq EADF Mitchel (R)	Hq WADF Hamilton (S)
1	No. of Personnel Reported									
2	Officers	29	17	11	11	5	4	5	23	22
3	Airmen	23	22	22	24	10	9	11	44	22
4	Civilians	1	0	0	0	0	0	0	7	4
6	Total Personnel	53	39	33	35	15	13	16	74	48
8	Payroll Costs									
9	Officers	$ 17,908	$ 9,444	$ 6,478	$ 6,306	$ 3,338	$ 2,101	$ 3,090	$ 14,329	$ 13,569
10	Airmen	3,590	3,285	3,795	3,823	1,375	1,419	1,647	6,841	4,249
11	Civilians	273	-	-	-	-	-	-	1,911	991
13	Total Payroll	$ 21,771	$ 12,729	$ 10,273	$ 10,129	$ 4,713	$ 3,520	$ 4,737	$ 23,081	$ 18,809
15	▲ Non-Personnel Costs	$ 5,422	$ 3,800	$ 1,002	$ 3,362	$ 245	$ 251	$ 484	$ 2,132	$ 1,728
17	Total Costs	$ 27,193	$ 16,529	$ 11,275	$ 13,491	$ 4,958	$ 3,771	$ 5,221	$ 25,213	$ 20,537
19	Costs of Selected Functions									
21	Office of CG & VC	$ 1,877	$ 1,087	$ 998	$ 922	$ 865	$ -	$ 822	$ 3,455	$ 2,605
22	Air Adj Gen & Historical Sec	2,115	1,717	1,081	632	1,036	103	623	3,445	1,549
23	IG, Air Insp, PM, Fly Safety	-	-	-	527	-	-	-	-	-
24	Public Information Office	118	629	-	-	-	-	-	-	-
25	Air Surgeon	-	-	-	-	-	-	162	-	-
27	Total Comptroller Function	-	-	-	430	368	125	-	-	-
28	Stat Services	-	-	-	334	368	125	-	-	-
29	Programs & Costs	-	-	-	96	-	-	-	-	-
31	Total Deputy for Personnel	-	-	666	255	-	437	154	-	-
32	Personnel Services	-	-	-	-	-	-	-	-	-
33	Military Personnel	-	-	-	255	-	437	154	-	-
35	Total Deputy for Operations	12,828	6,667	3,568	2,940	2,026	1,380	1,611	13,632	11,038
36	Operations & Training	-	-	-	-	-	682	-	1,400	-
37	Plans & Requirements	-	-	-	-	575	-	-	4,589	11,038
38	Intelligence	2,664	1,669	556	742	-	125	348	707	-
39	Comm & Electronics	2,525	518	810	377	629	573	455	-	-
41	Total Deputy for Materiel	1,012	540	1,079	-	103	-	-	-	-
42	Maintenance	-	-	-	-	-	-	-	-	-
43	Supply	1,012	540	219	-	-	-	-	-	-
44	Installations	-	-	291	-	-	-	-	-	-
46	Hq Sq Admin Overhead	-	-	-	398	-	1,024	-	-	680
47	Flight Section - Flying	-	-	-	-	-	-	-	-	772
48	Flight Section - Maintenance	-	-	-	-	-	368	-	-	-
49	Personnel w/o Duty Asgmt	1,290	578	-	2,432	-	-	735	-	707
50	Comm Contractual	73	49	-	9	5	3	61	25	17
51	TDY	3,812	2,540	420	53	154	-	156	929	179
52	Overtime Paid Civilians	-	-	-	-	-	-	-	-	-
53	Rentals - Leased Facilities	-	-	-	-	-	-	-	-	-
54	Personnel at School	-	-	774	-	-	-	-	-	-
55	Air Reserve	-	-	-	-	-	-	-	-	-
56	Air National Guard	-	-	-	-	-	-	-	-	-
57	Air ROTC	-	-	-	-	-	-	-	-	-
58	Air Scout Liaison	-	-	-	-	-	-	-	-	-
59	Other Liaison Activities	-	-	-	-	-	-	-	-	-
60	Avn Cadet & OCS Procurement	-	-	-	-	-	-	-	-	-

* Account Codes 20007 / 20015
** " " 20004 / 20005 / 20213 / 20309
*** " " 20109 / 20111
**** " " 20201 less 20213 less 20207
***** " " 20301 less 20309

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OPERATING COSTS

WINGS

FEBRUARY 1950

Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 April 1950

	Item (A)	Account Code (B)	4th Ftr Intcp Wg Langley (C)	56th Ftr Intcp Wg Selfridge (D)	81st Ftr Intcp Wg Kirtland (E)	20th Ftr Bmr Wg Shaw (F)	31st Ftr Bmr Wg Turner (G)	33d Ftr Intcp Wg Otis (H)	78th Ftr Intcp Wg Hamilton (I)	52d Ftr All Wea Wg McGuire (J)	325th Ftr All Wea Wg Moses Lake (K)	62d Tr Carr Wg McChord (L)	314th Tr Carr Wg Sewart (M)	316th Tr Carr Gp Sewart (N)	161st Tac Rcn Sq Shaw (O)	363d Tac Rcn Gp Langley (P)	318th Ftr All Wea Sq McChord (Q)	84th Bomb Sq (L) Langley (R)	85th Bomb Sq (L) Langley (S)	2601st Assault Sq Sewart (T)	
1	No. of Personnel Reported																				1
2	Officers		298	234	184	287	194	278	316	195	182	345	329	101	30	39	24	44	43	45	2
3	Airmen		2,855	1,923	1,336	2,026	1,353	1,933	2,754	1,288	1,179	1,993	1,707	237	103	190	86	190	191	101	3
4	Civilians		625	312	3	241	230	242	431	216	145	277	208	0	0	0	0	0	0	0	4
5																					5
6	Total Personnel		3,778	2,469	1,523	2,554	1,777	2,453	3,501	1,699	1,506	2,615	2,244	338	133	229	110	234	236	146	6
7																					7
8	Payroll Costs																				8
9	Officers		$ 151,767	$ 114,939	$ 95,104	$ 140,100	$ 97,929	$ 142,986	$ 157,141	$ 104,348	$ 94,946	$ 170,742	$ 169,281	$ 53,729	$ 14,312	$ 21,442	$ 12,367	$ 23,940	$ 24,620	$ 21,698	9
10	Airmen		460,353	284,936	200,954	302,036	209,789	283,018	440,192	208,419	176,248	327,725	268,347	46,406	16,782	33,768	15,593	34,627	35,826	20,961	10
11	Civilians		167,290	83,987	766	59,359	51,447	60,294	122,271	54,878	38,871	83,374	50,395	-	-	-	-	-	-	-	11
12																					12
13	Total Payroll		$ 779,410	$ 483,862	$ 296,824	$ 501,495	$ 359,165	$ 486,298	$ 719,604	$ 367,645	$ 310,065	$ 581,841	$ 488,023	$ 100,135	$ 31,094	$ 55,210	$ 27,960	$ 58,567	$ 60,446	$ 42,659	13
14																					14
15	▲ Non-Personnel Costs		$ 485,629	$ 279,615	$ 168,280	$ 326,565	$ 186,849	$ 319,669	$ 343,319	$ 278,143	$ 181,100	$ 384,575	$ 225,357	$ 51,776	$ 18,266	$ 43,622	$ 9,526	$ 66,657	$ 59,087	$ 30,745	15
16																					16
17	Total Costs		$ 1,265,039	$ 763,477	$ 465,104	$ 828,060	$ 546,014	$ 805,967	$ 1,062,923	$ 645,788	$ 491,165	$ 966,416	$ 713,380	$ 151,911	$ 49,360	$ 98,832	$ 37,486	$ 125,224	$ 119,533	$ 73,404	17
18																					18
19	Costs of Selected Functions																				19
20																					20
21	CG and Staff	01051	$ 29,966	$ 21,357	$ 17,716	$ 25,880	$ 20,894	$ 21,785	$ 25,049	$ 20,672	$ 19,251	$ 23,868	$ 22,213	$ 9,178	$ 5,356	$ 11,759	$ -	$ 3,372	$ 2,799	$ 5,110	21
22	Sq Admin Cmd (AB Gp Units)	02014	12,042	9,336	11,866	8,543	9,212	15,290	9,779	7,566	7,642	9,257	12,478	-	-	-	-	-	-	-	22
23	Food Services (Mess Halls)	02110	30,166	16,267	9,296	12,579	11,236	12,063	30,145	11,104	8,204	12,981	11,063	-	-	-	-	-	-	-	23
24	Accounting & Disbursing	07117	12,015	7,794	1,000	6,968	5,112	6,826	14,605	589	4,598	6,795	5,099	-	-	-	-	-	-	-	24
25	Civilian Personnel & Payroll	*	4,581	2,393	-	3,459	-	2,314	2,792	1,621	515	2,717	381	-	-	-	-	-	-	-	25
26	Personnel Services	02126	7,966	7,853	1,427	7,044	5,108	7,160	9,440	6,937	4,651	5,669	6,560	-	-	-	-	-	-	-	26
27	Motor Pool	02136	24,793	15,672	6,248	13,758	12,167	13,506	26,427	10,798	10,967	14,712	11,437	-	35	-	124	-	-	-	27
28	Base Operations	07142	3,242	4,404	1,356	3,030	3,351	4,032	5,851	8,636	3,317	2,818	3,711	-	-	-	-	-	-	-	28
29																					29
30	Total Air Installations	02261	164,694	116,061	8,843	66,707	47,958	57,305	97,014	42,049	68,025	93,356	61,251	-	-	-	-	-	-	-	30
31	Fire Stns & A/C Crash Rescue	02218	15,555	5,139	5,633	9,443	6,627	8,231	14,514	9,262	9,585	5,311	9,689	-	-	-	-	-	-	-	31
32	Rentals - Leased Facilities	02214	-	93	-	-	174	-	282	-	127	-	-	-	-	-	-	-	-	-	32
33	Fld Maint Automotive Equip	02302	25,273	13,986	6,509	11,472	15,758	17,430	12,476	11,009	5,557	19,069	8,547	-	-	-	-	-	-	-	33
34	Org Maint of Admin Aircraft	02306	34,596	19,411	9,367	11,766	8,155	15,054	47,538	4,381	8,323	13,673	12,259	-	-	-	-	-	-	-	34
35	Medical																				35
36	Medical Administration	03002	10,486	6,852	1,668	4,941	5,482	7,648	16,327	4,375	4,409	8,190	5,776	-	-	198	-	-	-	-	36
37	Supplies - Hospital	03004	1,068	140	44	114	26	177	525	24	156	146	286	-	-	-	-	-	-	-	37
38	Dental Service	03102	4,618	2,704	334	1,832	2,040	2,152	6,923	1,693	2,429	3,611	2,058	-	-	-	-	-	-	-	38
39	Med Svc & Other Services	03104	13,814	9,108	2,457	6,517	9,098	5,449	14,702	1,180	7,218	4,976	4,859	-	-	-	-	-	-	-	39
40	X-Ray Service	03106	1,293	862	125	790	921	437	930	538	434	456	465	-	-	-	-	-	-	-	40
41	Laboratory	03108	1,560	1,153	421	553	388	384	709	17	193	363	307	-	-	-	-	-	-	-	41
42	Pharmacy	03110	1,990	922	-	798	909	681	1,381	335	452	832	1,270	-	-	-	-	-	-	-	42
43	Preventive Medicine	03112	1,353	1,102	125	1,209	1,403	522	1,220	522	427	874	1,162	-	-	-	-	-	-	-	43
44	Flight Surgeon	03114	2,646	1,053	-	986	485	272	2,887	1,172	326	1,124	1,436	-	-	-	-	-	-	-	44
45	Dietetic Service	03116	10,024	4,767	274	3,426	3,348	4,477	4,792	-	3,170	3,699	3,660	-	-	-	-	-	-	-	45
46	Medical Services	03277	48,806	30,663	5,448	21,064	24,300	22,199	44,392	9,856	19,214	24,271	21,279	-	-	198	-	-	-	-	46
47	Fuels & Lubes (Adm & Prof Fly)	04108	11,238	9,149	1,976	7,018	6,084	6,911	7,528	7,342	5,297	14,415	3,425	-	-	-	-	-	-	-	47
48	Subsistence	04112	36,510	22,634	17,078	24,771	17,184	27,715	15,409	22,135	16,262	26,271	21,547	2,226	1,499	2,179	960	2,297	2,002	929	48
49	Sep Rations Paid Airmen	04113	32,696	22,837	12,978	20,287	13,641	14,270	28,549	11,486	9,695	20,547	18,755	3,135	686	2,516	1,052	2,402	2,822	1,211	49
50	Personnel w/o Duty Asgmt	04114	15,203	[illegible]	7,440	8,460	-	25,878	10,139	14,668	4,381	8,440	8,440	491	-	914	-	2,639	1,979	-	50
51	Prisoners	04116	2,120	2,403	485	643	450	[illegible]	3,176	1,235	553	664	310	-	-	80	-	-	-	-	51
52	Overtime Paid Civilians	04118	182	21	-	64	7	119	214	74	1,562	79	[illegible]	-	-	-	-	-	-	-	52
53	Fld Maint & Supply Overhead	[illegible]	[illegible]	8,850	5,868	[illegible]	8,928	11,092	[illegible]	7,950	7,197	[illegible]	9,985	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	53
54	Special Mission & Tenant A/C	[illegible]	4,851	[illegible]	[illegible]	3,276	3,087	6,060	4,703	3,048	5,983	3,130	7,805	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	54
55	** Non-Aeronautical Maint	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	55
56																					56
57	Total Supply Function	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	271	171	-	-	185	-	57
58	Stock Control	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	132	-	-	114	-	-	58
59	Supply Warehouse	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	59
60	Subsistence Handling	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	60
61	Commissary Sales Store	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	61
62	Purchasing & Contr Office	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	62
63	Salvage & Surplus Prop Act	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	63
64	Combat Gp Hqs & Sq Hqs	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	2,876	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	973	64
65	Fuels & Lubes - Mission A/C	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	65
66	Org Maint (Combat Gp)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	66
67	Personnel at School	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	67
68	Special Missions (Group 4)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	68
69	Supplies & Services Furnished																				69
70	Others (Nonrecap)	[illegible]	5,796	102	-	-	-	30,835	1,509	-	-	431	906	-	-	-	-	-	-	-	70
71	Supplies & Svc Furn ANG	[illegible]	[illegible]	[illegible]	-	3,091	-	191	-	3,142	-	30	[illegible]	-	-	-	-	-	-	-	71
72	Tenant Orgns of other Maj Cmds	[illegible]	182,183	63,539	-	-	-	-	144,815	-	-	83,522	-	-	-	-	-	-	-	-	72
73																					73
74	* 02123 / 02125																				74
75	** Non-Aeronautical Maintenance Performed in Aircraft Field Maintenance Shops																				75

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OPERATING COSTS

AIR FORCE RESERVE TRAINING CENTERS

FEBRUARY 1950

Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 April 1950

	Item (A)	Account Code (B)	2466th Atterbury (C)	2234th Hanscom (D)	2589th Dobbins (E)	2239th Gr Pitts (F)	2472d Fairfax (G)	2236th Godman (H)	(I)	2592d Tinker (J)	2240th Schlegel AF Plant (K)	2242d Selfridge (L)	2469th Scott (M)	2345th Hamilton (N)	2473d Offutt (O)	2233d Mitchel (P)	(Q)	(R)
			GROUP I							GROUP II								
1	No. of Personnel Reported																	
2	Officers		39	37	42	32	31	32		25	21	22	22	20	22	26		
3	Airmen		481	415	454	314	443	398		324	316	209	275	216	241	243		
4	Civilians		102	149	71	100	86	92		44	8	57	47	55	36	36		
5																		
6	Total Personnel		622	601	577	646	560	522		393	345	288	344	291	299	305		
7																		
8	Payroll Costs																	
9	Officers		$ 21,117	$ 20,005	$ 20,466	$ 17,689	$ 16,948	$ 16,634		$ 13,337	$ 12,626	$ 11,238	$ 11,598	$ 12,139	$ 12,253	$ 14,247		
10	Airmen		79,203	72,758	88,451	89,249	86,000	68,319		61,718	57,978	37,208	53,137	44,740	44,536	44,389		
11	Civilians		26,284	42,319	17,565	28,032	23,289	26,144		11,385	2,008	18,571	12,867	17,187	9,271	9,107		
12																		
13	Total Payroll		$ 126,604	$ 135,082	$ 126,482	$ 134,970	$ 126,237	$ 110,897		$ 86,440	$ 72,612	$ 67,017	$ 77,602	$ 74,066	$ 66,060	$ 67,743		
14																		
15	# Non-Personnel Costs		$ 66,816	$ 70,695	$ 83,705	$ 88,123	$ 54,430	$ 52,634		$ 55,092	$ 56,409	$ 43,089	$ 54,859	$ 39,811	$ 47,856	$ 18,801		
16																		
17	Total Costs		$ 193,420	$ 205,777	$ 210,187	$ 223,093	$ 180,667	$ 163,531		$ 141,532	$ 129,021	$ 110,106	$ 132,461	$ 113,877	$ 113,916	$ 86,544		
18																		
19	Costs of Selected Functions																	
20																		
21	CO and Staff	01051	$ 7,582	$ 12,236	$ 13,837	$ 10,480	$ 9,764	$ 10,032		$ 5,492	$ 11,788	$ 7,573	$ 9,840	$ 8,211	$ 7,457	$ 9,322		
22	Food Services (Mess Halls)	02110	3,473	2,649	2,734	3,436	2,552	2,974		83	-	-	-	-	-	-		
23	Civilian Personnel & Payroll	*	246	280	260	371	738	493		-	-	-	-	-	241	-		
24	Motor Pool	02136	5,452	3,449	4,662	5,509	2,906	4,540		127	470	153	939	-	105	-		
25	Work Details	02138	-	-	-	95	425	-		-	-	-	-	-	-	-		
26	Base Operations	02142	4,157	4,521	2,940	4,392	5,869	4,903		7,425	4,892	2,268	3,391	8,846	3,646	5,220		
27	Air Instl Office & Shop Ovhd	02202	1,951	2,281	428	3,136	1,571	1,868		-	-	-	-	-	-	-		
28	Maint of Air Instl Machinery	02204	4	1,044	-	34	148	-		-	-	-	-	-	-	-		
29	Maint Bldgs & Other Structures	02206	3,104	1,665	4,249	2,458	558	1,812		-	-	-	-	-	-	-		
30	Opn Utility Plants & Systems	02216	9,658	10,455	4,766	6,320	1,963	1,632		-	-	-	-	-	-	-		
31	Fire Stations & Crash Rescue	02218	4,092	6,928	5,656	5,419	6,745	4,700		-	-	-	-	-	-	-		
32	Rentals - Leased Facilities	02244	-	2,083	-	-	1,062	-		-	-	-	-	-	-	-		
33	Medical Services	03277	2,405	2,915	2,479	1,701	985	1,112		-	762	-	-	-	-	-		
34	Subsistence Issued	04112	7,222	5,376	5,087	6,662	3,499	5,939		3,689	-	1,928	4,081	938	3,205	2,573		
35	Separate Rations Paid Airmen	04113	6,210	6,149	7,814	7,558	10,143	6,105		5,380	19,593	3,283	4,552	3,263	3,837	2,881		
36	Personnel w/o Duty Asgmt	04114	497	1,691	2,655	1,622	1,589	1,620		1,353	677	191	125	518	1,040	1,205		
37																		
38	Total Supply Function	05450	14,466	10,731	12,003	8,225	8,762	9,501		4,333	1,873	4,983	3,635	-	4,612	3,361		
39	Supply Control (Off & Staff)	05402	5,246	4,905	6,384	3,543	3,949	3,586		4,295	702	3,450	3,635	-	4,290	-		
40	Supply Warehouse	05404	6,055	4,781	3,282	3,500	3,614	4,464		-	1,033	1,372	-	-	-	3,078		
41	Subsistence Handling	05406	542	-	372	-	-	-		-	-	-	-	-	-	-		
42	Commissary Sales Store	05408	-	-	-	-	-	-		-	-	-	-	-	-	-		
43	Purchasing & Contracting	05410	968	745	726	1,116	753	280		-	-	-	-	-	-	-		
44	Salvage & Surplus Property	05412	-	-	445	-	-	-		-	-	-	-	-	-	-		
45																		
46	Flying Pers - Fuels & Lubes	07102	18,456	23,355	18,377	20,523	17,830	11,575		14,960	22,381	23,589	27,218	22,862	18,305	10,879		
47	Organizational Maint-Aircraft	07110	32,142	44,342	36,723	46,779	39,450	37,207		43,767	30,078	39,897	42,298	44,179	29,982	37,268		
48	Instructors - Flying & Ground	07114	4,430	3,022	2,971	5,611	3,251	3,044		4,723	4,632	4,522	6,439	2,377	5,323	917		
49	Instructors - Flying	07114.01	2,263	1,022	-	4,191	793	-		-	1,035	2,269	3,212	1,008	1,731	-		
50	Personnel at School	09102	2,642	3,472	2,198	1,311	1,914	742		1,008	896	1,731	1,158	1,108	1,157	-		
51	** Transient USAF Aircraft	09109	-	-	-	1,473	1,686	1,863		-	-	-	-	-	-	-		
52	Permanent Change of Station	12113	3,899	2,004	236	5,019	879	1,365		-	429	604	983	716	747	140		
53	*** Supplies & Serv Furnished	12114	3	3,277	1,665	380	474	197		-	-	-	-	-	-	-		
54	Supplies & Serv Furn ANG	13122	-	38	10,127	413	649	793		-	-	-	-	-	-	-		

* Account Codes 02121 / 02122

** Includes Payroll Costs, Parts & Supplies (excepting Fuels & Lubes) furnished transient USAF Aircraft other than Air Reserve, ANG & AROTC Aircraft

*** Supplies & Services Furnished to Non-USAF Agencies

GROUP I - Bases Maintained and Operated with ConAC Reserve Funds

GROUP II - USAF Bases where a Proportionate Share of the Runway Maintenance and the Area Occupied by the AFRTC is Supported by Reserve Funds

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OPERATING COSTS

AIR FORCE RESERVE TRAINING CENTERS

FEBRUARY 1950

Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 April 1950

	Item	Account Code	GROUP III 2471st O'Hare	2347th Long Beach	2584th Memphis	2237th Reading	2465th Wold-Chamberlain	2587th Birmingham	2585th Miami	2343d Portland		GROUP IV 2596th Hensley	2230th Floyd Bennett					
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)
1	No. of Personnel Reported																	
2	Officers		53	58	35	27	37	31	45	38		33	29					
3	Airmen		547	699	400	447	402	438	430	442		499	394					
4	Civilians		331	121	115	89	81	99	103	111		90	125					
5																		
6	Total Personnel		931	878	550	563	520	568	578	591		622	548					
7																		
8	Payroll Costs																	
9	Officers		$ 28,235	$ 32,371	$ 18,457	$ 14,788	$ 20,009	$ 17,419	$ 24,751	$ 20,787		$ 17,781	$ 15,935					
10	Airmen		98,743	148,730	78,543	84,260	83,412	93,633	83,721	82,228		95,667	68,062					
11	Civilians		96,843	32,810	28,483	20,597	23,008	25,601	26,769	32,169		23,153	34,627					
12																		
13	Total Payroll		$ 223,821	$ 213,911	$ 125,483	$ 119,645	$ 126,429	$ 136,653	$ 135,241	$ 135,184		$ 136,601	$ 118,624					
14																		
15	▲ Non-Personnel Costs		$ 106,280	$ 108,453	$ 65,734	$ 84,731	$ 84,073	$ 61,979	$ 75,954	$ 54,408		$ 65,791	$ 66,429					
16																		
17	Total Costs		$ 330,101	$ 322,364	$ 191,217	$ 204,376	$ 210,502	$ 198,632	$ 211,195	$ 189,592		$ 202,392	$ 185,053					
18																		
19	Costs of Selected Functions																	
20																		
21	CO and Staff	01051	$ 13,139	$ 19,205	$ 11,328	$ 10,402	$ 9,643	$ 10,900	$ 11,752	$ 10,090		$ 11,822	$ 14,288					
22	Food Services (Mess Halls)	02110	3,878	4,568	2,528	3,476	-	4,051	2,335	3,047		3,415	2,997					
23	Civilian Personnel & Payroll	*	2,519	-	517	340	507	260	298	243		266	642					
24	Motor Pool	02136	6,854	8,785	4,721	3,937	3,652	4,018	2,566	4,967		2,146	3,213					
25	Work Details	02138	-	378	-	103	-	-	-	-		-	-					
26	Base Operations	02142	6,514	8,492	7,034	3,151	2,922	3,448	3,902	4,855		6,456	4,075					
27	Air Instl Office & Shop Ovhd	02202	5,226	2,979	3,230	1,860	2,189	1,677	2,047	2,523		2,271	1,284					
28	Maint of Air Instl Machinery	02204	476	547	363	71	128	13	156	-		583	-					
29	Maint Bldgs & Other Structures	02206	5,109	1,506	1,476	3,333	1,242	817	1,630	1,093		2,649	1,264					
30	Opn Utility Plants & Systems	02216	12,345	3,558	6,250	6,656	7,681	1,939	3,098	7,482		3,517	9,976					
31	Fire Stations & Crash Rescue	02218	6,140	4,708	4,056	3,942	6,779	4,394	134	3,362		3,545	2,869					
32	Rentals - Leased Facilities	02244	373	3,762	1,875	1,081	-	2,919	5	-		-	-					
33	Medical Services	03277	2,704	3,015	1,148	1,110	2,072	1,149	2,742	2,273		2,107	1,556					
34	Subsistence Issued	04112	5,565	7,562	5,026	7,488	-	4,350	5,857	8,207		5,602	6,593					
35	Separate Rations Paid Airmen	04113	7,388	15,246	6,505	5,264	25,011	11,201	6,781	6,426		7,888	4,929					
36	Personnel w/o Duty Asgmt	04114	4,072	1,432	1,660	1,193	372	1,969	2,907	470		379	1,209					
37																		
38	Total Supply Function	05450	24,435	14,410	9,984	11,415	8,914	10,818	10,608	12,003		9,969	14,791					
39	Supply Control (Off & Staff)	05402	9,072	6,275	5,390	5,078	4,082	4,616	5,520	6,115		6,275	3,467					
40	Supply Warehouse	05404	12,064	7,584	2,727	5,069	4,227	4,755	3,575	2,510		3,238	10,764					
41	Subsistence Handling	05406	-	-	-	-	-	485	867	1,333		-	-					
42	Commissary Sales Store	05408	-	-	-	-	-	-	-	-		-	-					
43	Purchasing & Contracting	05410	1,133	551	1,113	1,148	484	962	646	1,541		279	-					
44	Salvage & Surplus Property	05412	746	-	203	-	-	-	-	184		-	-					
45																		
46	Flying Pers - Fuels & Lubes	07102	26,517	22,025	23,929	21,696	20,604	18,258	21,402	23,373		19,786	18,336					
47	Organizational Maint - Aircraft	07110	62,614	78,647	39,825	32,452	38,106	41,991	42,136	45,454		37,760	43,793					
48	Instructors - Flying & Ground	07114	10,770	1,665	-	3,156	8,368	2,681	6,300	-		6,053	2,754					
49	Instructors - Flying	07114.01	2,648	1,665	-	1,911	2,098	-	3,790	-		1,896	772					
50	Personnel at School	09102	3,116	3,209	1,534	1,270	1,175	1,904	2,078	1,174		2,191	2,237					
51	** Transient USAF Aircraft	09109	1,304	-	-	-	1,720	-	551	-		1,869	-					
52	Permanent Change of Station	12113	1,642	6,297	1,941	1,102	3,130	5,399	5,095	265		2,054	2,584					
53	*** Supplies & Serv Furnished	12114	33,371	3	228	9	-	589	1,867	94		148	-					
54	Supplies & Serv Furnished ANG	12122	9,788	559	1,343	7,420	78	-	1,875	-		2,258	410					

56 * Account Codes 02123 ∕ 02122

58 ** Includes Payroll Costs, Parts & Supplies (excepting fuels & lubes) furnished
59 transient USAF Aircraft other than Air Reserve, ANG & ARTC Aircraft

61 *** Supplies & Services Furnished to Non-USAF Agencies

GROUP III - Leased Facilities, Maintained by Municipality, Except Areas Occupied by AFRTC's which are Supported by Reserve Funds

GROUP IV - Naval Air Stations, Facilities Used and Proportionate Share of Base Maintenance is Supported by Reserve Funds

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Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 April 1950

OPERATING COSTS

NON WING-BASE AIR BASE GROUPS & SQUADRONS, BASE SERVICE AND ASSEMBLY & PROCESSING SQUADRONS

FEBRUARY 1950

	Item (A)	Account Code (B)	2463d AB Gp Benj Harr (C)	2500th AB Gp Mitchel (D)	2595th AB Gp Brooks (E)	4400th AB Gp Stewart (F)	(G)	2600th AB Sq Pope (H)	4405th AB Sq Sherman (I)	4406th AB Sq Marshall (J)	4408th AB Sq Lawson (K)	(L)	2476th BS Sq Oscoda (M)	(N)	2212th AAF Sq Langley (O)	(P)	(Q)	(R)
1	No. of Personnel Reported																	
2	Officers		20	179	69	40		42	9	15	33		5		10			
3	Airmen		301	1,811	667	406		465	161	185	209		91		326			
4	Civilians		152	729	181	297		40	27	30	72		16		0			
5																		
6	Total Personnel		473	2,719	917	743		547	197	230	314		112		336			
7																		
8	Payroll Costs																	
9	Officers		$ 9,348	$ 88,759	$ 34,472	$ 18,528		$ 20,850	$ 4,515	$ 7,579	$ 17,105		$ 2,671		$ 3,609			
10	Airmen		38,640	261,147	111,295	66,226		81,163	27,223	30,173	37,496		14,713		38,011			
11	Civilians		44,445	203,093	46,148	82,564		9,783	7,426	8,031	18,868		3,839		-			
12																		
13	Total Payroll		$ 92,433	$ 552,999	$ 191,915	$ 167,318		$ 111,796	$ 39,164	$ 45,783	$ 73,469		$ 21,223		$ 41,620			
14																		
15	▲ Non-Personnel Costs		$ 39,463	$ 387,553	$ 62,842	$ 76,908		$ 112,553	$ 18,370	$ 26,296	$ 38,288		$ 12,485		$ 12,612			
16																		
17	Total Costs		$ 131,896	$ 940,552	$ 254,757	$ 244,226		$ 224,349	$ 57,534	$ 72,079	$ 111,757		$ 33,708		$ 54,232			
18																		
19	Costs of Selected Functions																	
20																		
21	CO and Staff	01051	$ 6,460	$ 18,642	$ 15,894	$ 9,555		$ 12,507	$ 3,039	$ 4,288	$ 10,541		$ 3,766		$ 4,185			
22	Food Services (Mess Halls)	02110	2,869	23,769	7,947	2,448		5,128	-	1,316	1,884		917		-			
23	Civilian Personnel & Payroll	*	-	7,960	-	1,515		280	260	-	350		-		-			
24	Motor Pool	02136	6,232	21,805	8,078	6,769		3,081	1,448	754	3,642		2,814		-			
25	Work Details	02138	-	1,043	-	-		442	-	-	-		-		-			
26	Base Operations	02142	-	6,901	4,273	3,702		3,501	763	1,252	2,198		1,291		-			
27	Air Instl Office & Shop Ovhd	02202	6,848	13,327	4,984	3,482		1,659	-	398	-		1,049		-			
28	Maint of Air Instl Machinery	02204	2,717	3,918	1,160	6,034		11	-	-	1,839		351		-			
29	Maint Bldgs & Other Structures	02206	2,742	12,729	6,613	5,972		1,627	565	-	419		1,590		-			
30	Opn Utility Plants & Systems	02216	27,083	132,532	15,777	29,079		9,040	469	-	-		5,224		-			
31	Fire Stations & Crash Rescue	02218	7,425	16,388	4,802	5,999		4,296	2,061	1,663	3,703		1,252		-			
32	Rentals - Leased Facilities	02244	-	514	-	17		-	-	-	-		-		-			
33	Medical Services	03277	2,682	64,247	5,329	7,629		1,584	1,038	838	570		1,635		-			
34	Subsistence Issued	04112	3,903	23,016	4,469	5,063		5,117	1,184	4,007	2,525		3,500		3,416			
35	Separate Rations Paid Airmen	04113	1,793	18,156	9,668	4,763		7,439	2,499	3,335	3,616		808		331			
36	Personnel w/o Duty Asgmt	04114	-	3,727	1,920	2,249		2,389	294	272	274		693		103			
37	Aircraft Shop Maintenance	05160	-	43,810	13,565	19,195		-	-	-	-		-		-			
38																		
39	Total Supply Function	05450	9,983	59,002	21,615	17,792		13,028	4,093	5,822	10,908		1,225		-			
40	Supply Control (Off & Staff)	05402	4,098	21,311	8,878	6,827		5,943	2,936	2,131	3,516		1,225		-			
41	Supply Warehouse	05404	4,558	21,387	7,933	7,540		6,268	1,103	3,537	4,467		-		-			
42	Subsistence Handling	05406	466	5,512	1,631	718		560	-	-	-		-		-			
43	Commissary Sales Store	05408	-	1,788	653	-		-	-	-	-		-		-			
44	Purchasing & Contracting	05410	-	4,446	1,867	1,179		-	-	-	-		-		-			
45	Salvage & Surplus Property	05412	485	1,260	404	548		-	-	-	-		-		-			
46																		
47	Flying Personnel-Fuels & Lubes	07102	-	-	-	-		-	-	-	-		-		-			
48	Organizational Maint-Aircraft	07110	-	-	-	-		-	-	-	3,421		-		-			
49	Instructors - Flying & Ground	07114	-	-	-	-		-	-	-	-		-		-			
50	Instructors - Flying	07114.01	-	-	-	-		-	-	-	-		-		-			
51	Personnel at School	09102	1,659	4,788	5,083	2,702		1,110	279	359	2,561		-		-			
52	** Transient USAF Aircraft	09109	-	4,241	954	926		-	-	-	-		-		376			
53	Permanent Change of Station	12113	3,310	12,841	4,699	5,142		10,599	251	584	1,881		-		-			
54	*** Supplies & Serv Furnished	12114	-	727	25	198		1,438	122	12	-		-		-			
55	Supplies & Serv Furnished ANG	12122	-	545	2,962	-		738	218	19	30							
56									*** Supplies & Services Furnished to Non-USAF Agencies									
57	* Account Codes 02123 / 02122																	
58																		
59	** Includes Payroll Costs, Parts & Supplies (excepting fuels & lubes) furnished																	
60	transient USAF Aircraft other than Air Reserve, ANG & AROTC Aircraft																	
61																		

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Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 April 1950

OPERATING COSTS

AIRCRAFT CONTROL AND WARNING ORGANIZATIONS

FEBRUARY 1950

	Item (A)	Account Code (B)	502d Tac Con Gp Pope (C)	503d AC & Wng Gp Roslyn, NY (D)	505th AC & Wng Gp Silver Lake (E)	540th AC & Wng Gp Stewart (F)	541st AC & Wng Gp Selfridge (G)	542d AC & Wng Gp Hamilton (H)	690th AC & Wng Sq (Separate) Kirtland (I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)
1	No. of Personnel Reported																	
2	Officers		65	99	71	72	37	14	25									
3	Airmen		600	826	847	751	316	207	228									
4	Civilians		0	0	2	0	0	0	0									
6	Total Personnel		665	925	920	823	353	221	253									
8	Payroll Costs																	
9	Officers		$ 33,158	$ 48,859	$ 35,085	$ 33,515	$ 18,307	$ 6,766	$ 12,488									
10	Airmen		78,479	98,586	107,109	87,953	39,601	23,175	28,620									
11	Civilians		-	-	532	-	-	-	-									
13	Total Payroll		$ 111,637	$ 147,445	$ 142,726	$ 121,468	$ 57,908	$ 29,941	$ 41,108									
15	▲ Non-Personnel Costs		$ 41,394	$ 38,259	$ 50,399	$ 49,546	$ 19,310	$ 2,570	$ 14,736									
17	Total Costs		$ 153,031	$ 185,704	$ 193,125	$ 171,014	$ 77,218	$ 32,511	$ 55,844									
19	Costs of Selected Functions																	
21	Food Services (Mess Halls)	02110	$ 5,449	$ 4,444	$ 5,470	$ 6,347	$ 1,030	$ 1,998	$ -									
22	Motor Pool	02136	4,793	6,283	6,725	5,196	1,879	1,102	-									
23	Rentals - Leased Facilities	02244	-	-	99	-	-	-	-									
24	Subsistence Issued	04112	9,147	16,386	15,669	18,492	6,319	1,905	2,897									
25	Separate Rations Paid Airmen	04113	3,254	4,472	5,273	4,320	1,887	441	1,529									
26	Personnel w/o Duty Asgmt	04114	1,617	8,652	3,595	7,043	405	7,033	-									
27	Communications & Electronics	07108	41,608	67,677	79,321	52,348	22,917	4,917	27,459									
28	Personnel at School	09102	1,951	4,395	6,052	2,080	1,792	-	-									

OPERATING COSTS - HOSPITAL SQUADRONS

FEBRUARY 1950

	Item (A)	Account Code (B)	2200th Murphy Gen Hosp (C)	2201st Army Med Cntr (D)	2202d Oliver Gen Hosp (E)	2203d Valley Forge Gen Hosp (F)	2204th Percy Jones Gen Hosp (G)	2205th Army&Navy Gen Hosp (H)	2206th Brooke Army Med Cntr (I)	2207th Wm Beaumont Gen Hosp (J)	2208th Fitzsimmons Gen Hosp (K)	2209th Letterman Gen Hosp (L)	2210th Madigan Gen Hosp (M)	(N)	(O)	(P)	(Q)	(R)
1	No. of Personnel Reported																	
2	Officers		34	147	94	93	54	27	161	35	85	115	69					
3	Airmen		170	265	218	255	237	68	780	131	324	300	177					
4	Civilians		0	0	0	0	2	0	1	0	2	0	3					
6	Total Personnel		204	412	312	348	293	95	942	166	411	415	249					
8	Payroll Costs																	
9	Officers		$ 14,391	$ 63,270	$ 39,092	$ 46,005	$ 21,963	$ 10,343	$ 73,721	$ 13,688	$ 37,375	$ 51,952	$ 28,765					
10	Airmen		21,647	31,970	27,239	34,797	32,489	11,003	103,982	18,912	47,945	41,070	24,210					
11	Civilians		-	-	-	-	508	-	211	-	513	-	732					
13	Total Payroll		$ 36,038	$ 95,240	$ 66,331	$ 80,802	$ 54,960	$ 21,346	$ 177,914	$ 32,600	$ 85,833	$ [illegible]3,022	$ 53,707					
15	▲ Non-Personnel Costs		$ 326	$ 900	$ 485	$ 378	$ 378	$ 563	$ 3,484	$ 263	$ 1,236	$ 689	$ 760					
17	Total Costs		$ 36,364	$ 96,140	$ 66,816	$ 81,180	$ 55,338	$ 21,909	$ 181,398	$ 32,863	$ 87,069	$ 93,711	$ 54,467					

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Part I
Comptroller Chart 6
Prepared By:
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7 April 1950

OPERATING COSTS

WAF SQUADRONS, OVERSEAS REPLACEMENT DEPOTS, & LIAISON FLIGHTS

FEBRUARY 1950

Item (A)	Account Code (B)	2350th WAF Sq Moses Lake (C)	2351st WAF Sq Hamilton (D)	2475th WAF Sq Selfridge (E)	4412th WAF Sq Langley (F)	(G)	2229th APDRG Ft Dix, NJ (H)	2349th APORD Hamilton (I)	2594th APORD Leroy Johnson (J)	(K)	1st Liaison Flight Biggs (L)	2d Liaison Flight Langley (M)	3d Liaison Flight Lawson (N)	4th Liaison Flight Pope (O)	5th Liaison Flt (Helicopter) Pope (P)	(Q)	(R)
No. of Personnel Reported																	
Officers		1	1	1	1		88	548	9		6	3	4	5	3		
Airmen		4	4	5	3		1,646	7,840	69		11	11	10	11	19		
Civilians		0	0	0	0		37	20	4		0	0	0	0	0		
Total Personnel		5	5	6	4		1,771	8,408	82		17	14	14	16	22		
Payroll Costs																	
Officers		$ 334	$ 334	$ 334	$ 402		$ 44,698	$ 310,639	$ 4,459		$ 3,035	$ 1,686	$ 2,107	$ 2,535	$ 1,581		
Airmen		571	463	676	492		207,696	932,221	11,413		2,516	2,184	1,935	1,584	2,815		
Civilians		-	-	-	-		8,388	4,712	919		-	-	-	-	-		
Total Payroll		$ 905	$ 797	$ 1,010	$ 894		$ 260,782	$ 1,247,572	$ 16,791		$ 5,551	$ 3,870	$ 4,042	$ 4,119	$ 4,396		
A Non-Personnel Costs		$ 1,521	$ 2,681	$ 1,514	$ 182		$ 235,384	$ 208,724	$ 5,260		$ 614	$ 918	$ 759	$ 524	$ 862		
Total Costs		$ 2,426	$ 3,478	$ 2,524	$ 1,076		$ 496,166	$ 1,456,296	$ 22,051		$ 6,165	$ 4,788	$ 4,801	$ 4,643	$ 5,258		

OPERATING COSTS - COMMUNICATIONS SQUADRONS AND RADAR CALIBRATION DETACHMENTS

FEBRUARY 1950

Item (A)	Account Code (B)	28th Comm Sq Mitchel (C)	29th Comm Sq Langley (D)	34th Comm Sq Mitchel (E)	35th Comm Sq Hamilton (F)	36th Comm Sq Selfridge (G)	37th Comm Sq Robins (H)	40th Comm Sq Brooks (I)	43d Comm Sq Hamilton (J)	(K)	5th Radar Cal Det Pope (L)	7th Radar Cal Det Langley (M)	11th Radar Cal Det Hamilton (N)	12th Radar Cal Det Langley (O)	(P)	(Q)	(R)
No. of Personnel Reported																	
Officers		9	5	7	5	1	2	5	0		5	8	6	8			
Airmen		151	81	81	78	60	59	97	32		18	33	37	27			
Civilians		0	0	0	0	0	0	0	0		0	0	0	0			
Total Personnel		160	86	88	83	61	61	102	32		23	41	43	35			
Payroll Costs																	
Officers		$ 4,445	$ 2,490	$ 3,543	$ 2,360	$ 446	$ 1,019	$ 2,361	$ -		$ 2,773	$ 4,553	$ 3,085	$ 4,258			
Airmen		22,944	10,851	10,755	12,164	7,518	9,892	12,637	4,318		2,936	5,796	6,210	5,282			
Civilians		-	-	-	-	-	-	-	-		-	-	-	-			
Total Payroll		$ 27,389	$ 13,341	$ 14,298	$ 14,524	$ 7,964	$ 10,911	$ 14,998	$ 4,318		$ 5,709	$ 10,349	$ 9,295	$ 9,540			
A Non-Personnel Costs		$ 13,105	$ 10,908	$ 4,033	$ 2,433	$ 3,577	$ 1,751	$ 4,197	$ 494		$ 2,341	$ 2,846	$ 1,458	$ 1,675			
Total Costs		$ 40,494	$ 24,249	$ 18,331	$ 16,957	$ 11,541	$ 12,662	$ 19,195	$ 4,812		$ 8,050	$ 13,195	$ 10,753	$ 13,215			

OPERATING COSTS - MISCELLANEOUS ORGANIZATIONS

FEBRUARY 1950

Item (A)	Account Code (B)	1st Shoran Beacon Unit Langley (C)	2d Radio Relay Sq Pope (D)	30th Motor Trans Sq Shaw (E)	363d Rcn Tech Sq Langley (F)	691st AF Band Selfridge (G)	769th AF Band Robins (H)	803d Engr Avn Bn McChord (I)	Co "B" 803d Engr Avn Bn Moses Lake (J)	Co "C" 803d Engr Avn Bn Moses Lake (K)	934th Sig Bn Pope (L)	2220th Ext Sq Benj Harr (M)	2597th Air Police Sq Brooks (N)	2602d Tow Target Sq Biggs (O)	4410th Bomb Disp Unit Pope (P)	(Q)	(R)
No. of Personnel Reported																	
Officers		3	4	3	7	1	1	20	6	5	16	19	5	41	1		
Airmen		32	67	90	107	34	27	515	131	132	261	163	99	259	14		
Civilians		0	0	0	0	0	0	0	0	0	0	75	1	0	0		
Total Personnel		35	71	93	114	35	28	535	137	137	277	257	105	300	15		
Payroll Costs																	
Officers		$ 1,402	$ 1,963	$ 1,655	$ 3,250	$ 297	$ 584	$ 9,994	$ 2,671	$ 2,087	$ 7,551	$ 10,137	$ 2,129	$ 21,556	$ 412		
Airmen		5,158	9,282	12,552	16,226	4,543	4,138	57,273	13,242	13,680	34,251	22,454	17,029	48,179	1,991		
Civilians		-	-	-	-	-	-	-	-	-	-	16,468	221	-	-		
Total Payroll		$ 6,560	$ 11,245	$ 14,207	$ 19,476	$ 4,840	$ 4,722	$ 67,267	$ 15,913	$ 15,767	$ 41,802	$ 49,059	$ 19,379	$ 69,735	$ 2,403		
A Non-Personnel Costs		$ 1,477	$ 1,747	$ 6,085	$ 19,149	$ 1,704	$ 701	$ 17,803	$ 3,646	$ 5,086	$ 12,508	$ 13,062	$ 3,104	$ 145,065	$ 348		
Total Costs		$ 8,037	$ 12,992	$ 20,292	$ 38,625	$ 6,544	$ 5,423	$ 85,070	$ 19,559	$ 20,853	$ 54,310	$ 62,121	$ 22,483	$ 214,800	$ 2,751		

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PART II
COMPTROLLER CHART 6
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, ConAC
7 APRIL 1950

RECAPITULATION OF CONTINENTAL AIR COMMAND
COST OF MANAGEMENT AND PRESERVATION OF REAL ESTATE FACILITIES
FEBRUARY 1950

LINE	ITEM (A)	USAF INSTALLATIONS PROVIDING OWN SERVICES (B)	AFR INSTALLATIONS PROVIDING OWN SERVICES (C)	INSTALLATIONS PROVIDED SERVICES BY OTHER THAN ConAC (D)	AGGREGATE * (E)
1	No. of Personnel Reported				
2	Officers	62	16	12	90
3	Airmen	1,940	434	281	2,655
4	Civilians	1,608	377	95	2,080
5					
6	TOTAL PERSONNEL	3,610	827	388	4,825
7					
8	Payroll Costs				
9	Officers	$ 26,790	$ 6,556	$ 5,196	$ 38,542
10	Airmen	221,329	53,020	34,687	309,036
11	Civilians	422,399	100,335	25,662	548,396
12					
13	Total Payroll	$ 670,518	$ 159,911	$ 65,545	$ 895,974
14					
15	▲ Non-Personnel Costs	$ 485,032	$ 85,932	$ 98,023	$ 668,987
16					
17	TOTAL COSTS	$ 1,155,550	$ 245,843	$ 163,568	$ 1,564,961

▲ Non-Personnel Costs - Includes Miscellaneous Costs, Contractual Services and Supplies.

SOURCE: Cost Control Reports - AF Forms 320, 320A, 322 & 322A.

* Does not include Inactive Installations.

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COSTS OF MANAGEMENT AND PRESERVATION OF REAL ESTATE FACILITIES

- USAF INSTALLATIONS PROVIDING OWN SERVICES -

FEBRUARY 1950

Part II
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 April 1950

Item (A)	Account Code (B)	Brooks AFB (C)	Hamilton AFB (D)	Langley AFB (E)	McChord AFB (F)	McGuire AFB (G)	Mitchel AFB (H)	Moses Lake AFB (I)	Oscoda AFB (J)	Selfridge AFB (K)	Shaw AFB (L)	Sewart AFB (M)	Stewart Fld (N)	Turner AFB (O)	(P)
No. of Personnel Reported															
Officers		3	4	4	7	5	6	11	1	4	5	7	1	4	
Airmen		51	98	194	418	91	149	280	13	202	114	147	66	118	
Civilians		86	137	290	94	83	248	97	16	154	110	87	105	100	
Total Personnel		140	239	488	519	179	403	388	30	360	229	241	172	222	
Payroll Costs															
Officers		$ 1,472	$ 1,785	$ 1,864	$ 3,136	$ 2,300	$ 2,549	$ 4,210	$ 444	$ 1,821	$ 1,909	$ 3,089	$ 470	$ 1,071	
Airmen		6,691	11,794	23,217	44,591	10,993	18,485	27,822	1,228	22,050	15,553	16,120	8,378	14,087	
Civilians		21,571	38,354	76,390	29,471	20,694	71,323	26,062	3,839	38,121	25,653	20,676	29,376	20,859	
Total Payroll		$ 29,734	$ 51,933	$ 101,471	$ 77,198	$ 33,987	$ 92,357	$ 58,094	$ 5,511	$ 62,992	$ 43,115	$ 39,885	$ 38,224	$ 36,017	
Non-Personnel Costs		$ 12,567	$ 45,148	$ 63,326	$ 51,968	$ 13,062	$ 129,183	$ 30,317	$ 5,179	$ 53,491	$ 23,592	$ 21,336	$ 24,122	$ 11,941	
Total Costs		$ 42,301	$ 97,081	$ 164,797	$ 129,166	$ 47,049	$ 221,540	$ 88,411	$ 10,690	$ 116,483	$ 66,707	$ 61,221	$ 62,346	$ 47,958	
Costs of Selected Utilities (Non-Payroll)															
Purchased Water	06105	$ 713	$ 3,536	$ -	$ -	$ 275	$ 692	$ -	$ -	$ 1,293	$ -	$ -	$ 197	$ 459	
Purchased Sewage Disposal	06206	-	-	-	-	232	-	-	-	-	-	-	-	-	
Purchased Electricity	06306	2,359	5,839	7,759	2,754	2,226	15,256	2,149	683	8,745	5,050	1,926	2,646	2,224	
Purchased Gas	06509	3,210	16,244	17	-	-	2,537	-	-	1,167	-	-	698	560	
Coal Issued *	06506	-	-	10,416	13,095	9,334	25,401	8,766	2,038	26,376	7,116	13,183	10,363	2,134	
Fuel Oil Issued *	06507	-	1,439	12,442	15,802	-	24,883	12,619	-	1,892	-	-	3,516	2,304	
O/B Facilities (Purchased Utilities)	08201	-	1,388	-	1,697	57	1,294	415	-	348	30	-	68	-	
Costs of Selected Functions															
Projects, Non-Recurring (Over $3,000) 09101 thru	09107	-	-	65	-	-	319	12,036	-	3,845	421	446	-	-	
Modification (Under $3,000)	09108	645	2,016	1,660	3,219	661	5,177	529	-	13,734	50	Cr 265	391	35	
Modification (Over $3,000)	09109	-	7,546	12,819	1,126	Cr 6	5,344	-	-	113	-	-	-	-	
Accrued Annual Leave, 1 July thru 28 Feb	10101	22,422	34,224	39,796	26,424	14,990	56,109	19,092	4,269	26,425	17,491	15,172	25,101	13,848	
Accrued Annual Leave, this month	10101	1,987	5,498	6,861	2,743	1,877	7,139	3,129	586	7,679	2,708	1,864	2,701	1,636	
Sick Leave & Holiday Leave Taken, 1 July thru 28 Feb	10102	13,498	21,202	40,894	17,309	13,461	38,034	11,705	1,937	13,696	8,682	8,098	17,255	7,798	
Sick Leave & Holiday Leave Taken, this month	10102	2,243	3,394	5,607	2,458	1,815	7,700	1,876	226	3,016	1,600	1,188	2,518	1,025	
Inventory Value & Depreciation Costs															
Depreciation, Mobile Maint Equip, 1 July thru 28 Feb	10109	-	-	-	-	2,534	-	-	-	8,046	-	-	-	-	
Depreciation, Mobile Maint Equip, this month	10109	-	-	-	-	-	-	-	-	-	-	-	-	-	
Value of Installed Equip & "MR" Property Salvaged, 1 July thru 28 Feb	10110	4,362	6,397	8,271	659	35	4,989	263	-	8,627	4,657	65	1,314	3,000	
Value of Installed Equip & "MR" Property Salvaged, this month	10110	504	1,232	558	-	22	370	-	-	971	25	-	282	68	
Value of Non-expendable Property for which A.I.O. has maint & repair responsibility	20104	403,150	794,357	384,672	629,111	176,109	696,305	260,963	61,379	726,151	298,741	251,941	238,092	319,465	
Value (when new) of Mobile Equip Issued A.I.O.	20105	143,685	174,168	218,382	213,919	50,755	344,913	86,774	89,579	276,875	70,813	135,469	316,075	186,543	

Utilization of Airmen & Civilians	Account Code	Brooks AM	Brooks Civ	Hamilton AM	Hamilton Civ	Langley AM	Langley Civ	McChord AM	McChord Civ	McGuire AM	McGuire Civ	Mitchel AM	Mitchel Civ	Moses Lake AM	Moses Lake Civ	Oscoda AM	Oscoda Civ	Selfridge AM	Selfridge Civ	Shaw AM	Shaw Civ	Sewart AM	Sewart Civ	Stewart AM	Stewart Civ	Turner AM	Turner Civ
Administrative and Engineering	30001	2	11	7	16	4	27	9	15	6	10	11	18	9	11	1	2	9	18	3	12	2	11	6	10	3	9
Fire Protection & Aircraft Crash Rescue	30002	34	2	47	27	103	4	28	6	46	3	45	27	30	11	6	2	38	3	42	3	65	3	37	3	33	5
Custodial	30003	0	0	0	3	3	1	0	1	1	0	0	31	0	0	0	0	0	0	0	0	3	0	0	1	0	2
Central Heating Plant Operators	30004	0	5	0	0	3	45	0	15	30	5	0	34	32	14	4	0	12	28	3	17	0	12	0	3	0	7
Other Utilities Plant Operators	30005	1	6	5	12	4	23	0	0	0	0	3	6	0	1	1	2	3	3	2	6	14	16	3	9	3	4
Carpenters	30006	2	9	6	17	10	16	5	10	4	14	11	15	8	13	0	3	16	25	3	15	2	9	0	13	13	21
Painters	30007	2	5	0	11	4	16	1	6	2	3	2	16	3	2	0	0	5	16	1	7	3	4	0	7	2	7
Electricians	30008	6	9	6	10	7	13	5	8	10	8	9	19	7	11	1	1	16	17	3	8	10	8	0	5	6	6
Plumbers & Steamfitters	30009	1	12	2	10	6	16	2	9	1	8	4	17	3	8	0	2	5	10	2	2	3	9	0	6	2	6
Structural - Steel & Metal	30010	0	0	1	3	1	5	0	2	1	3	0	0	2	2	0	0	0	0	2	4	1	2	0	4	2	5
Concrete Masonry & Plaster	30011	0	0	0	1	0	6	0	0	0	0	0	5	0	0	0	0	0	0	0	0	0	0	0	2	0	1
Machinists	30012	1	3	12	22	7	21	15	16	0	0	4	8	2	22	0	1	0	0	0	0	1	1	4	13	5	3
General Labor	30013	3	24	7	16	41	76	8	6	6	27	18	52	3	12	0	3	37	34	24	30	24	20	18	28	21	35
Totals	30099	52	86	93	144	193	269	73	94	109	83	109	218	101	107	13	16	161	156	82	107	130	98	68	106	92	101

* Cost of Coal & Fuel Oil including transportation

SOURCE: Lines 1 - 17 Cost Control Reports - AF Forms 320, 322, 324, 322A
Lines 19 - 68 AF Forms 329 and 330

NOTE: Payroll Costs shown on Line 10 are actual payroll costs for airmen and are not based on civilian pay scales

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Part II
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 April 1950

COSTS OF MANAGEMENT AND PRESERVATION OF REAL ESTATE FACILITIES

- AIR FORCE RESERVE INSTALLATIONS PROVIDING OWN SERVICES -

FEBRUARY 1950

Item (A)	(B)	Atterbury AFB (C)	Birmingham Mun Apt (D)	Greater Pittsburgh Apt (E)	Hanscom Apt (F)	Hensley Fld (G)	Long Beach Mun Apt (H)	Memphis Mun Apt (I)	Miami Int Apt (J)	O'Hare Int Apt (K)	Portland Apt (L)	Reading Mun Apt (M)	Wold-Chamberlain Fld (N)	(O)	(P)
No. of Personnel Reported															
Officers		1	1	1	1	2	1	2	1	2	2	1	1		
Airmen		67	41	54	28	36	24	32	14	29	29	36	44		
Civilians		33	6	33	51	26	31	40	26	43	34	25	29		
Total Personnel		101	48	88	80	64	56	74	41	74	65	62	74		
Payroll Costs															
Officers		$ 413	$ 413	$ 363	$ 398	$ 761	$ 504	$ 882	$ 384	$ 917	$ 839	$ 348	$ 334		
Airmen		7,190	5,514	6,556	3,000	4,641	3,289	4,202	2,012	3,293	3,114	4,064	6,145		
Civilians		8,301	1,493	8,475	15,538	6,352	9,036	7,747	6,210	13,373	9,489	5,722	8,599		
Total Payroll		$ 15,904	$ 7,420	$ 15,394	$ 18,936	$ 11,754	$ 12,829	$ 12,831	$ 8,606	$ 17,583	$ 13,442	$ 10,134	$ 15,078		
A Non-Personnel Costs		$ 4,880	$ 7,338	$ 4,706	$ 11,120	$ 2,639	$ 8,308	$ 6,827	$ 3,693	$ 18,145	$ 3,044	$ 8,475	$ 6,757		
Total Costs		$ 20,784	$ 14,758	$ 20,100	$ 30,056	$ 14,393	$ 21,137	$ 19,658	$ 12,299	$ 35,728	$ 16,486	$ 18,609	$ 21,835		
Costs of Selected Utilities (Non-Payroll)															
Purchased Water	06105	$ -	$ 4	$ -	$ -	$ -	$ Cr 11	$ 268	$ Cr 344	$ 490	$ -	$ 272	$ 122		
Purchased Sewage Disposal	06206	-	-	-	-	40	-	-	-	-	-	85	48		
Purchased Electricity	06306	1,576	1,187	915	2,521	774	547	941	2,068	5,660	-	633	2,237		
Purchased Gas	06509	1,432	-	-	30	1,339	319	805	165	113	-	-	735		
Coal Issued *	06506	1,669	217	1,666	4,040	-	-	1,369	-	16,812	174	1,141	1,543		
Fuel Oil Issued *	06507	112	-	-	96	-	714	-	256	33	2,804	1,066	536		
O/B Facilities (Purchased Utilities)	08201	-	-	-	-	-	Cr 19	3	-	-	-	-	-		
Costs of Selected Functions															
Projects, Non-Recurring (Over $3,000) 09101 thru	09107	-	-	1,802	-	-	-	2,484	-	-	-	-	-		
Modification (Under $3,000)	09108	1,692	3,220	Cr 918	3,029	-	630	398	1,063	3,236	2,598	190	1,239		
Modification (Over $3,000)	09109	-	-	-	-	-	-	-	-	2,118	-	-	1,197		
Accrued Annual Leave, 1 July thru 28 Feb	10101	4,136	2,134	8,094	8,507	4,398	7,271	6,817	4,966	23,334	3,409	4,808	6,233		
Accrued Annual Leave, this month	10101	705	158	790	790	240	864	958	532	2,783	905	1,065	722		
Sick Leave & Holiday Leave Taken, 1 July thru 28 Feb	10102	3,901	1,375	5,316	4,852	3,711	5,167	4,691	3,930	17,266	1,975	3,175	3,246		
Sick Leave & Holiday Leave Taken, this month	10102	858	119	879	746	589	730	661	480	2,538	578	498	716		
Inventory Value & Depreciation Costs															
Depreciation, Mobile Maint Equip, 1 July thru 28 Feb	10109	-	-	11,333	-	-	-	100	-	-	-	-	-		
Depreciation, Mobile Maint Equip, this month	10109	-	-	-	-	-	-	-	-	-	-	-	-		
Value of Installed Equip & "MA" Property Salvaged, 1 July thru 28 Feb	10110	52	-	898	53	-	1,758	2,104	451	-	-	35	-		
Value of Installed Equip & "MA" Property Salvaged, this month	10110	12	-	57	-	-	-	158	351	-	-	-	-		
Value of Non-expendable Property for which A.I.O. has maint & repair responsibility	20104	26,108	1,729	35,529	66,665	56,446	114,786	113,006	39,383	1,387,273	216	25,108	5,487		
Value (when new) of Mobile Equip Issued A.I.O.	20105	-	20,005	54,357	76,170	70,569	19,994	49,017	1,899	75,473	-	38,170	50,575		

Utilization of Airmen & Civilians		(C) AM	(C) Civ	(D) AM	(D) Civ	(E) AM	(E) Civ	(F) AM	(F) Civ	(G) AM	(G) Civ	(H) AM	(H) Civ	(I) AM	(I) Civ	(J) AM	(J) Civ	(K) AM	(K) Civ	(L) AM	(L) Civ	(M) AM	(M) Civ	(N) AM	(N) Civ
Administrative and Engineering	30001	6	3	1	2	3	5	1	6	0	4	3	5	2	4	6	2	1	12	2	6	3	5	6	3
Fire Protection & Aircraft Crash Rescue	30002	31	3	30	1	41	1	22	12	25	1	9	9	27	1	1	0	17	38	26	2	28	3	21	13
Custodial	30003	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	5	0	4	0	0	0	1	0	1
Central Heating Plant Operators	30004	11	3	0	0	0	8	0	9	0	0	0	0	0	4	0	0	4	8	0	5	0	0	0	4
Other Utilities Plant Operators	30005	0	2	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	5	0	2
Carpenters	30006	4	8	0	1	3	3	2	8	4	3	2	3	2	12	3	6	0	8	2	3	5	6	13	2
Painters	30007	1	1	0	0	3	1	0	2	0	2	0	2	0	2	1	1	0	5	0	2	0	2	0	1
Electricians	30008	5	4	0	0	3	2	0	3	1	2	3	1	1	3	1	3	5	6	1	5	0	1	3	2
Plumbers & Steamfitters	30009	1	3	0	1	3	1	0	3	3	2	0	1	0	4	1	2	0	5	0	3	2	1	2	1
Structural - Steel & Metal	30010	2	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0
Concrete Masonry & Plaster	30011	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Machinists	30012	0	0	0	0	0	0	0	0	0	2	0	6	0	2	1	1	0	10	0	1	0	0	0	0
General Labor	30013	6	4	0	1	0	12	2	7	1	10	4	2	0	5	0	6	3	6	0	6	2	3	1	0
Totals	30099	67	32	31	6	56	35	27	51	34	26	21	30	32	38	14	26	30	103	31	35	41	27	46	29

* Cost of Coal & Fuel Oil including transportation

SOURCE: Lines 1 - 17 Cost Control Reports - AF Forms 320, 322, 322A, 322A
Lines 19 - 68 AF Forms 329 and 330

NOTE: Payroll Costs shown on Line 10 are actual payroll costs for airmen and are not based on civilian pay scales

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Part II
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
7 April 1950

COSTS OF MANAGEMENT AND PRESERVATION OF REAL ESTATE FACILITIES

- INSTALLATIONS PROVIDED SERVICES BY THE ARMY, THE NAVY, OR BY ANOTHER MAJOR AF COMMAND -

FEBRUARY 1950

Line	Item (A)	Account Code (B)	Lawson AFB (Army) (C)	Marshall AFB (Army) (D)	Otis AFB (Army) (E)	Pope AFB (Army) (F)	Sherman AFB (Army) (G)	Fairfax Fld (Army) (H)	Godman AFB (Army) (I)	Floyd Bennett (Naval Air Station) (J)	Dobbins AFB (AMC) (K)	(L)	(M)	(N)	(O)	(P)
1	No. of ConAC Personnel Reported in AI Function															
2	Officers, ConAC		2	1	1	4	0	1	1	1	1					
3	Airmen, ConAC		29	16	45	54	14	32	39	22	30					
4	Civilians, ConAC		4	3	3	2	4	29	20	28	2					
6	Total ConAC Personnel		35	20	49	60	18	62	60	51	33					
8	Payroll Costs - ConAC Personnel															
9	Officers, ConAC		$ 732	$ 398	$ 444	$ 1,659	$ -	$ 547	$ 498	$ 490	$ 428					
10	Airmen, ConAC		3,664	1,745	4,687	7,104	1,758	3,947	5,202	2,256	4,324					
11	Civilians, ConAC		1,146	975	990	744	1,196	7,660	5,411	6,956	584					
13	Total Payroll Cost - ConAC Personnel		$ 5,542	$ 3,118	$ 6,121	$ 9,507	$ 2,954	$ 12,154	$ 11,111	$ 9,702	$ 5,336					
15	▲ Non-Personnel Costs		$ 10,199	$ 5,305	$ 42,643	$ 10,951	$ 3,370	$ 1,112	$ 3,544	$ 7,717	$ 13,182					
17	Total Costs		$ 15,741	$ 8,423	$ 48,764	$ 20,458	$ 6,324	$ 13,266	$ 14,655	$ 17,419	$ 18,518					
19	Services Received By ConAC Activity															
21-22	Utilities Furnished ConAC Activity, 1 July thru 28 Feb	08201	$ 7,291	$ 4,107	$ 40,392	$ 18,530	$ 4,618	$ 668	$ 9,518	$ -	$ 7,774					
23	Utilities Furnished ConAC Activity, this month	08201	669	552	9,000	2,670	536	-	1,157	-	1,886					
24-25	All Other Real Estate Facilities Services Furnished ConAC Activity, 1 July thru 28 Feb	08202	82,886	32,201	513,813	144,762	36,401	166	100,785	-	146,379					
26-27	All Other Real Estate Facilities Services Furnished ConAC Activity, this month	08202	8,658	3,534	129,972	19,689	3,154	83	13,147	-	11,296					
29-30	Total Real Estate Facilities Services Furnished ConAC Activity, 1 July thru 28 Feb	08299	90,176	36,308	554,205	163,292	41,019	834	110,304	-	154,153					
32-33	Total Real Estate Facilities Services Furnished ConAC Activity, this month	08299	9,328	4,086	138,973	22,359	3,690	83	14,304	-	13,182					

SOURCE: Lines 1 - 17 Cost Control Reports - AF Forms 320, 322, 320A, 322A
Lines 19 - 33 Columns (C) through (G). AF Forms 329 prepared in this Headquarters from Army type reports
Column (H). AF Forms 329 submitted for Fairfax Fld
Column (J). Data Not Available
Column (K). AF Forms 329 received for Dobbins AF Base

REMARKS: Columns (C) thru (K). Parenthesis immediately under name of Installation indicates the agency responsible for accomplishing and/or providing for the ConAC Installation all or a major part of real estate facilities services

Payroll Costs shown on line 10 are actual payroll costs for airmen and are not based on civilian pay scales

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COMPTROLLER CHART 6
PREPARED BY:

DIRECTOR, PROGRAMS & COSTS
HQ, CONAC
3 MARCH 1950

CONTINENTAL AIR COMMAND

SUMMARY OF OPERATING COSTS

(BY ORGANIZATION)

JANUARY 1950

PART I OPERATING COSTS, SELECTED FUNCTIONS.
PART II COST OF MANAGEMENT & PRESERVATION OF REAL ESTATE FACILITIES.

IN THE EVENT ANY INFORMATION CONTAINED HEREIN IS EXTRACTED OR THE PUBLICATION IS REPRODUCED IN ANY WAY THE SOURCE OF THE INFORMATION SHOULD BE SHOWN.

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PART I
COMPTROLLER CHART 6
PREPARED BY:
DIRECTOR, PROGRAM & COSTS
HQ, ConAC
3 MARCH 1950

RECAPITULATION OF CONTINENTAL AIR COMMAND

OPERATING COSTS

JANUARY 1950

LINE	DESCRIPTION (A)	HEADQUARTERS (B)	WINGS (C)	AFRTC'S (D)	ALL OTHER ORGANIZATIONS (E)	AGGREGATE (F)
1	No. of Personnel Rptd					
2	Officers	2,276	3,479	798	2,571	9,124
3	Airmen	5,162	22,231	9,183	23,558	60,134
4	Civilians	1,032	2,774	2,124	1,802	7,732
5						
6	TOTAL PERSONNEL	8,470	28,484	12,105	27,931	76,990
7						
8	Payroll Costs					
9	Officers	$ 1,353,293	$ 1,722,606	$ 432,759	$ 1,253,843	$ 4,762,501
10	Airmen	992,163	3,396,310	1,697,302	3,072,060	9,157,835
11	Civilians	289,[illegible]4	743,762	584,995	482,597	2,101,238
12						
13	Total Payroll	$ 2,635,340	$ 5,862,678	$ 2,715,056	$ 4,808,500	$16,021,574
14						
15	▲ Non-Personnel Costs	$ 659,504	$ 3,513,799	$ 1,655,234	$ 1,918,023	$ 7,746,560
16						
17	TOTAL COSTS	$ 3,294,844	$ 9,376,477	$ 4,370,290	$ 6,726,523	$23,768,134

▲ Non-Personnel Costs - Includes Miscellaneous Costs, Contractual Services and Supplies.

SOURCE: Cost Control Reports - AF Forms 321, 321A, 320, 320A, 322 & 322A.

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OPERATING COSTS

COMMAND AND INTERMEDIATE HEADQUARTERS

JANUARY 1950

Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
3 March 1950

Description (A)	Account Code (B)	Hq ConAC Mitchel (C)	Hq TAC Langley (D)	Hq 1st AF Mitchel (E)	Hq 4th AF Hamilton (F)	Hq 9th AF Langley (G)	Hq 10th AF Selfridge (H)	Hq 12th AF Brooks (I)	Hq 14th AF Robins (J)	Hq 8th Air Div Pope (K)	Hq 9th Air Div Pope (L)	Hq 25th Air Div Everett, Wash (M)	Hq 26th Air Div Roslyn, NY (N)	Hq 28th Air Div Hamilton (O)	Hq 30th Air Div Selfridge (P)	Hq 32d Air Div Stewart (Q)	Hq EADF Mitchel (R)	Hq WADF Hamilton (S)
No. of Personnel Reported																		
Officers		374	62	269	273	309	345	261	275	26	14	9	9	2	1	1	25	19
Airmen		912	46	778	571	942	619	533	789	22	25	21	37	6	1	4	35	21
Civilians		140	32	114	106	171	51	89	118	0	0	0	0	0	0	0	7	[illegible]
Total Personnel		1,426	140	1,161	950	1,422	1,015	883	1,182	48	39	30	46	8	2	5	67	46
Payroll Costs																		
Officers		$ 224,313	$ 41,663	$ 160,340	$ 164,858	$ 179,683	$ 200,456	$ 155,772	$ 162,154	$ 16,512	$ 8,339	$ 5,523	$ 6,320	$ 1,347	$ 541	$ 334	$ 15,509	$ 9,649
Airmen		122,656	8,220	157,844	121,228	182,455	130,864	102,359	140,838	3,294	3,730	3,343	4,333	779	184	540	5,527	3,555
Civilians		100,563	8,517	30,325	28,046	49,442	14,024	22,632	32,772	-	-	-	-	-	-	-	1,849	1,506
Total Payroll		$ 447,532	$ 58,400	$ 348,509	$ 314,132	$ 411,580	$ 345,294	$ 280,963	$ 335,764	$ 19,806	$ 12,069	$ 8,866	$ 10,733	$ 2,126	$ 725	$ 874	$ 22,985	$ 14,710
& Non-Personnel Costs		$ 112,864	$ 4,936	$ 88,455	$ 61,623	$ 126,835	$ 88,363	$ 62,023	$ 104,274	$ 926	$ 933	$ 894	$ 3,848	$ 78	$ 34	$ 267	$ 1,071	$ 1,940
Total Costs		$ 560,386	$ 63,336	$ 437,064	$ 375,755	$ 538,415	$ 433,657	$ 342,986	$ 440,038	$ 20,734	$ 13,002	$ 9,760	$ 14,601	$ 2,204	$ 759	$ 1,141	$ 24,056	$ 16,650
Cost of Selected Functions																		
Office of CG & VC	20003	$ 9,966	$ 2,419	$ 4,509	$ 6,455	$ 3,545	$ 4,933	$ 4,194	$ 8,596	$ 1,602	$ 1,043	$ 998	$ 1,744	$ 623	$ -	$ -	$ 3,136	$ 2,760
Air Adj Gen & Historical Sec	*	24,332	2,348	26,537	34,523	25,330	16,990	24,624	23,933	1,931	1,672	469	1,230	1,136	-	874	2,918	566
IG, Air Insp, PM, Fly Safety	**	22,321	-	21,909	18,309	18,770	12,284	15,321	15,419	-	-	-	526	-	-	-	-	-
Public Information Office	20009	4,490	807	4,415	2,285	2,269	669	1,766	2,003	118	629	-	-	-	-	-	-	602
Air Surgeon	20207	5,087	-	3,240	2,544	1,676	2,238	3,099	2,881	-	-	-	-	-	-	-	-	-
Total Comptroller Function	20161	54,390	-	25,345	21,909	23,947	14,601	18,357	22,053	-	-	-	134	-	-	-	-	-
Stat Services	20107	30,655	-	13,284	13,785	12,844	4,258	11,115	13,690	-	-	-	134	-	-	-	-	-
Programs & Costs	***	12,721	-	3,876	2,339	2,532	1,352	1,664	2,249	-	-	-	-	-	-	-	-	-
Total Deputy for Personnel	****	12,942	-	27,878	19,359	28,251	18,212	22,311	27,686	-	-	566	-	-	-	-	-	-
Personnel Services	20217	5,144	-	2,171	857	1,614	1,041	1,573	2,653	-	-	-	-	-	-	-	-	-
Military Personnel	20227	17,452	-	16,597	8,465	19,242	10,699	10,315	11,733	-	-	-	-	-	-	-	-	-
Total Deputy for Operations	*****	74,962	36,781	17,166	21,434	34,168	12,558	14,?74	25,701	13,164	6,611	2,155	3,389	147	-	-	13,103	6,483
Operations & Training	20305	25,224	11,486	7,307	8,221	11,565	4,186	4,452	1,603	-	-	-	-	-	-	-	1,251	-
Plans & Requirements	20307	27,439	12,427	1,081	1,339	-	4,130	2,621	7,098	-	-	-	-	147	-	-	3,031	6,483
Intelligence	20311	10,698	2,362	1,602	2,497	2,244	755	1,821	2,960	2,124	1,217	598	742	-	-	-	384	-
Comm & Electronics	20315	12,579	3,257	5,969	6,320	2,854	3,670	3,123	5,664	2,123	470	538	368	-	-	-	-	-
Total Deputy for Materiel	20461	56,184	-	19,430	20,793	21,798	24,963	11,151	25,252	427	618	1,738	-	-	-	-	-	-
Maintenance	20405	5,566	-	4,703	4,513	10,121	1,043	1,934	2,174	-	-	-	-	-	-	-	-	-
Supply	20407	17,207	-	3,949	4,413	1,716	7,374	1,306	7,235	427	265	265	-	-	-	-	-	-
Installations	20413	31,079	-	7,266	6,203	6,229	054	1,915	7,021	-	-	291	-	-	-	-	-	-
Hq Sq Admin Overhead	20503	15,434	1,987	8,866	4,187	9,489	1,022	5,900	12,322	-	-	-	397	-	542	-	-	-
Flight Section - Flying	20505	18,246	-	6,429	6,358	21,223	-	9,108	12,381	-	-	1	-	-	-	-	-	-
Flight Section - Maintenance	20507	24,365	-	10,823	-	40,905	1,080	13,501	22,327	-	-	-	-	-	-	-	-	-
Personnel w/o Duty Asgmt	20511	5,540	2,228	3,502	6,079	3,327	3,444	16,064	5,200	-	-	96	1,552	-	-	-	843	2,809
Comm Contractual	20527	886	155	427	508	293	598	207	1,056	61	41	-	13	2	1	-	13	11
TDY	20529	17,381	1,400	11,822	12,203	11,172	8,570	13,199	15,463	177	118	230	998	-	-	-	-	730
Overtime Paid Civilians	20530	-	-	-	-	24	-	-	43	-	-	-	-	-	-	-	-	-
Rentals - Leased Facilities	20531	-	-	2,013	-	-	-	-	88	-	-	-	-	-	-	-	-	-
Personnel at School	21003	7,231	-	9,994	3,157	3,264	10,338	7,369	4,474	-	-	1,365	-	-	-	-	577	-
Air Reserve	21005	1,714	1,095	22,272	2,331	7,088	9,030	2,122	9,563	-	-	-	-	-	-	-	-	-
Air National Guard	21007	-	-	32,313	35,568	31,187	47,216	13,039	20,777	-	-	-	-	-	-	-	-	-
Air ROTC	21009	6,976	-	51,170	61,521	81,867	100,062	59,429	53,309	-	-	-	-	-	-	-	-	-
Air Scout Liaison	21049.01	-	-	852	-	994	1,116	444	828	-	-	-	-	-	-	-	-	-
Other Liaison Activities	21049.02	83	-	826	-	427	875	-	1,836	-	-	-	-	-	-	-	-	-
Avn Cadet & OCS Procurement	21049.03	-	-	5,010	-	7,176	6,378	5,167	4,724	-	-	-	-	-	-	-	-	-

* Account Codes 20007 & 20015
** " " 20004 & 20005 & 20213 & 20309
*** " " 20109 & 20113
**** " " 20261 less 20217 less 20227
***** " " 20361 less 20305

Page 2 of 8 Pages

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OPERATING COSTS

WINGS

JANUARY 1950

Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
3 March 1950

	Description (A)	Account Code (B)	4th Ftr Wg Langley (C)	56th Ftr Wg Selfridge (D)	81st Ftr Wg Kirtland (E)	20th Ftr Wg Shaw (F)	31st Ftr Wg Turner (G)	33d Ftr Wg Otis (H)	78th Ftr Wg Hamilton (I)	52d Ftr Wg McGuire (J)	325th Ftr Wg Moses Lake (K)	62d Troop Carr Wg McChord (L)	314th Troop Carr Wg Smyrna (M)	316th Troop Carr Gp Smyrna (N)	161st Tac Rcn Sq Shaw (O)	363d Tac Rcn Gp Langley (P)	318th Ftr Sq McChord (Q)	84th Bomb Sq Langley (R)	85th Bomb Sq Langley (S)	2601st Assault Sq Smyrna (T)
1	No. of Personnel Reported																			
2	Officers		330	264	197	298	268	283	388	190	177	372	356	120	32	48	28	37	41?	50
3	Airmen		3,299	1,811	1,282	2,110	1,446?	[illegible]	[illegible]	1,258	1,434	2,093?	1,733?	261?	106	180	87	176?	177?	111
4	Civilians		605?	294?	3	237	222	190?	[illegible]	175	149	275	197?	0	0	0	0	0	0	0
5																				
6	Total Personnel		4,234?	2,369	1,482	2,645?	1,936	[illegible]	1,906	1,623	1,560	2,740	2,308	381	138	228	115	213	218	161
7																				
8	Payroll Costs																			
9	Officers		$ 166,967	$ 125,149	$ 100,627?	$ 142,198	$ 132,866	$139,363?	$ 180,790?	$ 91,971	$ 91,666	$ 177,898	$ 181,065?	$ [illegible]	$ 13,318?	$ [illegible]	$ 11,380?	$ 20,090?	$ 22,215?	$ [illegible]
10	Airmen		525,290?	268,541?	193,282?	328,387?	219,028?	247,396?	[illegible]	199,902?	177,364?	320,267?	266,598?	48,554?	[illegible]	[illegible]	13,242?	[illegible]	33,720?	[illegible]
11	Civilians		158,924?	[illegible]	[illegible]	33,332?	50,233?	26,401?	[illegible]	15,425?	37,327?	82,586?	42,303?	-	-	-	-	-	-	-
12																				
13	Total Payroll		$ [illegible]	$ 476,218	$ [illegible]	$ [illegible]	$ [illegible]	$[illegible]	$ [illegible]	$ 345,298?	$ 306,560?	$ 581,251	$ 491,664?	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ 53,236?	$ [illegible]	$ 47,131?
14																				
15	▲ Non-Personnel Costs		$ [illegible]	$ 382,769?	$ [illegible]	$ [illegible]	$ [illegible]	$[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ 32,734?	$ 17,903?	$ 18,517?
16																				
17	Total Costs		$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$[illegible]	$ [illegible]	$ 524,732?	$ [illegible]	$ [illegible]	$ 766,738?	$ 155,130?	$ [illegible]	$ [illegible]	$ [illegible]	$126,470?	$ 104,198?	$ 65,744?
18																				
19	Costs of Selected Functions																			
20																				
21	CO and Staff	01051	$ [illegible]	$ 21,318?	$ 14,285?	$ 27,534	$ 19,303?	$ 19,912	$ 24,630	$ 20,753	$ 18,633?	$ 23,270	$ 26,601?	$ 3,245?	$ 3,491?	$ -	$ -	$ -	$ -	$ 4,038
22	Sq Admin Ovhd (AB Sq Units)	02012	13,524?	12,244?	10,231?	6,738?	9,652?	13,829	9,528	7,343?	7,739?	10,237	13,282?	-	-	-	-	-	-	-
23	Food Services (Mess Halls)	02110	29,449?	13,774?	10,322	4,567?	11,866	10,524	12,172	13,083	8,748?	12,732?	14,617	-	-	-	-	-	-	-
24	Accounting & Disbursing	02117	11,383?	7,562	1,758?	3,857?	5,309?	6,495	14,058	4,852	2,337?	6,182?	7,026	-	-	-	-	-	-	-
25	Civilian Personnel & Payroll	*	1,451?	2,403	-	1,700?	-	1,799?	2,887?	1,892?	508?	2,717	381	-	-	-	-	-	-	-
26	Personnel Services	02124	11,967?	2,280?	22	5,535?	1,639	7,361?	6,544?	5,636	5,423?	3,071?	6,493	-	-	-	-	-	-	-
27	Motor Pool	02136	[illegible]	17,305?	4,118?	16,571?	11,487?	11,932?	28,313?	10,773	11,110	12,536?	9,270?	-	30	-	109	-	-	-
28	Base Operations	[illegible]	[illegible]	[illegible]	981?	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	2,712?	3,228?	1,196?	-	-	-	-	-	-	-
29																				
30	Total Air Installations	02761	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-	-	-	-
31	Fire Dept & A/C Crash Rescue	02218	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-	-	-	-
32	Rentals - Leased Facilities	[illegible]	-	[illegible]	-	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-	-	-	-
33	Fld Maint Automotive Equip	[illegible]	[illegible]	[illegible]	3,129?	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-	-	-	-
34	Org Maint of Admin Aircraft	02306	[illegible]	[illegible]	-	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-	-	-	-
35	Medical Services																			
36	Medical Administration	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	[illegible]	-	-	-	-
37	Supplies - Hospital	[illegible]	[illegible]	80?	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-	-	-	-
38	Dental Service	[illegible]	3,967?	[illegible]	-	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-	-	-	-
39	Med Serv & Other Services	[illegible]	13,951?	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-	-	-	-
40	X-Ray Service	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-	-	-	-
41	Laboratory	03108	[illegible]	755?	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-	-	-	-
42	Pharmacy	03110	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-	-	-	-
43	Preventive Medicine	[illegible]	[illegible]	1,243?	-	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-	-	-	-
44	Flight Surgeon	[illegible]	4,537?	1,300?	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	[illegible]	-	-	-	-
45	Dietetic Service	03116	10,813?	[illegible]	-	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-	-	-	-
46	Total Medical Services	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-	-	-	-
47	Fuels & Lubes (Adm & Prof Fly)	04108	9,809?	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
48	Subsistence	04112	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-
49	Sep Rations Paid Airmen	04113	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	[illegible]	[illegible]	[illegible]	-	-
50	Personnel w/o Duty Asgmt	[illegible]	[illegible]	11,974?	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	[illegible]	-	-	-	-
51	Prisoners	04115	1,329?	2,522?	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-	-	-	-
52	Overtime Paid Civilians	04119	[illegible]	[illegible]	-	[illegible]	430?	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-	-	-	-
53	Fld Maint & Supply Overhead	05050	[illegible]	9,180?	7,502?	[illegible]	8,273?	9,609?	[illegible]	7,520?	9,836?	[illegible]	10,533?	-	-	-	-	-	-	-
54	Special Mission & Tenant A/C	05108	11,267?	780?	-	[illegible]	-	-	[illegible]	-	-	[illegible]	-	-	-	-	-	-	-	-
55	** Non-Aeronautical Maint	05112	[illegible]	[illegible]	-	[illegible]	[illegible]	4,138?	[illegible]	2,137?	5,333?	[illegible]	5,497?	-	-	-	-	-	-	-
56																				
57	Total Supply Function	05450	[illegible]	34,179?	12,579?	[illegible]	33,933?	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	186?	177?	-	226?	-	-
58	Supply Control	05402	21,960?	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-	-	-	-
59	Supply Warehouse	05404	31,511?	17,386?	7,893?	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-	-	-	-
60	Subsistence Handling	05406	5,529?	1,397?	-	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-	-	-	-
61	Commissary Sales Store	05408	1,677?	3,068?	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-	-	-	-
62	Purchasing & Contr Office	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-	-	-	-
63	Salvage & Surplus Prop Acty	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-	-	-	-
64	Combat Gp Opns & Tng Ovhd	07061	[illegible]	14,180?	12,497?	[illegible]	8,800?	[illegible]	[illegible]	13,569?	11,615?	14,054?	[illegible]	2,470?	-	14,089?	3,780?	2,622?	2,860	1,045?
65	Fuels & Lubes - Mission A/C	07102	43,732?	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
66	Org Maint (Combat Gp)	07110	48,197?	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
67	Personnel at School	09102	11,356	11,518?	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
68	Special Missions (Group A)	09161	27,981?	15,035?	7,465?	13,883?	13,580?	13,879?	27,790?	3,465?	6,358?	18,535?	10,585?	1,938?	420?	1,037?	334?	790?	1,432?	387?
69	Supplies & Services Furnished																			
70	Others (Non-USAF)	12114	3,862	180	-	3,866?	-	27,908	116	403?	-	471	531	-	-	-	-	-	-	-
71	Supplies & Serv Furn ANG	12122	1,019	17	-	-	-	-	-	1,362?	-	36	544	-	-	-	-	-	-	-
72	Tenant Orgns of other Maj Cmds	14155	154,738	46,445?	-	-	-	-	138,830?	-	-	80,613?	-	-	-	-	-	-	-	-
73																				
74	* 02122 / 02123																			
75	** Non-Aeronautical Maintenance Performed in Aircraft Field Maintenance Shops																			

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OPERATING COSTS

AIR FORCE RESERVE TRAINING CENTERS

JANUARY 1950

Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
3 March 1950

	Description (A)	Account Code (B)	GROUP I 2466th Atterbury (C)	2234th Hanscom (D)	2589th Marietta (E)	2239th Gr Pitts (F)	2472d Fairfax (G)	2236th Godman (H)	(I)	GROUP II 2592d Tinker (J)	2240th Schlegel AF Plant (K)	2242d Selfridge (L)	2469th Scott (M)	2346th Hamilton (N)	2473d Offutt (O)	2233d Mitchel (P)	(Q)	(R)
1	No. of Personnel Reported																	
2	Officers		44	36	43	36	33	34		29	23	24	23	20	24	27		
3	Airmen		484	399	431	523	433	371		338	316	225	270	195	237	220		
4	Civilians		89	139	65	100	89	95		51	8	61	48	52	36	39		
5																		
6	Total Personnel		617	574	539	659	555	500		418	347	310	341	267	297	286		
7																		
8	Payroll Costs																	
9	Officers		$ 23,288	$ 19,888	$ 22,169	$ 20,156	$ 18,377	$ 16,916		$ 15,486	$ 13,664	$ 12,369	$ 11,577	$ 12,474	$ 13,253	$ 14,375		
10	Airmen		79,013	71,968	81,087	88,752	93,019	62,499		60,569	56,228	39,067	50,707	40,180	42,731	37,871		
11	Civilians		23,570	39,290	16,588	28,194	23,887	27,026		13,216	1,998	19,628	13,070	16,431	9,257	9,938		
12																		
13	Total Payroll		$ 125,871	$ 131,146	$ 119,844	$ 137,102	$ 135,283	$ 106,441		$ 89,271	$ 71,890	$ 71,064	$ 75,354	$ 69,085	$ 65,241	$ 62,184		
14																		
15	▲ Non-Personnel Costs		$ 54,945	$ 65,529	$ 112,463	$ 80,982	$ 55,325	$ 64,797		$ 35,096	$ 89,282	$ 39,498	$ 41,295	$ 49,928	$ 42,162	$ 29,380		
16																		
17	Total Costs		$ 180,816	$ 196,675	$ 232,307	$ 218,084	$ 190,608	$ 171,238		$ 124,367	$ 161,172	$ 110,562	$ 116,649	$ 119,013	$ 107,403	$ 91,564		
18																		
19	Cost of Selected Functions																	
20																		
21	CO and Staff	01051	$ 7,481	$ 11,230	$ 13,186	$ 10,620	$ 9,649	$ 11,262		$ 5,115	$ 11,484	$ 7,864	$ 10,873	$ 7,841	$ 6,826	$ 9,368		
22	Food Services (Mess Halls)	02110	4,144	2,267	2,630	3,406	2,340	2,639		83	-	-	-	-	-	-		
23	Civilian Personnel & Payroll	*	246	759	273	650	738	493		-	-	-	-	-	243	-		
24	Motor Pool	02136	3,892	3,397	5,435	6,657	2,980	5,434		135	331	136	887	-	120	-		
25	Work Details	02138	-	-	-	95	425	-		-	-	-	-	-	-	-		
26	Base Operations	02142	4,421	4,493	3,496	5,488	7,197	3,960		8,852	5,924	2,348	4,053	9,257	3,261	3,429		
27	Air Instl Office & Shop Ownd	02202	2,391	1,651	-	[illegible]	3,904	2,399		-	-	-	-	-	-	-		
28	Maint of Air Instl Machinery	02204	-	778	-	113	110	-		-	-	-	-	-	-	-		
29	Maint Bldgs & Other Structures	02206	2,366	1,174	1,941	6,431	926	1,694		-	-	-	-	-	-	-		
30	Opn Utility Plants & Systems	02216	9,154	9,127	7,443	7,424	3,311	-		-	-	83	-	-	-	-		
31	Fire Stations & Crash Rescue	02218	4,449	7,053	6,120	6,537	6,264	4,079		-	-	-	-	-	-	-		
32	Rentals - Leased Facilities	02244	-	2,083	-	-	1,062	-		-	-	-	-	-	-	-		
33	Medical Services	03277	2,067	2,894	2,978	1,318	1,457	906		-	819	-	-	-	-	-		
34	Subsistence Issued	04112	6,723	5,453	4,926	7,142	3,548	5,865		4,831	-	2,518	4,072	1,149	4,036	2,511		
35	Separate Rations Paid Airmen	04113	7,229	6,392	8,349	8,553	10,454	5,884		5,631	21,553	3,835	4,777	3,255	4,735	3,119		
36	Personnel w/o Duty Asgmt	04114	1,251	1,253	2,297	1,892	2,166	420		1,805	476	162	-	561	702	766		
37																		
38	Total Supply Function	05450	10,675	10,399	11,056	8,651	8,984	8,384		4,317	1,209	5,010	3,688	-	4,578	2,407		
39	Supply Control (Off & Staff)	05402	4,975	5,251	6,145	3,336	4,167	3,795		4,272	441	3,716	3,688	-	4,281	-		
40	Supply Warehouse	05404	4,473	4,241	3,571	3,978	3,649	3,458		-	668	1,013	-	-	-	2,183		
41	Subsistence Handling	05406	-	-	184	-	-	-		-	-	-	-	-	-	-		
42	Commissary Sales Store	05408	-	-	-	-	-	-		-	-	-	-	-	-	-		
43	Purchasing & Contracting	05410	554	745	711	1,369	753	798		-	-	-	-	-	-	-		
44	Salvage & Surplus Property	05412	-	-	445	-	-	-		-	-	-	-	-	-	-		
45																		
46	Fly Pers - Fuels & Lubes	07102	12,165	21,143	15,640	15,795	18,381	12,811		14,385	17,841	19,138	14,824	24,485	13,550	12,370		
47	Orgn Maint - Aircraft	07110	32,658	40,766	34,243	39,470	35,466	38,959		44,117	27,940	37,754	35,862	39,690	29,893	34,113		
48	Instructors (Air & Ground)	07114	5,309	1,910	2,508	6,765	4,803	1,526		4,823	4,542	4,662	4,748	1,186	5,449	1,361		
49	Instructors (Flying)	07116	2,679	1,910	-	3,079	377	-		-	1,035	2,269	1,777	-	1,731	-		
50	Personnel at School	08100	3,433	5,087	3,587	855	3,057	676		1,293	1,270	2,261	2,085	739	974	83		
51	** Transient USAF Aircraft	09109	-	-	-	1,301	2,160	1,455		-	-	-	-	-	-	-		
52	Permanent Change of Station	11111	1,183	3,334	509	5,835	1,167	505		-	1,334	845	1,525	173	972	1,723		
53	*** Supplies & Serv Furnished	12111	-	904	1,798	1,013	96	250		-	-	-	-	-	-	-		
54	Supplies & Serv Furn ANG	12122	-	51	7,365	6,897	647	4		-	-	-	-	-	-	-		

* Account Codes 02123 / 02125

** Includes Payroll Costs, Parts & Supplies (excepting fuels & lubes) furnished transient USAF Aircraft other than Air Reserve, ANG & AROTC Aircraft

*** Supplies & Services Furnished to Non-USAF Agencies

Group I - Bases Maintained and Operated with ConAC Reserve Funds

Group II - USAF Bases where a Proportionate Share of the Runway Maintenance and the Area occupied by the ARTC is Supported by Reserve Funds

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OPERATING COSTS

AIR FORCE RESERVE TRAINING CENTERS

JANUARY 1950

Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
3 March 1950

Description (A)	Account Code (B)	GROUP III 2471st O'Hare (C)	2347th Long Beach (D)	2584th Memphis (E)	2237th Reading (F)	2465th Wold-Chamberlain (G)	2587th Birmingham (H)	2585th Miami (I)	2343d Portland (J)	(K)	GROUP IV 2596th Hensley (L)	2230th Floyd Bennett (M)	(N)	(O)	(P)	(Q)	(R)
No. of Personnel Reported																	
Officers		54	60	41	26	31	32	44	42		36	36					
Airmen		[illegible]	695	414	455	396	425	410	464		524	430					
Civilians		117	116	108	85	80	96	100	111		91	128					
Total Personnel		919	871	563	566	507	553	554	617		651	594					
Payroll Costs																	
Officers		$ 28,732	$ 33,002	$ 20,710	$ 14,312	$ 16,923	$ 18,192	$ 24,397	$ 23,228		$ 19,370	$ 19,901					
Airmen		94,805	150,966	77,950	81,994	82,548	85,897	70,018	83,799		97,772	67,862					
Civilians		97,148	31,199	29,725	19,808	22,710	24,684	26,005	32,112		24,064	35,447					
Total Payroll		$ 220,685	$ 215,167	$ 128,385	$ 116,114	$ 122,181	$ 128,773	$ 120,420	$ 139,139		$ 141,206	$ 123,210					
* Non-Personnel Costs		$ 111,253	$ 143,126	$ 67,849	$ 67,202	$ 70,272	$ 106,137	$ 81,927	$ 55,483		$ 121,540	$ 69,863					
Total Costs		$ 331,938	$ 358,293	$ 196,234	$ 183,316	$ 192,453	$ 234,910	$ 202,347	$ 194,622		$ 262,746	$ 193,073					
Cost of Selected Functions																	
CO and Staff	01051	$ 12,917	$ 20,753	$ 10,401	$ 10,005	$ 8,023	$ 10,653	$ 10,779	$ 11,669		$ 11,832	$ 16,199					
Food Services (Mess Halls)	02110	3,898	3,485	2,849	2,572	-	3,985	2,757	4,116		3,718	2,303					
Civilian Personnel & Payroll	*	2,519	-	517	340	273	260	246	-		266	382					
Motor Pool	02136	7,729	9,481	5,036	4,354	3,582	3,920	2,872	5,114		2,619	3,440					
Work Details	02138	-	97	-	103	-	-	-	-		-	-					
Base Operations	02142	7,175	6,561	6,573	3,529	4,069	4,398	5,118	5,090		6,942	4,104					
Air Instl Office & Shop Ovhd	02202	4,056	2,875	2,827	2,434	1,965	2,026	1,526	3,070		1,248	1,272					
Maint of Air Instl Machinery	02204	331	303	333	78	91	-	228	10		-	-					
Maint Bldgs & Other Structures	02206	2,792	1,848	1,457	3,475	869	815	1,500	1,443		2,447	1,498					
Opn Utility Plants & Systems	02216	11,938	4,827	7,715	6,787	6,885	2,137	5,048	7,696		4,023	9,876					
Fire Stations & Crash Rescue	02218	4,448	3,705	4,073	3,727	7,009	4,167	61	3,316		3,657	2,393					
Rentals - Leased Facilities	02244	-	3,167	1,875	1,161	-	2,919	2	-		-	-					
Medical Services	03277	2,680	3,445	1,532	1,172	1,826	1,128	2,892	2,480		2,017	1,766					
Subsistence Issued	04112	5,708	6,334	5,495	1,276	-	4,647	6,006	6,333		5,951	7,147					
Separate Rations Paid Airmen	04113	8,310	15,278	8,346	6,409	27,272	10,468	7,286	5,922		9,055	4,771					
Personnel w/o Duty Asgmt	04114	1,385	3,330	3,219	3,049	-	1,980	1,745	118		1,142	5,970					
Total Supply Function	05450	24,550	12,498	11,346	11,202	10,498	10,674	11,310	12,456		9,960	13,208					
Supply Control (CO & Staff)	05402	12,837	4,191	6,001	5,109	4,661	5,152	5,425	6,091		6,532	3,809					
Supply Warehouse	05404	7,984	7,758	3,322	5,118	5,155	4,113	3,874	3,090		2,949	8,794					
Subsistence Handling	05406	-	-	-	-	-	191	818	1,341		-	-					
Commissary Sales Store	05408	-	-	-	-	-	286	-	-		-	-					
Purchasing & Contracting	05410	1,131	540	1,061	829	494	932	1,193	1,350		279	-					
Salvage & Surplus Property	05412	1,284	-	343	-	-	-	-	184		-	-					
Fly Pers - Fuels & Lubes	07102	31,100	17,590	19,157	10,324	19,054	12,212	15,238	-		25,886	17,664					
Orgn Maint - Aircraft	07110	[illegible]	[illegible]	[illegible]	[illegible]	33,942	37,529	40,348	44,793		43,445	43,981					
Instructors (Fly & Ground)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	2,055	5,073	-		2,216	1,057					
Instructors (Flying)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	2,870	-		1,866	1,245					
Personnel at School	09112	[illegible]	4,110	1,178	3,218	1,180	913	2,225	1,162		1,922	2,128					
** Transient USAF Aircraft	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	551	-		1,289	-					
Permanent Change of Station	[illegible]	[illegible]	4,203	1,068	1,769	[illegible]	[illegible]	4,938	2,843		1,910	3,057					
*** Supplies & Serv Furnished	12114	34,450	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	1,165	132		32	-					
Supplies & Serv Furn ANG	12122	9,280	349	660	4,446	186	-	2,957	-		3,454	63					

* Account Codes 02123 / 02128

** Includes Payroll Costs, Parts & Supplies (excepting fuels & lubes) furnished transient USAF Aircraft other than Air Reserve, ANG & AROTC Aircraft

*** Supplies & Services Furnished to Non-USAF Agencies

Group III - Leased Facilities, Maintained by Municipality, Except Areas Occupied by AFRTC's which are Supported by Reserve Funds

Group IV - Naval Air Stations, Facilities Used and Proportionate Share of Base Maintenance is Supported by Reserve Funds

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OPERATING COSTS

NON-WING AIR BASE GROUPS, NON-WING AIR BASE SQUADRONS, NON-WING BASE SERVICE SQUADRONS, & STANDBY SQUADRONS

JANUARY 1950

Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
3 March 1950

Description (A)	Account Code (B)	2463d AB Gp Ben; Harri (C)	2500th AB Gp Mitchel (D)	2595th AB Gp Brooks (E)	4400th AB Gp Stewart AFB (F)	2600th AB Sq Pope (G)	4405th AB Sq Sherman (H)	4406th AB Sq Marshall (I)	4408th AB Sq Lawson (J)	(K)	2476th BS Sq Oscoda (L)	(M)	2226th Standby Slocum (N)	2263d Standby Grenier (O)	2264th Standby Dow (P)	2583d Standby Orlando (Q)	2603d Standby Greenville (R)
No. of Personnel Reported																	
Officers		35	191	64	41	46	16	19	37		6		10	17	21	21	22
Airmen		408	1,704	744	468	490	171	196	265		68		211	168	248	116	222
Civilians		182	741	142	289	40	28	30	72		16		11	18	15	24	25
Total Personnel		625	2,636	950	798	576	215	245	374		90		232	203	284	161	269
Payroll Costs																	
Officers		$ 17,367	$ 92,081	$ 32,725	$ 18,209	$ 22,280	$ 8,237	$ [illegible]533	$ 19,077		$ 3,197		$ 4,732	$ 8,700	$ 9,873	$ 11,413	$ 11,845
Airmen		51,355	243,497	107,469	74,142	82,075	27,447	41,082	43,934		11,298		30,073	26,082	35,065	22,331	39,558
Civilians		48,756	203,637	46,325	81,244	9,765	7,759	7,759	18,964		4,245		3,525	4,839	3,915	5,736	7,084
Total Payroll		$ 117,458	$ 539,215	$ 186,419	$ 173,595	$ 114,120	$ 43,443	$ 48,374	$ 81,975		$ 18,740		$ 38,330	$ 39,621	$ 48,853	$ 39,480	$ 58,487
▲ Non-Personnel Costs		$ 84,560	$ 297,303	$ 69,993	$ 102,400	$ 107,103	$ 26,503	$ 40,465	$ 35,910		$ 11,191		$ 28,680	$ 29,208	$ 55,351	$ 53,509	$ 47,164
Total Costs		$ 202,018	$ 836,518	$ 256,412	$ 275,995	$ 221,223	$ 69,946	$ 88,839	$ 117,885		$ 29,931		$ 67,010	$ 68,829	$ 104,204	$ 92,989	$ 105,651
Cost of Selected Functions																	
CO and Staff	01031	$ 5,206	$ 16,423	$ 15,446	$ 4,165	$ 16,628	$ 3,571	$ 3,804	$ 12,403		$ 2,207		$ 3,050	$ 3,486	$ 6,124	$ 3,038	$ 6,544
Food Services (Mess Halls)	02110	6,388	22,088	8,473	3,593	6,946	849	-	2,651		927		2,720	476	1,245	1,419	1,642
Civilian Personnel & Payroll	*	-	8,963	-	1,243	280	260	-	350		-		-	-	-	-	-
Motor Pool	02136	7,760	20,842	7,033	4,459	3,454	1,451	877	4,255		1,675		2,502	1,117	1,578	2,323	3,610
Work Details	02138	-	1,025	-	-	442	-	-	-		-		2,618	-	-	-	-
Base Operations	02142	1,455	7,447	4,296	3,953	4,196	2,155	1,396	2,440		1,208		-	140	-	-	551
Air Instl Office & Shop Ovhd	02202	7,376	13,987	4,499	4,476	962	-	404	1,899		1,883		1,523	2,285	2,044	-	2,570
Maint of Air Instl Machinery	02204	3,009	1,104	3,335	6,414	-	-	-	-		415		52	1,363	-	11,808	683
Maint Bldgs & Other Structures	02206	1,791	12,081	6,613	7,130	1,199	580	-	49		1,480		-	861	345	-	258
Opn Utility Plants & Systems	02216	27,102	80,585	19,603	27,178	8,279	420	-	-		6,128		-	5,899	14,000	1,438	6,672
Fire Stations & Crash Rescue	02218	5,737	39,843	5,100	4,286	4,023	1,685	2,003	3,888		1,580		2,975	1,589	81	-	3,023
Rentals - Leased Facilities	02244	-	513	-	17	-	-	-	-		-		-	-	-	913	-
Medical Services	03227	7,593	66,768	5,850	8,435	1,441	1,027	970	1,873		515		1,277	404	933	1,657	1,295
Subsistence Issued	04112	7,605	21,212	5,032	6,889	7,036	1,373	4,089	2,709		2,082		4,601	1,565	3,326	1,275	-
Separate Rations Paid Airmen	04113	4,961	20,970	11,253	7,089	8,407	2,767	1,027	3,486		611		2,389	1,470	4,004	2,734	10,463
Personnel w/o Duty Asgmt	04114	1,663	3,483	1,922	2,064	1,258	147	428	622		413		1,354	5,580	5,408	1,035	-
Aircraft Shop Maintenance	05160	-	43,025	12,934	19,550	-	-	-	-		-		-	-	534	-	-
Total Supply Function	05450	11,289	53,722	23,343	17,738	14,876	5,119	4,217	8,320		761		7,085	12,664	22,318	14,261	11,970
Supply Control (Off & Staff)	05402	4,424	19,102	9,608	6,757	7,654	3,312	1,932	3,720		761		2,482	4,676	4,509	9,563	2,715
Supply Warehouse	05404	3,896	19,346	8,651	7,361	6,255	1,753	2,127	4,372		-		3,341	7,452	15,546	3,832	6,647
Subsistence Handling	05406	2,562	5,247	1,721	575	744	-	-	-		-		360	-	-	-	-
Commissary Sales Store	05408	398	1,961	876		-	-	-	-		-		-	-	725	-	-
Purchasing & Contracting	05410	-	4,611	1,751	1,252	-	-	-	228		-		-		569	386	1,110
Salvage & Surplus Property	05412	-	1,377	404	584	-	-	-	-		-		-	505	869	570	1,078
Fly Pers - Fuels & Lubes	07102	-	-	-	-		-	-	-		-		-	-	-	-	-
Orgn Maint - Aircraft	07110	-	-	-	-		-	-	3,646		-		-	-	-	-	-
Instructors - Fly & Ground	07114	-	-	-	-		-	3,984	-		-		-	-	-	-	-
Instructors - Flying	07114.01	-	-	-	-		-	3,984	-		-		-	-	-	-	-
Personnel at School	09102	3,[illegible]	6,019	5,232	2,702	41	1,481	589	1,352		-		96	303	-	875	473
** Transient USAF Aircraft	05109	-	3,227	1,016	1,356		-	-	-		-			-	-	-	339
Permanent Change of Station	12113	3,640	20,307	7,038	7,061	3,7[illegible]	969	808	2,292		321		9,382	12,526	18,715	10,876	18,518
*** Supplies & Serv Furnished	12114	-	452	5	1,519	1,000	210	-	-		-		-	-	-	-	-
Supplies & Serv Furn ANG	12122	-	1,036	1,992	-	402	16	-	-		-		-	-	-	-	-

* Account Codes 02123 ≠ 02122

** Includes Payroll Costs, Parts & Supplies (excepting fuels & lubes) furnished transient USAF Aircraft other than Air Reserve, ANG & AROTC Aircraft

*** Supplies & Services Furnished to Non-USAF Agencies

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Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
3 March 1950

OPERATING COSTS

AIRCRAFT CONTROL AND WARNING ORGANIZATIONS

JANUARY 1950

#	Description (A)	Account Code (B)	502d Tac Con Gp Pope (C)	503d AC & Wng Gp Roslyn, NY (D)	505th AC & Wng Gp Silver Lake (E)	540th AC & Wng Gp Stewart (F)	541st AC & Wng Gp Selfridge (G)	542d AC & Wng Gp Hamilton (H)	690th AC & Wng Sq (Separate) Kirtland (I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)
1	No. of Personnel Reported																	
2	Officers		80	106	77	64	36	8	25									
3	Airmen		692	807	798	670	268	131	212									
4	Civilians		0	0	2	0	0	0	0									
6	Total Personnel		772	913	877	734	304	139	237									
8	Payroll Costs																	
9	Officers		$ 41,102	$ 52,106	$ 36,695	$ 29,864	$ 17,796	$ 3,786	$ 12,413									
10	Airmen		84,685	92,813	98,162	74,484	32,801	14,318	26,629									
11	Civilians		-	-	798	-	-	-	-									
13	Total Payroll		$ 125,787	$ 144,919	$ 135,655	$ 104,348	$ 50,597	$ 18,104	$ 39,042									
15	▲ Non-Personnel Costs		$ 43,021	$ 69,930	$ 44,891	$ 43,361	$ 19,990	$ 2,451	$ 10,989									
17	Total Costs		$ 168,808	$ 214,849	$ 180,546	$ 147,709	$ 70,587	$ 20,555	$ 50,031									
19	Cost of Selected Functions																	
21	Food Services (Mess Halls)	02110	$ 6,370	$ 4,280	$ 4,754	$ 3,534	$ 1,135	$ 656	$ -									
22	Motor Pool	02136	2,907	5,681	5,710	3,559	2,032	185	-									
23	Rentals - Leased Facilities	02244	-	-	99	-	-	-	-									
24	Subsistence Issued	04112	11,243	15,637	17,694	12,831	5,467	1,522	4,686									
25	Separate Rations Paid A/M	04113	4,919	5,102	4,783	4,621	1,899	539	1,497									
26	Personnel w/o Duty Asgmt	04114	147	8,036	2,496	5,388	1,054	5,247	-									
27	Comm & Electronics	07108	69,907	83,250	74,015	33,711	18,837	3,353	23,922									
28	Personnel at School	09102	3,595	4,793	5,746	924	1,389	-	522									

OPERATING COSTS - HOSPITAL SQUADRONS

JANUARY 1950

#	Description (A)	Account Code (B)	2200th Murphy Gen Hosp (C)	2201st Army Med Cntr (D)	2202d Oliver Gen Hosp (E)	2203d Valley Forge Gen Hosp (F)	2204th Percy Jones Gen Hosp (G)	2205th Army&Navy Gen Hosp (H)	2206th Brooke Army Med Cntr (I)	2207th Wm Beaumont Gen Hosp (J)	2208th Fitzsimmons Gen Hosp (K)	2209th Letterman Gen Hosp (L)	2210th Madigan Gen Hosp (M)	(N)	(O)	(P)	(Q)	(R)
1	No. of Personnel Reported																	
2	Officers		32	143	80	95	51	26	143	35	92	102	61					
3	Airmen		176	251	228	242	169	68	721	112	350	258	175					
4	Civilians		0	0	0	0	1	0	0	0	1	0	2					
6	Total Personnel		208	394	308	337	221	94	864	147	443	360	238					
8	Payroll Costs																	
9	Officers		$ 13,548	$ 60,545	$ 32,840	$ 44,772	$ 22,458	$ 9,110	$ 62,604	$ 13,356	$ 41,658	$ 45,310	$ 25,154					
10	Airmen		22,769	30,360	28,322	32,067	22,147	10,160	99,203	15,028	48,931	35,299	24,031					
11	Civilians		-	-	-	-	288	-	-	-	253	-	493					
13	Total Payroll		$ 36,317	$ 90,905	$ 61,162	$ 76,839	$ 44,893	$ 19,270	$ 161,807	$ 28,384	$ 90,842	$ 80,609	$ 49,678					
15	▲ Non-Personnel Costs		$ 189	$ 670	$ 588	$ 456	$ 465	$ 698	$ 3,611	$ 639	$ 470	$ 630	$ 782					
17	Total Costs		$ 36,506	$ 91,575	$ 61,750	$ 77,295	$ 45,358	$ 19,968	$ 165,418	$ 29,023	$ 91,312	$ 81,239	$ 50,460					

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OPERATING COSTS

WAF SQUADRONS, OVERSEAS REPLACEMENT DEPOTS, & LIAISON FLIGHTS

Part I
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
3 March 1950

JANUARY 1950

	Description (A)	Account Code (B)	2243d WAF Sq Mitchel (C)	2351st WAF Sq Hamilton (D)	2350th WAF Sq Moses Lake (E)	2475th WAF Sq Selfridge (F)	4412th WAF Sq Langley (G)	(H)	2225th APORG Ft Dix, NJ (I)	2349th APORD Hamilton (J)	2594th APORD Leroy Johnson (K)	(L)	1st Liaison Flight Biggs (M)	2d Liaison Flight Langley (N)	3d Liaison Flight Lawson (O)	4th Liaison Flight Pope (P)	5th Liaison Flt (Helicopter) Pope (Q)	(R)
1	No. of Personnel Reported																	
2	Officers		1	1	1	1	1		131	380	13		4	2	4	4	4	
3	Airmen		3	4	3	49	5		1,745	7,196	88		12	12	10	11	17	
4	Civilians		0	0	0	0	0		24	20	7		0	0	0	0	0	
5																		
6	Total Personnel		4	5	4	50	6		1,900	7,596	108		16	14	14	15	21	
7																		
8	Payroll Costs																	
9	Officers		$ 384	$ 441	$ 334	$ 334	$ 388		$ 66,164	$ 219,544	$ 5,815		$ 2,024	$ 1,159	$ 1,957	$ 1,986	$ 2,108	
10	Airmen		456	617	478	5,327	678		221,637	844,078	13,892		2,559	2,440	2,000	1,576	2,507	
11	Civilians		-	-	-	-	-		5,282	4,712	1,641		-	-	-	-	-	
12																		
13	Total Payroll		$ 840	$ 1,058	$ 812	$ 5,661	$ 1,066		$ 293,083	$ 1,068,334	$ 21,348		$ 4,583	$ 3,599	$ 3,957	$ 3,562	$ 4,615	
14																		
15	▲ Non-Personnel Costs		$ 336	$ 1,099	$ 370	$ 3,189	$ 142		$ 271,733	$ 249,292	$ 10,364		$ 680	$ 501	$ 406	$ 619	$ 807	
16																		
17	Total Costs		$ 1,176	$ 2,157	$ 1,182	$ 8,850	$ 1,208		$ 564,816	$ 1,317,626	$ 31,712		$ 5,263	$ 4,100	$ 4,363	$ 4,181	$ 5,422	
18																		
19																		

OPERATING COSTS - COMMUNICATIONS SQUADRONS AND RADAR CALIBRATION DETACHMENTS

JANUARY 1950

	Description (A)	Account Code (B)	28th Comm Sq Mitchel (C)	29th Comm Sq Langley (D)	34th Comm Sq Mitchel (E)	35th Comm Sq Hamilton (F)	36th Comm Sq Selfridge (G)	37th Comm Sq Robins (H)	40th Comm Sq Brooks (I)	43d Comm Sq Hamilton (J)	(K)	5th Radar Cal Det Pope (L)	7th Radar Cal Det Langley (M)	11th Radar Cal Det McChord (N)	12th Radar Cal Det Langley (O)	(P)	(Q)	(R)
1	No. of Personnel Reported																	
2	Officers		10	29	6	5	3	3	3	0		6	8	6	9			
3	Airmen		189	129	73	86	58	71	95	8		22	28	26	31			
4	Civilians		0	0	0	0	0	0	0	0		0	0	0	0			
5																		
6	Total Personnel		199	158	79	91	61	74	98	8		28	36	32	40			
7																		
8	Payroll Costs																	
9	Officers		$ 5,011	$ 19,735	$ 3,127	$ 2,360	$ 1,378	$ 1,493	$ 1,346	$ -		$ 3,204	$ 4,555	$ 3,085	$ 4,616			
10	Airmen		26,435	20,556	10,013	13,693	7,289	9,472	11,529	1,291		3,376	4,656	5,216	5,986			
11	Civilians		-	-	-	-	-	-	-	-		-	-	-	-			
12																		
13	Total Payroll		$ 31,445	$ 40,291	$ 13,140	$ 16,053	$ 8,667	$ 10,965	$ 12,875	$ 1,291		$ 6,580	$ 9,211	$ 8,301	$ 10,602			
14																		
15	▲ Non-Personnel Costs		$ 17,681	$ 7,496	$ 5,327	$ 3,396	$ 6,358	$ 2,271	$ 4,083	$ 184		$ 2,176	$ 2,024	$ 698	$ 1,976			
16																		
17	Total Costs		$ 49,127	$ 47,787	$ 18,467	$ 19,449	$ 15,025	$ 13,236	$ 16,958	$ 1,475		$ 8,756	$ 11,235	$ 8,999	$ 12,578			
18																		
19																		

OPERATING COSTS - MISCELLANEOUS ORGANIZATIONS

JANUARY 1950

	Description (A)	Account Code (B)	1st Shoran Beacon Unit Langley (C)	2d Radio Relay Sq Pope (D)	30th Motor Trans Sq Shaw (E)	363d Rcn Tech Sq Langley (F)	691st AF Band Selfridge (G)	769th AF Band Robins (H)	803d Engr Avn Bn McChord (I)	Co "B" 803d Engr Avn Bn Moses Lake (J)	Co "C" 803d Engr Avn Bn Moses Lake (K)	934th Sig Bn Pope (L)	2220th Ext Sq Benj Harris (M)	2597th Air Police Sq Brooks (N)	2602d Tow Target Sq Biggs (O)	4410th Bomb Disp Unit Pope (P)	(Q)	(R)
1	No. of Personnel Reported																	
2	Officers		[illegible]	4	4	7	1	1	20	5	5	14	19	5	45	1		
3	Airmen		20	56	82	112	33	28	463	136	142	277	109	96	251	15		
4	Civilians		0	0	0	0			0	0	0	0	71	1	0	0		
5																		
6	Total Personnel		23	60	86	119	34	29	483	141	147	291	199	102	296	16		
7																		
8	Payroll Costs																	
9	Officers		$ 1,402	$ 1,775	$ 2,182	$ 3,207	$ 297	$ 573	$ 9,983	$ 2,197	$ 2,086	$ 6,664	$ 10,335	$ 2,315	$ 23,276	$ 417		
10	Airmen		3,452	7,181	11,790	16,622	4,664	3,967	47,670	13,704	14,434	33,898	14,878	15,146	47,298	1,982		
11	Civilians		-	-	-	-	-	-	-	-	-	-	15,636	221	-	-		
12																		
13	Total Payroll		$ 4,854	$ 8,956	$ 13,972	$ 19,829	$ 4,961	$ 4,540	$ 57,653	$ 15,901	$ 16,520	$ 40,562	$ 40,849	$ 17,682	$ 70,574	$ 2,399		
14																		
15	▲ Non-Personnel Costs		$ 558	$ 1,644	$ 4,493	$ 7,175	$ 1,324	$ 844	$ 14,015	$ 5,306	$ 4,919	$ 10,629	$ 13,820	$ 3,380	$ 23,093	$ 464		
16																		
17	Total Costs		$ 5,412	$ 10,600	$ 18,465	$ 27,004	$ 6,285	$ 5,384	$ 71,668	$ 21,207	$ 21,439	$ 51,191	$ 54,669	$ 21,062	$ 93,667	$ 2,863		
18																		
19																		

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PART II
COMPTROLLER CHART 6
PREPARED BY:
DIRECTOR, PROGRAMS & COSTS
HQ, ConAC
3 MARCH 1950

RECAPITULATION OF CONTINENTAL AIR COMMAND
COST OF MANAGEMENT AND PRESERVATION OF REAL ESTATE FACILITIES
JANUARY 1950

LINE	DESCRIPTION (A)	USAF INSTALLATIONS PROVIDING OWN SERVICES (B)	AFR INSTALLATIONS PROVIDING OWN SERVICES (C)	INSTALLATIONS PROVIDED SERVICES BY OTHER THAN ConAC (D)	AGGREGATE * (E)
1	No. of Personnel Rptd				
2	Officers	53	17	11	81
3	Airmen	1,614	424	298	2,336
4	Civilians	1,471	348	96	1,915
5					
6	TOTAL PERSONNEL	3,138	789	405	4,332
7					
8	Payroll Costs				
9	Officers	$ 22,845	$ 7,274	$ 5,000	$ 35,119
10	Airmen	183,601	50,236	37,626	271,463
11	Civilians	397,540	95,787	22,092	515,419
12					
13	Total Payroll	$ 603,986	$ 153,297	$ 64,718	$ 822,001
14					
15	▲ Non-Personnel Costs	$ 453,982	$ 93,902	$ 98,349	$ 646,233
16					
17	TOTAL COSTS	$ 1,057,968	$ 247,199	$ 163,067	$ 1,468,234

▲ Non-Personnel Costs - Includes Miscellaneous Costs, Contractual Services and Supplies.

SOURCE: Cost Control Reports - AF Forms 320, 320A, 322 & 322A.

* Does not include Inactive Installations.

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Part II
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
3 March 1950

COSTS OF MANAGEMENT AND PRESERVATION OF REAL ESTATE FACILITIES

- USAF INSTALLATIONS PROVIDING OWN SERVICES -

JANUARY 1950

Description (A)	Account Code (B)	Brooks AFB (C)	Hamilton AFB (D)	Langley AFB (E)	McChord AFB (F)	McGuire AFB (G)	Mitchel AFB (H)	Moses Lake AFB (I)	Oscoda AFB (J)	Selfridge AFB (K)	Shaw AFB (L)	Smyrna AFB (M)	Stewart FLD (N)	Turner AFB (O)	(P)
No. of Personnel Reported															
Officers		2	4	4	6	3	6	7	2	5	4	4	2	4	
Airmen		63	131	195	70	86	129	323	12	202	91	130	82	100	
Civilians		88	129	273	92	56	236	96	16	132	90	79	106	78	
Total Personnel		153	264	472	168	145	371	426	30	339	185	213	190	182	
Payroll Costs															
Officers		$ 954	$ 1,785	$ 1,796	$ 2,737	$ 1,446	$ 2,421	$ 2,839	$ 888	$ 2,284	$ 1,282	$ 1,916	$ 854	$ 1,543	
Airmen		6,981	15,330	23,460	8,549	10,163	15,291	31,857	1,226	22,998	12,465	13,789	10,413	11,079	
Civilians		22,087	41,813	70,896	28,811	14,619	66,607	25,628	4,245	36,831	20,822	19,123	29,420	16,638	
Total Payroll		$ 30,022	$ 58,928	$ 96,152	$ 40,097	$ 26,228	$ 84,319	$ 60,324	$ 6,359	$ 62,113	$ 34,569	$ 34,828	$ 40,687	$ 29,360	
▲ Non-Personnel Costs		$ 16,414	$ 49,855	$ 42,487	$ 60,676	$ 12,664	$ 74,548	$ 39,236	$ 6,155	$ 63,390	$ 22,749	$ 31,495	$ 19,453	$ 14,860	
Total Costs		$ 46,436	$ 108,783	$ 138,639	$ 100,773	$ 38,892	$ 158,867	$ 99,560	$ 12,514	$ 125,503	$ 57,318	$ 66,323	$ 60,140	$ 44,220	
Costs of Selected Utilities (Non-Payroll)															
Purchased Water	06105	$ 837	$ 3,812	$ -	$ -	$ 265	$ 31	$ -	$ -	$ 1,491	$ -	$ -	$ 269	$ 607	
Purchased Sewage Disposal	06206		-	-	-	229	-	-	-	-	-	-	-	-	
Purchased Electricity	06306	3,019	5,878	9,509	2,999	2,056	9,765	2,279	425	9,792	5,542	3,255	3,069	2,192	
Purchased Gas	06509	3,688	18,015	21	-	-	4,858	-	-	1,194	-	-	898	791	
Coal Issued *	06506	-	-	9,467	15,691	7,421	35,934	26,316	1,128	23,203	7,102	15,619	7,860	1,180	
Fuel Oil Issued *	06507	-	4,622	38,037	19,761	-	618	2,704	-	914	-	-	1,888	2,137	
O/B Facilities (Purchased Utilities)	08201	-	1,271	-	1,756	63	727	-	-	406	29	-	36	-	
Costs of Selected Functions															
Projects, Non-Recurring (Over $3,000) 09101 thru	09107	2,140	-	43	-	-	717	2,171	-	15,199	450	7,365	-	-	
Modification (Under $3,000)	09108	261	1,953	4,525	1,160	1,257	4,768	245	-	6,760	270	824	1,182	275	
Modification (Over $3,000)	09109	-	6,788	2,725	2,918		6,583	-	-	13,180	-	-	-	-	
Accrued Annual Leave, 1 July thru 31 Jan	10101	20,436	28,726	52,935	23,681	12,813	48,970	15,963	3,683	18,746	14,783	13,307	22,399	12,212	
Accrued Annual Leave, this month	10101	2,181	3,791	8,351	3,001	1,548	6,725	2,632	161	1,734	1,953	1,790	2,992	1,442	
Sick Leave & Holiday Leave Taken, 1 July thru 31 Jan	10102	11,255	17,808	35,288	14,851	11,645	30,334	9,829	1,712	10,680	7,087	6,909	14,737	6,773	
Sick Leave & Holiday Leave Taken, this month	10102	1,760	2,684	4,195	2,655	1,523	7,501	1,839	240	1,612	1,355	992	2,237	1,018	
Inventory Value & Depreciation Costs															
Depreciation, Mobile Maint. Equip., 1 July thru 31 Jan	10109	-	-	-	-	2,534	-	-	-	8,046	-	-	-	-	
Depreciation, Mobile Maint. Equip., this month	10109	-	-	CR 43,392	-	-	-	-	-	-	-	-	-	-	
Value of Installed Equip. & "MR" Property Salvaged, 1 July thru 31 Jan	10110	3,858	5,165	7,713	659	13	4,619	263	-	7,656	4,633	65	1,032	2,932	
Value of Installed Equip. & "MR" Property Salvaged, this month	10110	404	881	688	-	-	157	-	-	1,131	186	-	91	-	
Value of Non-expendable Property for which A.I.O. has maint. & repair responsibility	20104	465,160	814,316	384,365	629,111	176,195	691,944	260,889	60,830	741,913	296,281	251,831	247,643	378,949	
Value (when new) of Mobile Equip. issued A.I.O.	20105	124,473	174,168	218,382	213,919	50,755	344,913	86,773	89,579	277,373	70,813	130,469	316,155	186,643	

Utilization of Airmen & Civilians - Selected Functions	Account Code	Brooks AM	Brooks Civ	Hamilton AM	Hamilton Civ	Langley AM	Langley Civ	McChord AM	McChord Civ	McGuire AM	McGuire Civ	Mitchel AM	Mitchel Civ	Moses Lake AM	Moses Lake Civ	Oscoda AM	Oscoda Civ	Selfridge AM	Selfridge Civ	Shaw AM	Shaw Civ	Smyrna AM	Smyrna Civ	Stewart AM	Stewart Civ	Turner AM	Turner Civ
Central Heating Plant Operators	30004	0	5	0	0	2	44	0	15	4	5	0	34	22	16	4	0	15	28	0	17	0	12	12	5	0	6
Other Utilities Plant Operators	30005	1	6	5	12	2	22	0	0	0	0	2	6	0	1	0	2	2	5	1	6	14	13	9	9	2	4
Carpenters	30006	1	9	6	15	0	17	4	10	4	14	11	13	2	12	0	3	18	23	2	11	4	7	0	13	9	11
Painters	30007	2	5	0	10	4	14	1	6	5	4	3	10	2	2	0	0	4	15	2	4	3	3	5	2	1	4
Electricians	30008	6	9	6	10	13	13	3	8	9	8	12	15	7	8	0	1	18	15	6	8	10	6	0	5	12	4
Plumbers & Steamfitters	30009	1	12	2	10	11	16	1	9	1	8	6	18	4	7	0	2	5	9	1	5	6	7	0	6	2	5
Structural - Steel & Metal	30010	0	0	1	3	3	5	0	2	1	3	0	0	1	2	0	0	0	0	2	3	1	2	0	4	2	4
Concrete Masonry & Plaster	30011	0	0	0	1	0	6	0	0	0	0	0	5	0	0	0	0	0	0	0	0	0	0	0	2	0	0
Machinists	30012	1	5	12	22	6	21	10	16	0	0	5	11	4	23	0	1	0	0	0	0	3	0	11	13	4	3
General Labor	30013	3	24	9	8	40	80	15	6	10	28	28	33	8	7	0	3	53	29	23	21	23	16	20	28	15	22

* Cost of Coal & Fuel Oil including transportation

SOURCE: Lines 1 - 17 Cost Control Reports - AF Forms 320, 322, 320A, 322A
Lines 19 - 65 AF Forms 329 and 330

NOTE: Payroll costs shown on line 10 are actual payroll costs for airmen and are not based on civilian pay scales.

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COSTS OF MANAGEMENT AND PRESERVATION OF REAL ESTATE FACILITIES

- AIR FORCE RESERVE INSTALLATIONS PROVIDING OWN SERVICES -

JANUARY 1950

Part II
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
3 March 1950

Description (A)	Account Code (B)	Atterbury AFB (C)	Birmingham Mun Apt (D)	Greater Pittsburgh Apt (E)	Hanscom Apt (F)	Hensley Fld (G)	Long Beach Mun Apt (H)	Memphis Mun Apt (I)	Miami Int Apt (J)	O'Hare Int Apt (K)	Portland Apt (L)	Reading Mun Apt (M)	Wold-Chamberlain Fld (N)	(O)	(P)
No. of Personnel Reported															
Officers		2	2	1	1	1	1	2	1	2	1	2	1		
Airmen		68	40	35	26	38	21	35	11	15	35	40	40		
Civilians		[illegible]	6	[illegible]	[illegible]	21	30	[illegible]	26	44	34	[illegible]	29		
Total Personnel		97	48	90	68	60	52	68	38	61	70	67	70		
Payroll Costs															
Officers		$ 268	$ 917	$ 363	$ 398	$ 413	$ 504	$ 511	$ 384	$ 917	$ 441	$ 821	$ 334		
Airmen		7,518	4,714	6,788	2,765	4,756	2,789	4,417	1,198	1,713	3,654	4,421	4,503		
Civilians		7,707	1,332	8,897	12,645	5,407	8,651	8,897	6,195	13,069	9,475	5,729	8,593		
Total Payroll		$ 15,493	$ 6,953	$ 16,048	$ 15,808	$ 10,576	$ 11,944	$ 14,028	$ 7,777	$ 15,699	$ 13,570	$ 10,971	$ 14,430		
▲ Non-Personnel Costs		$ 4,191	$ 5,412	$ 13,779	$ 8,735	$ 3,140	$ 7,640	$ 8,383	$ 7,438	$ 16,259	$ 4,417	$ 8,748	$ 5,750		
Total Costs		$ 19,684	$ 12,365	$ 29,827	$ 24,543	$ 13,716	$ 19,584	$ 22,411	$ 15,215	$ 31,968	$ 17,987	$ 19,719	$ 20,180		
Costs of Selected Utilities (Non-Payroll)															
Purchased Water	06105	$ -	$ 5	$ -	$ -	$ -	$ 60	$ 267	$ 1,219	$ 392	$ 19	$ 272	$ 158		
Purchased Sewage Disposal	06206	-	-	-	-	40	-	-	-	-	-	85	35		
Purchased Electricity	06306	1,652	1,042	916	1,404	761	1,390	816	2,070	6,082	40	652	1,345		
Purchased Gas	06509	1,289	-	-	58	1,653	653	887	135	133	-	-	461		
Coal Issued *	06506	1,391	402	1,308	3,784	-	-	1,040	-	21,026	660	1,035	1,944		
Fuel Oil Issued *	06507	90	-	-	219	-	178	-	342	36	3,458	807	578		
Q/B Facilities (Purchased Utilities)	08201	-	-	150	-	-	-	3	170	CR 335	-	-	-		
Costs of Selected Functions															
Projects, Non-Recurring (Over $3,000) 09101 thru	09107	-	-	3,656	-	-	-	6	-	862	1,313	257	2,298		
Modification (Under $3,000)	09108	1,157	-	2,407	2,367	-	2,226	344	2,579	2,073	-	-	-		
Modification (Over $3,000)	09109	-	-	-	211	-	-	-	-	-	-	-	-		
Accrued Annual Leave, 1 July thru 31 Jan	10101	3,431	1,976	7,305	7,717	3,858	6,407	5,859	4,434	20,571	2,904	3,744	5,511		
Accrued Annual Leave, this month	10101	CR 533	179	1,012	1,097	572	914	850	616	3,044	846	543	785		
Sick Leave & Holiday Leave Taken, 1 July thru 31 Jan	10102	[illegible]	1,256	4,437	[illegible]	3,122	4,737	[illegible]	3,450	12,730	1,397	2,678	3,030		
Sick Leave & Holiday Leave Taken, this month	10102	630	142	830	568	670	994	804	435	2,043	447	352	831		
Inventory Value & Depreciation Costs															
Depreciation, Mobile Maint. Equip., 1 July thru 31 Jan	10109	-	-	11,333	-	16,984	-	100	-	-	-	-	-		
Depreciation, Mobile Maint. Equip., this month	10109	-	-	-	-	2,853	-	-	-	-	-	-	-		
Value of Installed Equip. & "MR" Property Salvaged, 1 July thru 31 Jan	10110	40	-	841	53	-	1,758	1,946	100	-	-	35	-		
Value of Installed Equip. & "MR" Property Salvaged, this month	10110	-	-	25	-	-	-	-	-	-	-	35	-		
Value of Non-expendable Property for which A.I.O. has maint. & repair responsibility	20104	25,465	1,729	25,065	66,232	56,446	115,244	49,991	40,626	1,387,273	46	24,903	5,487		
Value (when new) of Mobile Equip. Issued A.I.O.	20203	1,356	20,000	94,357	76,170	70,359	19,994	49,017	1,899	75,473	-	38,170	36,575		

Utilization of Airmen & Civilians - Selected Functions	Account Code	C AM	C Civ	D AM	D Civ	E AM	E Civ	F AM	F Civ	G AM	G Civ	H AM	H Civ	I AM	I Civ	J AM	J Civ	K AM	K Civ	L AM	L Civ	M AM	M Civ	N AM	N Civ
Central Heating Plant Operators	30004	11	4	0	0	0	7	0	9	0	0	0	0	0	5	0	0	2	8	0	5	0	0	0	4
Other Utilities Plant Operators	30005	0	2	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	5	0	2
Carpenters	30006	3	1	0	1	4	2	2	5	6	3	2	3	1	6	1	6	0	9	0	3	4	6	11	2
Painters	30007	2	1	0	0	1	1	0	1	0	2	0	2	0	2	1	1	0	5	0	2	0	1	0	1
Electricians	30008	4	4	0	0	3	2	0	2	1	2	3	1	2	2	1	2	2	6	1	5	0	1	2	2
Plumbers & Steamfitters	30009	4	3	0	1	3	1	0	2	3	2	0	1	0	4	1	2	2	5	0	3	2	1	3	1
Structural - Steel & Metal	30010	2	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0
Concrete Masonry & Plaster	30011	0	0	3	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Machinists	30012	0	0	0	0	0	0	0	0	0	2	0	6	0	2	1	1	0	10	0	1	0	0	0	0
General Labor	30013	8	3	0	1	0	12	0	5	3	10	4	2	0	4	0	6	2	6	0	6	2	3	0	0

* Cost of Coal & Fuel Oil including transportation

SOURCE: Lines 1 - 17 Cost Control Reports - AF Forms 320, 322, 320A, 322A.
Lines 19 - 65 AF Forms 329 and 339

NOTE: Payroll Costs shown on line 10 are actual payroll costs for airmen and are not based on civilian pay scales.

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Part II
Comptroller Chart 6
Prepared By:
Director Programs & Costs
Hq ConAC
3 March 1950

COSTS OF MANAGEMENT AND PRESERVATION OF REAL ESTATE FACILITIES

- INSTALLATIONS PROVIDED SERVICES BY THE ARMY, THE NAVY, OR BY ANOTHER MAJOR AF COMMAND -

JANUARY 1950

Description (A)	Account Code (B)	Lawson AFB (Army) (C)	Marshall AFB (Army) (D)	Otis AFB (Army) (E)	Pope AFB (Army) (F)	Sherman AFB (Army) (G)	Fairfax Fld (Army) (H)	Godman AFB (Army) (I)	Floyd Bennett (Naval Air Station) (J)	Marietta AFB (AMC) (K)	(L)	(M)	(N)	(O)	(P)
No. of ConAC Personnel Reported in AI Function															
Officers, ConAC		2	1	1	2	0	1	2	1	1					
Airmen, ConAC		33	21	49	56	12	34	38	23	32					
Civilians, ConAC		5	3	3	2	4	30	19	28	2					
Total ConAC Personnel		40	25	53	60	16	65	59	52	35					
Payroll Costs - ConAC Personnel															
Officers, ConAC		$ 718	$ 398	$ 444	$ 962	$ -	$ 547	$ 971	$ 490	$ 470					
Airmen, ConAC		3,531	2,191	4,794	6,653	1,427	7,875	4,516	2,234	4,405					
Civilians, ConAC		1,461	965	990	744	1,196	4,137	5,219	6,796	584					
Total Payroll Cost - ConAC Personnel		$ 5,710	$ 3,554	$ 6,228	$ 8,359	$ 2,623	$ 12,559	$ 10,706	$ 9,520	$ 5,459					
▲ Non-Personnel Costs		$ 8,124	$ 5,554	$ 40,467	$ 9,618	$ 4,063	$ 4,414	$ 3,913	$ 7,487	$ 14,709					
Total Costs		$ 13,834	$ 9,108	$ 46,695	$ 17,977	$ 6,686	$ 16,973	$ 14,619	$ 17,007	$ 20,168					
Services Received By ConAC Activity															
Utilities Furnished ConAC Activity, 1 July thru 31 Jan	08201	$ 6,621	$ 3,555	$ 31,392	$ 15,860	$ 4,082	$ 9,207	$ 8,361	$ -	$ 5,888					
Utilities Furnished ConAC Activity, this month	08201	757	545	9,000	2,580	580	1,546	1,265	-	2,161					
All Other Real Estate Facilities Services Furnished ConAC Activity, 1 July thru 31 Jan	08202	74,227	28,667	383,841	125,073	33,248	159,026	87,638	-	135,083					
All Other Real Estate Facilities Services Furnished ConAC Activity, this month	08202	8,899	3,882	35,966	18,003	3,905	15,082	7,983	-	12,458					
Total Real Estate Facilities Services Furnished ConAC Activity, 1 July thru 31 Jan	08299	80,848	32,222	415,233	140,933	37,330	168,233	95,999	-	140,971					
Total Real Estate Facilities Services Furnished ConAC Activity, this month	08299	9,656	4,427	44,966	20,583	4,485	16,628	9,248	-	14,619					

SOURCE: Lines 1 - 17 Cost Control Reports - AF Forms 320, 322, 320A, 322A.
Lines 19 - 33 Columns (C) through (G). AF Forms 329 prepared in this Headquarters from Army type reports.
Column (H). AF Forms 329 submitted for Fairfax Field.
Column (J). Data Not Available.
Column (K). AF Forms 329 received for Marietta AF Base.

REMARKS: Columns (C) thru (K). Parenthesis immediately under name of Installation indicates the agency responsible for accomplishing and/or providing for the ConAC Installation all or a major part of real estate facilities services.

Payroll costs shown on line 10 are actual payroll costs for airmen and are not based on civilian pay scales.

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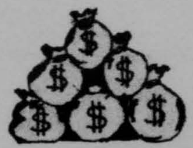
CONTINENTAL AIR COMMAND

'WHERE THE MONEY WENT'

DURING FISCAL YEAR 1950

75



BUDGET AUTHORIZATION – $68,016,076

Prepared by:
Budget Directorate
Office of Comptroller
Hq Continental Air Comman

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INTRODUCTION

1. All too often in studies of this type, the emphasis is placed on where the money went, without any conception of what was obtained in return. The complex mission of the Continental Air Command during Fiscal Year 1950 is shown in retrospect through the medium of three montages which follow these introductory remarks. A cursory glance at the pictorial presentation of ConAC's mission brings into focus, concrete evidence of what we got for our money.

2. This study concerns itself entirely with the use of "out of the pocket" expenditures in the amount of $63,847,334 which represent approximately a fourth of the total cost of maintaining and operating the many activities of the command. The $64,000,000 program constitutes the financial resources over which this command exercised managerial and administrative control during the fiscal year just ended. The remaining three-fourths of the total cost do not require direct expenditure of funds made available to this command through fiscal channels. They cover such items as pay and allowances of military personnel, subsistence, permanent change of station travel not directed by ConAC, and centrally procured supplies and equipment. The $64,000,000 obligated as of 30 June 1950 provided for the wages of civilian employees, local purchases and contractual services, active and inactive duty training pay for the Air Force Reserve, air combat maneuvers, school and administrative travel, pay and allowances of AROTC Students, operation of AROTC and Air Force Reserve summer encampments, leased property rentals, etc.

3. The total funds made available to the command during the fiscal year was $66,572,598. Of this entire amount, only 4 per cent has been reported as unobligated. Of the 4 per cent, more than half accrued in the fiscal projects which supported the reserve program. This is directly attributable to the progressive development of the Air Force Reserve program during FY 1950. It was not determined until December 1949 where all of the Air Force Reserve Training Centers would be located. Several Air Force Reserve Training Centers were deactivated or relocated late in FY 1949 and new ones did not become fully operational until the middle of FY 1950. The result was a lower obligation rate than was expected for the Reserve Program. It was recognized as the year progressed that the funds for training pay and allowances of Reservists were in excess of requirements. However, since these funds apparently could not be utilized for other purposes, Headquarters United States Air Force chose to leave the budget authorization and funds at ConAC.

4. In the graphs which follow, areas of general interest have been selected for presentation. Much of the data shown will not assist in planning or forecasting future funds utilization due to the internal reorganization of the command and the simultaneous revision of the fiscal code for FY 1951. Although the intrinsic value of the study then becomes historical, considerable benefit can be derived for future funds management from a review of FY 1950 operations.

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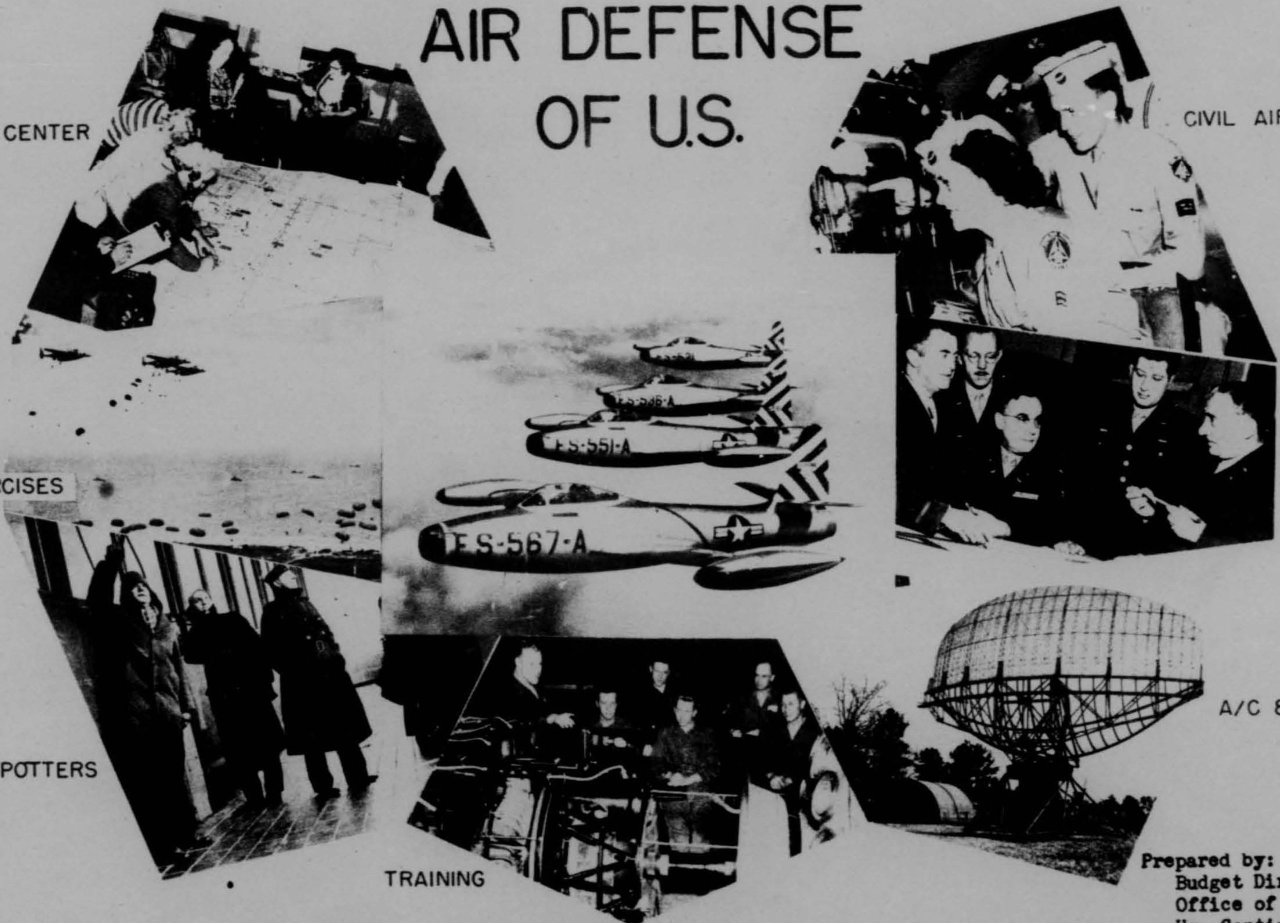
AIR DEFENSE OF U.S.



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TACTICAL AIR SUPPORT

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ADDITIONAL CONAC MISSIONS & TASKS

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"A-B-C" OF CONAC

UTILIZATION OF FY 1950 FUNDS

This chart presents the basic elements of the Continental Air Command Annual Funding Program for FY 1950.

Total Budget Authorization shown as 100% was $68,016,076. Total Allocation of Funds received from USAF shown as 98% of the Budget Authorization was $66,572,598.

Total Obligations incurred as of 30 June 1950 shown as 94% of the Budget Authorization, was $63,847,334.

Normally, at the end of the fiscal year, total budget authorisation and total funds received would be identical. The 2% disparity shown on this chart is the result of USAF deeming it unnecessary to withdraw Budget Authorization excess to ConAC requirements in three of the Air Force Reserve Projects.

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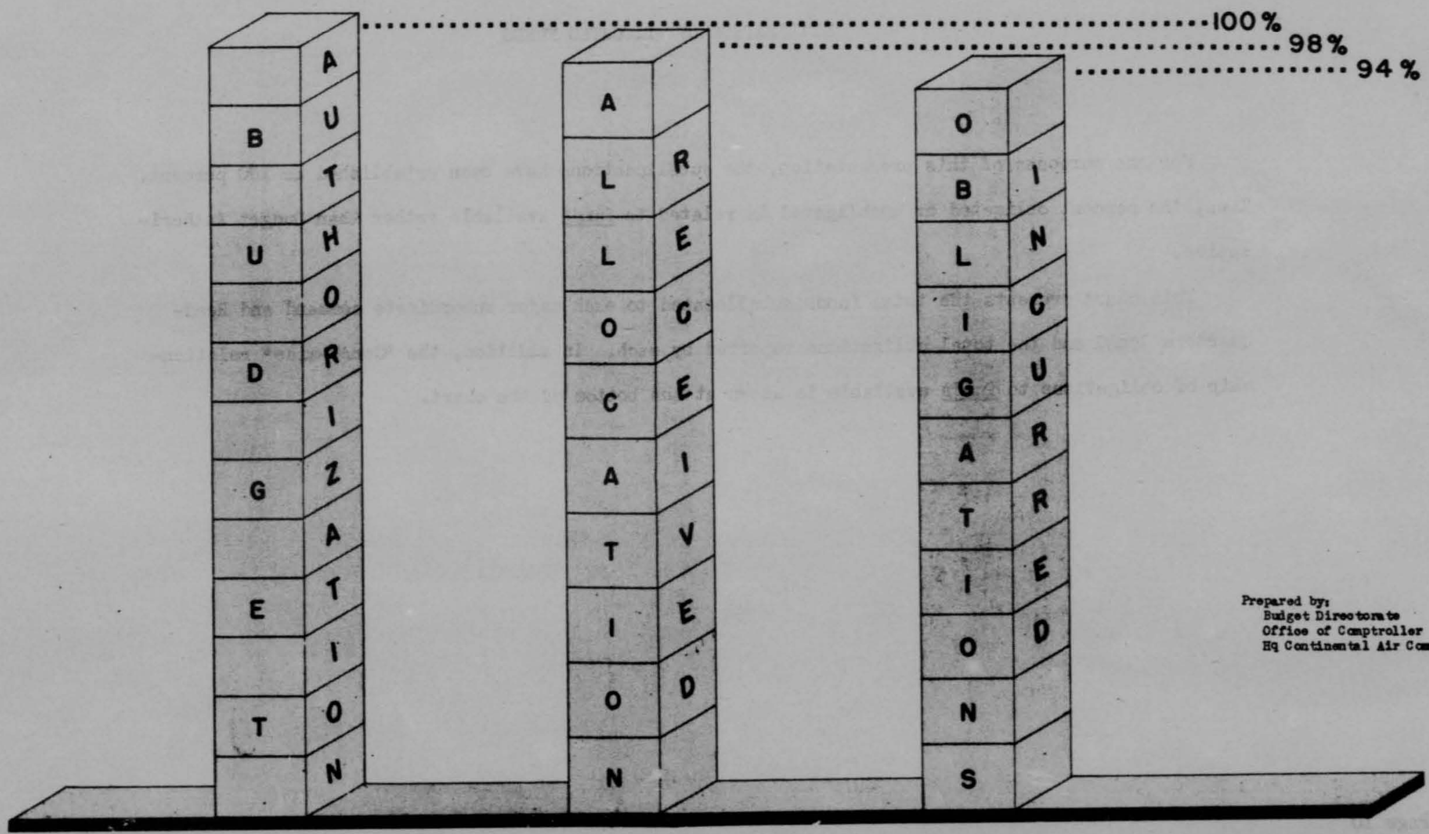
"A-B-C" OF CONAC
UTILIZATION OF F/Y 1950 FUNDS



Prepared by:
Budget Directorate
Office of Comptroller
Hq Continental Air Command

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UTILIZATION OF ALLOCATED FUNDS

For the purposes of this presentation, the suballocations have been established as 100 percent. Thus, the percent obligated or unobligated is related to funds available rather than Budget Authorization.

This chart presents the total funds suballocated to each major subordinate command and Headquarters ConAC and the total obligations reported by each. In addition, the "ConAC-wide" relationship of obligations to funds available is shown at the bottom of the chart.

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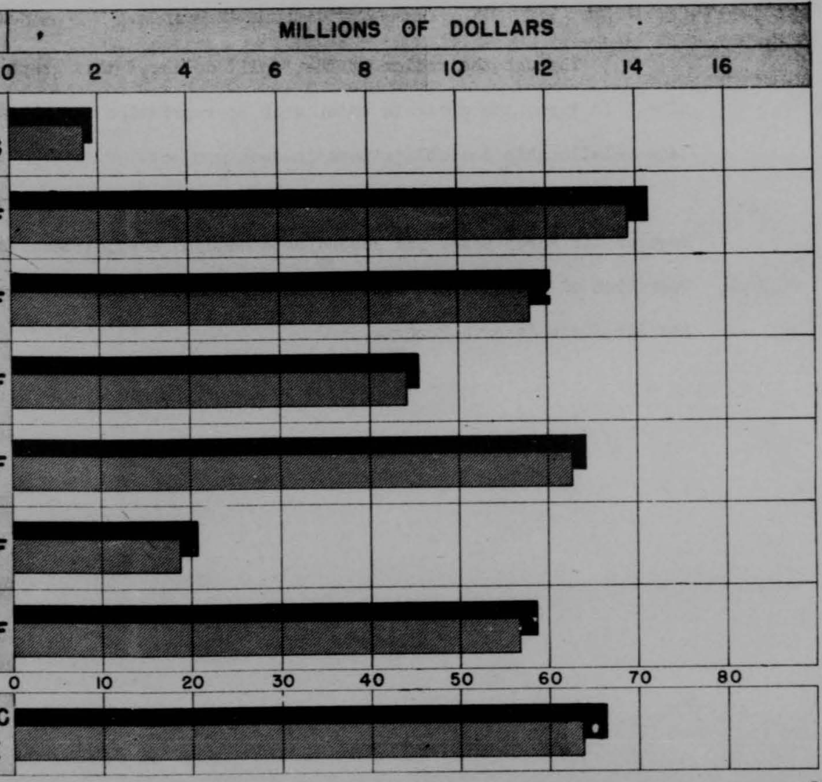
UTILIZATION OF ALLOCATED FUNDS

Prepared by:
Budget Directorate
Office of Comptroller
Hq Continental Air Command

FISCAL YEAR 1950

LEGEND: ALLOCATION OBLIGATIONS

SUB-ALLOCATIONS	OBLIGATIONS AMOUNT	%	UNOBLIGATED AMOUNT	%	
$ 1,956,719	$ 1,798,732	92%	$ 157,987	8%	HQ CONAC
14,289,054	13,848,182	97%	440,872	3%	1ST AF
12,067,155	11,636,357	96%	430,798	4%	4TH AF
9,097,297	8,868,402	97%	228,895	3%	9TH AF
12,858,422	12,522,973	97%	335,449	3%	10TH AF
4,127,437	3,798,017	92%	329,420	8%	12TH AF
11,751,384	11,374,671	97%	376,713	3%	14TH AF
$ 66,572,598	$ 63,847,334	96%	$ 2,725,264	4%	CONAC WIDE



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THE CONAC DOLLAR

Through the medium of the "split dollar," this graph shows where the money went by appropriation. In turn, the projects under each appropriation are shown by bar graphs which indicate in percentage relationship the obligations in each project.

It is interesting to note that 54¢ of each dollar went for Maintenance and Operation of Regular Air Force Bases and subordinate command headquarters; that only 2¢ of each dollar went for Operation of Headquarters Continental Air Command; and that 33½¢ of every dollar went for support of the Air Force Reserve Program.

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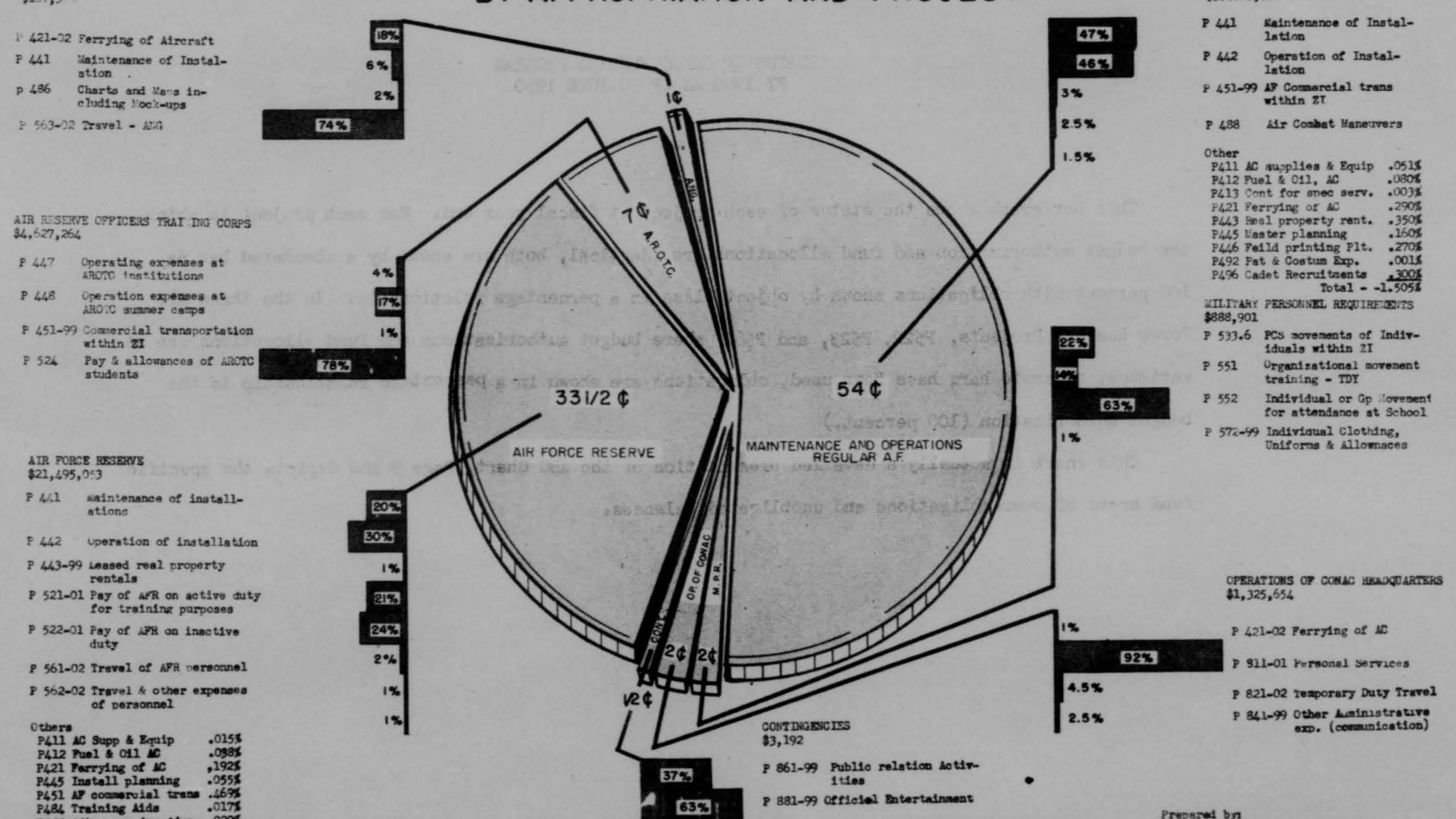
WHERE THE OBLIGATIONS WERE INCURRED BY APPROPRIATION AND PROJECT



Prepared by:
Budget Directorate
Office of Comptroller
Hq Continental Air Command

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STATUS OF CONAC FUNDING PROGRAM
FY 1950 AS OF 30 JUNE 1950

This bar graph shows the status of each project at fiscal year end. For each project in which the budget authorization and fund allocations are identical, both are shown by a checkered bar as 100 percent with obligations shown by object class in a percentage relationship. In the three Air Force Reserve Projects, P522, P523, and P561 where budget authorizations and fund allocations are at variance, separate bars have been used, obligations are shown in a percentage relationship to the budget authorization (100 percent.)

This chart is actually a detailed presentation of the ABC Chart, Page 9 and depicts the specific fund areas of over-obligations and unobligated balances.

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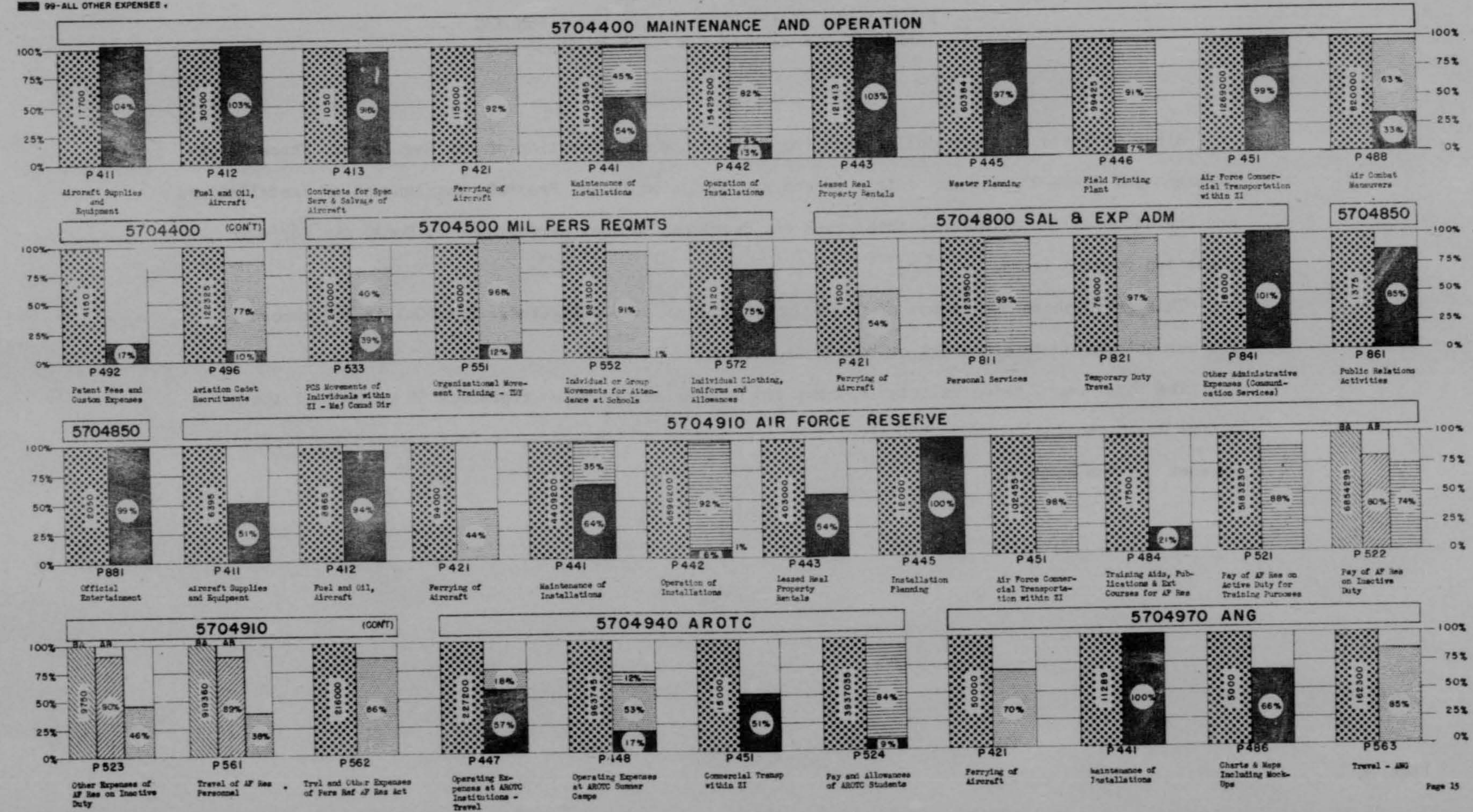
B.A./ALLOCATION
BA
AR
OBLIGATIONS
01-PAY OF CIVILIANS
02-TRAVEL
99-ALL OTHER EXPENSES

STATUS OF CONTINENTAL AIR COMMAND FUNDING PROGRAM FISCAL YEAR 1950

Prepared by:
Budget Directorate
Office of Comptroller
Hq Continental Air Command

AS OF 30 JUNE 1950



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PERFORMANCE BY AIR FORCE IN TWO MAJOR FUNDING AREAS OF THE REGULAR AIR FORCE ESTABLISHMENT

Since 54 cents of every dollar went for maintenance and operation of the Regular Air Force Establishment and since 97 percent of this amount was obligated in the Projects Maintenance of Installations and Operation of Installations, this graph was developed to show performance by ConAC Air Force in these two funding areas.

This graph shows the amount of funds unobligated or over-obligated. The GOAL is 100 percent. The percentages shown are short or beyond the GOAL.

The total unobligated balance in these two funding areas, which represent 50 percent of the entire ConAC funding program, is only 1/5 of one percent of the aggregate four percent unobligated balance for the command.

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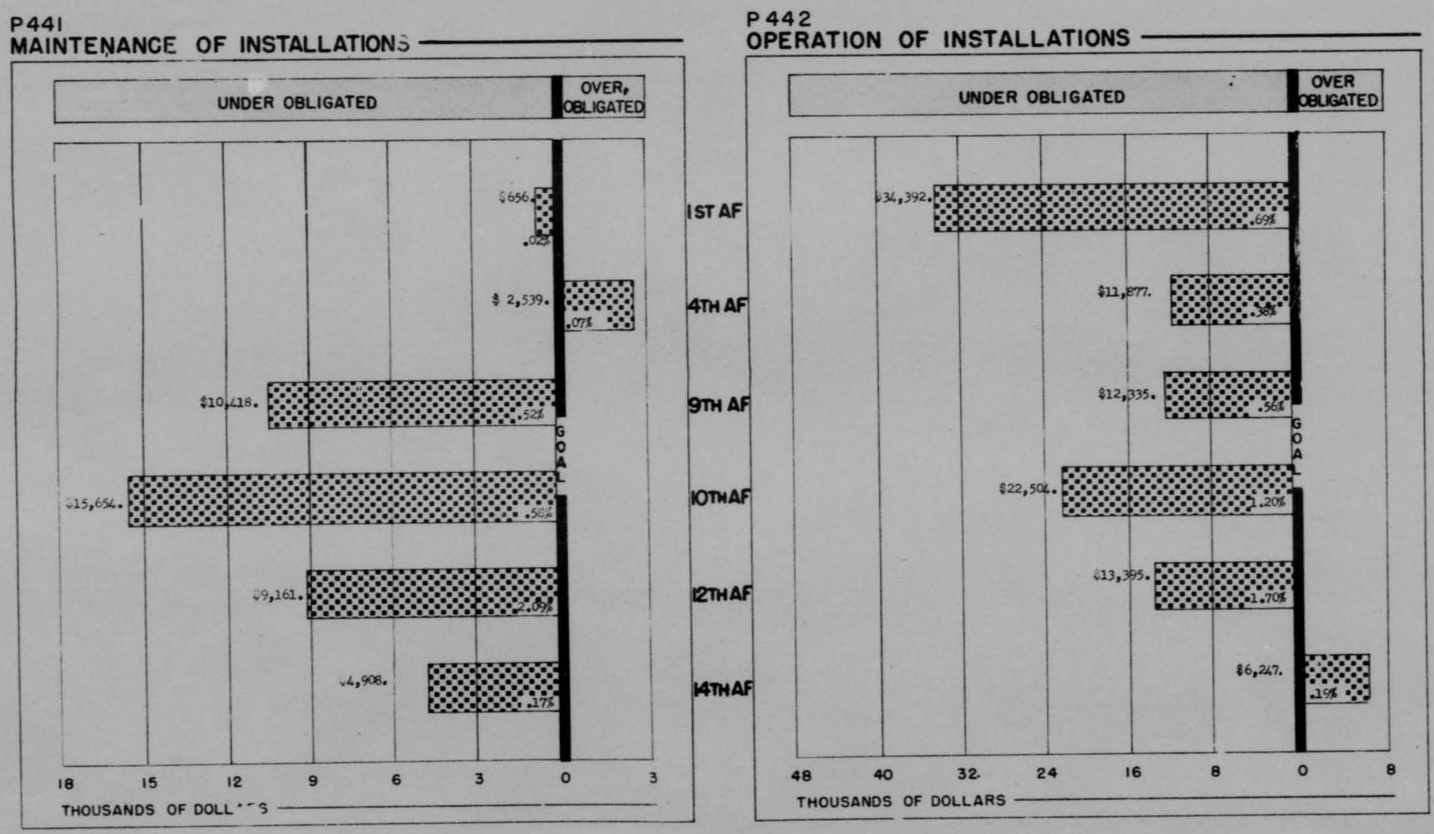
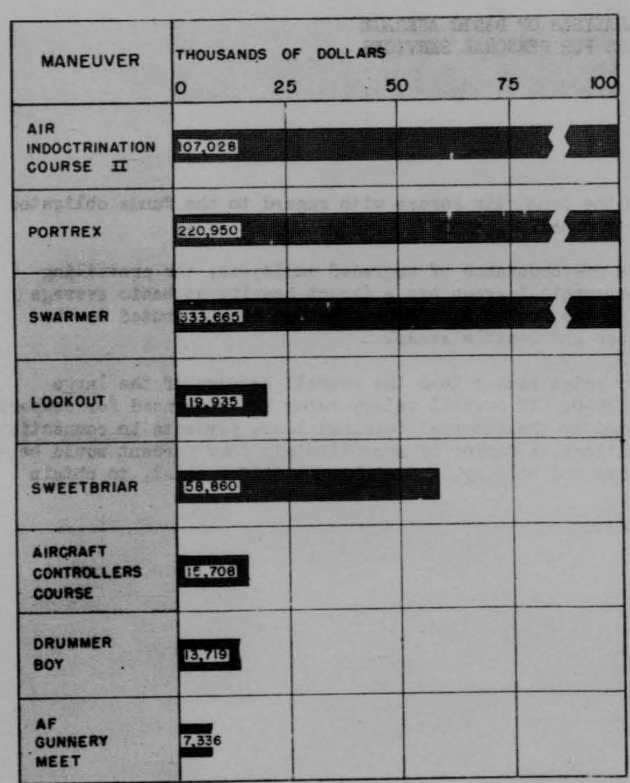
Office of Comptroller
Hq Continental Air Command

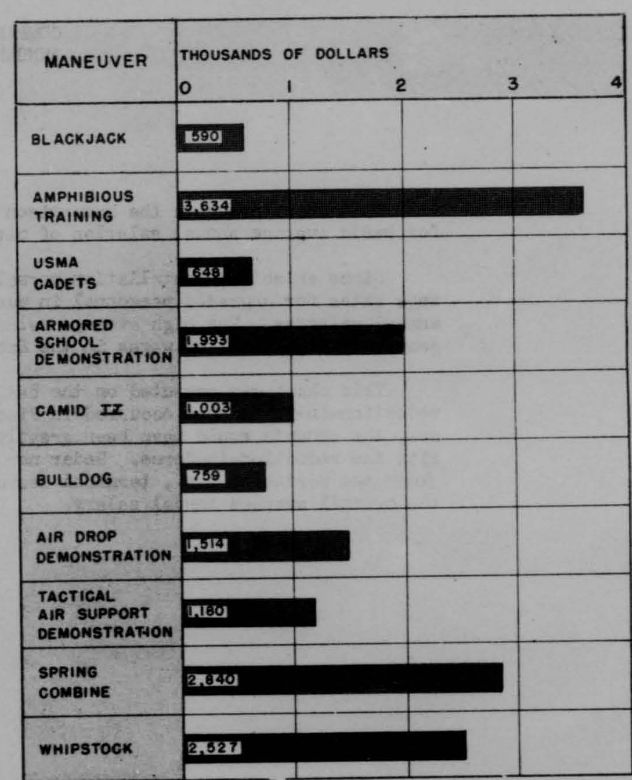
PERFORMANCE BY AIR FORCE IN TWO MAJOR FUNDING AREAS OF THE REGULAR AIR FORCE ESTABLISHMENT



HOW THE AIR COMBAT MANEUVER FUNDS WERE OBLIGATED

Prepared by:
Budget Directorate
Office of Comptroller
Hq Continental Air Command





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COMPARATIVE ANALYSIS OF BASIC AVERAGE
ANNUAL SALARIES FOR PERSONAL SERVICES

This chart presents the comparison between the ConAC Air Forces with regard to the funds obligated for basic average annual salaries of civilian personnel.

Since an active installation normally has a preponderance of ungraded employees, the prevailing wage rates for ungraded personnel in various geographical areas has a direct bearing on basic average annual salaries. The high average salary rate in the Fourth Air Force area can be attributed to the generally high level of wages in the San Francisco and Seattle areas.

This chart was computed on the basic salary rates rather than the overall because of the large reduction-in-force that occurred in Fiscal Year 1950. If overall salary rates had been used for comparison, the amounts would have been greatly distorted by the abnormal terminal leave payments in connection with the reduction-in-force. Under normal conditions, a factor of approximately four percent would be added for the variables i.e., terminal leave, overtime and holiday, and nightwork differential, to obtain the overall average annual salary.

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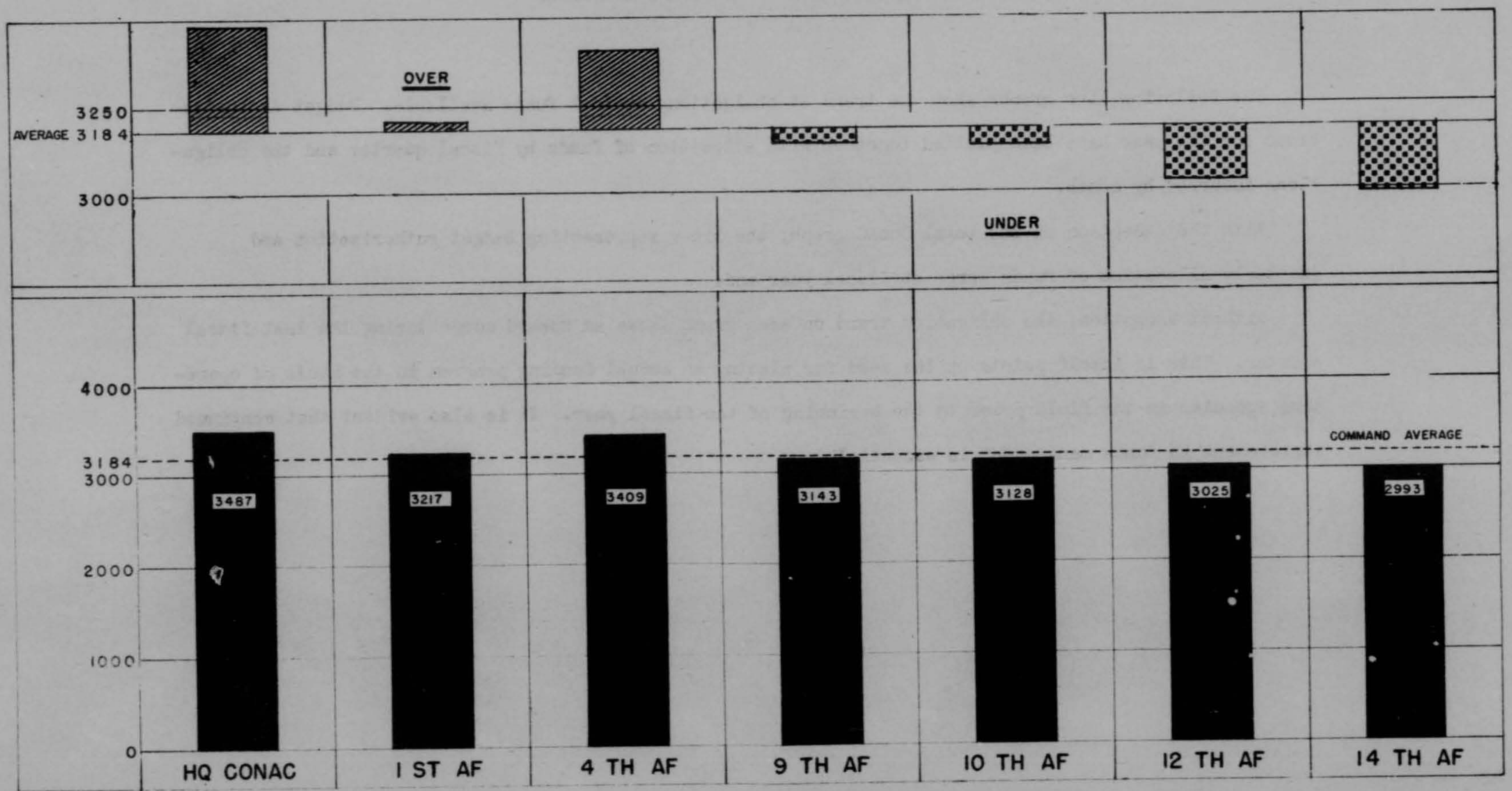
Prepared by:
Budget Directorate
Office of Comptroller
Hq Continental Air Command

CONTINENTAL AIR COMMAND

COMPARATIVE ANALYSIS OF *BASIC AVERAGE ANNUAL SALARIES FOR PERSONAL SERVICES

FOR FISCAL YEAR 1950



* BASIC AVERAGE ANNUAL SALARIES EXCLUDE OBLIGATIONS INCURRED FOR TERMINAL LEAVE, OVERTIME AND HOLIDAY PAY, AND NIGHTWORK DIFFERENTIAL.

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OBLIGATION FUNDS VS FUNDS AVAILABLE

The following line graphs show the trend of obligations against funds available. Budget Authorizations for the year have been plotted together with allocation of funds by fiscal quarter and the obligations incurred by month.

With the exception of the total ConAC graph, the lines representing budget authorization and quarterly allocation of funds merge at fiscal year end.

Without exception, the obligation trend on each graph shows an upward surge during the last fiscal quarter. This in itself points up the need for placing an annual funding program in the hands of operating agencies in the field prior to the beginning of the fiscal year. It is also evident that continued improvement in funds management is essential.

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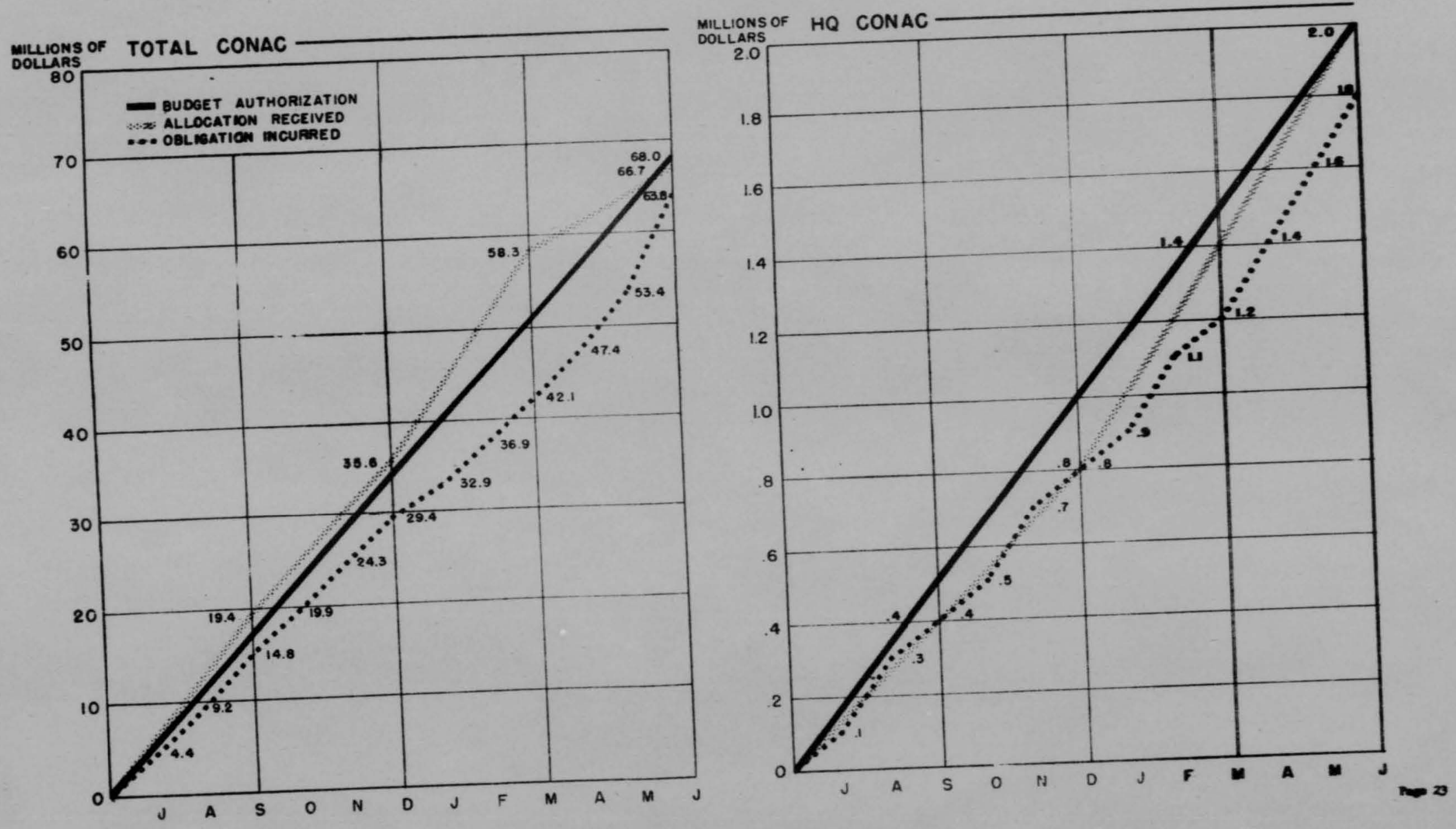
Prepared by:
Budget Directorate
Office of Comptroller
Hq Continental Air Command

OBLIGATION TRENDS VS FUNDS AVAILABLE

FISCAL YEAR 1950



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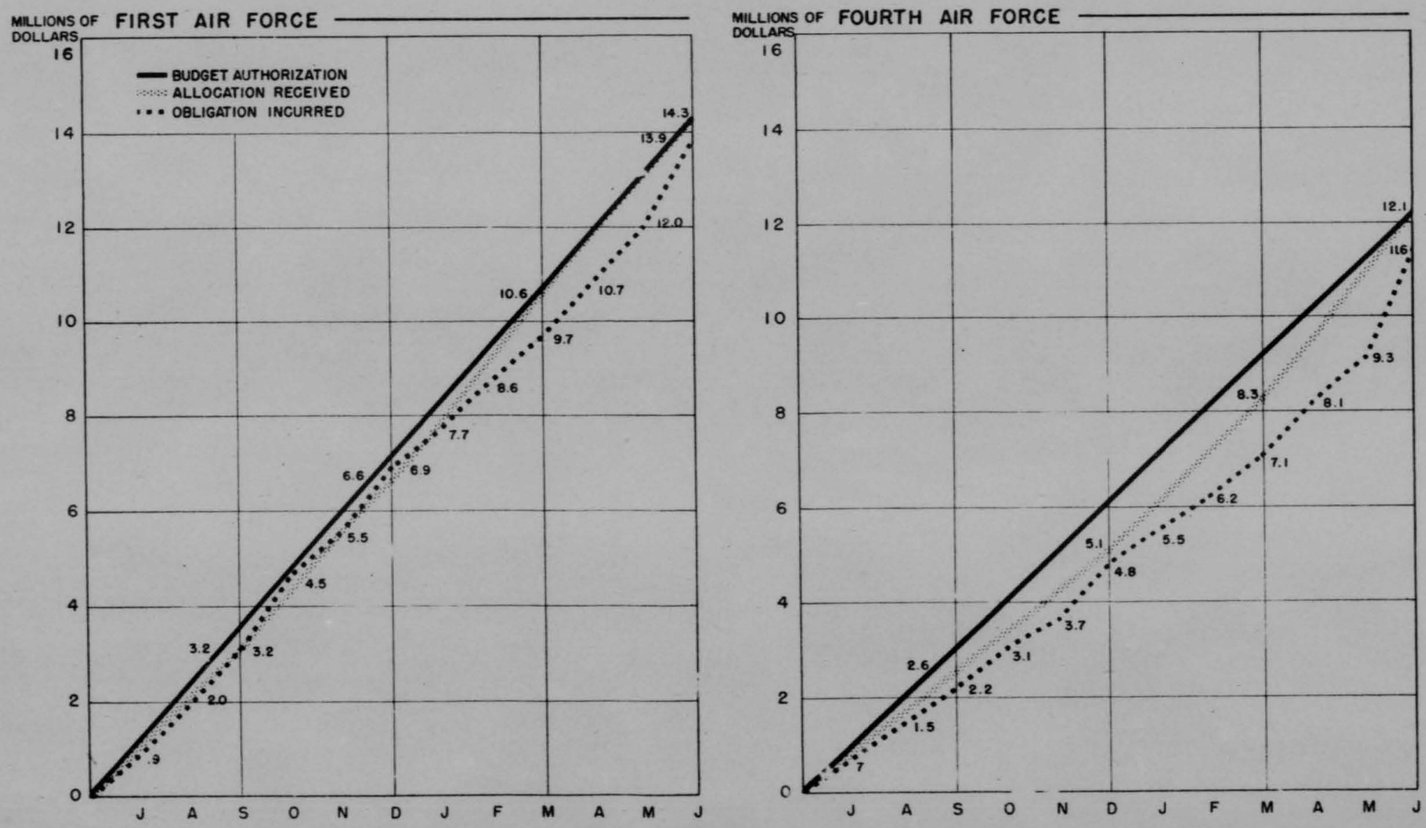
Prepared by:
Budget Directorate
Office of Comptroller
Hq Continental Air Command

OBLIGATION TRENDS VS FUNDS AVAILABLE

FISCAL YEAR 1950



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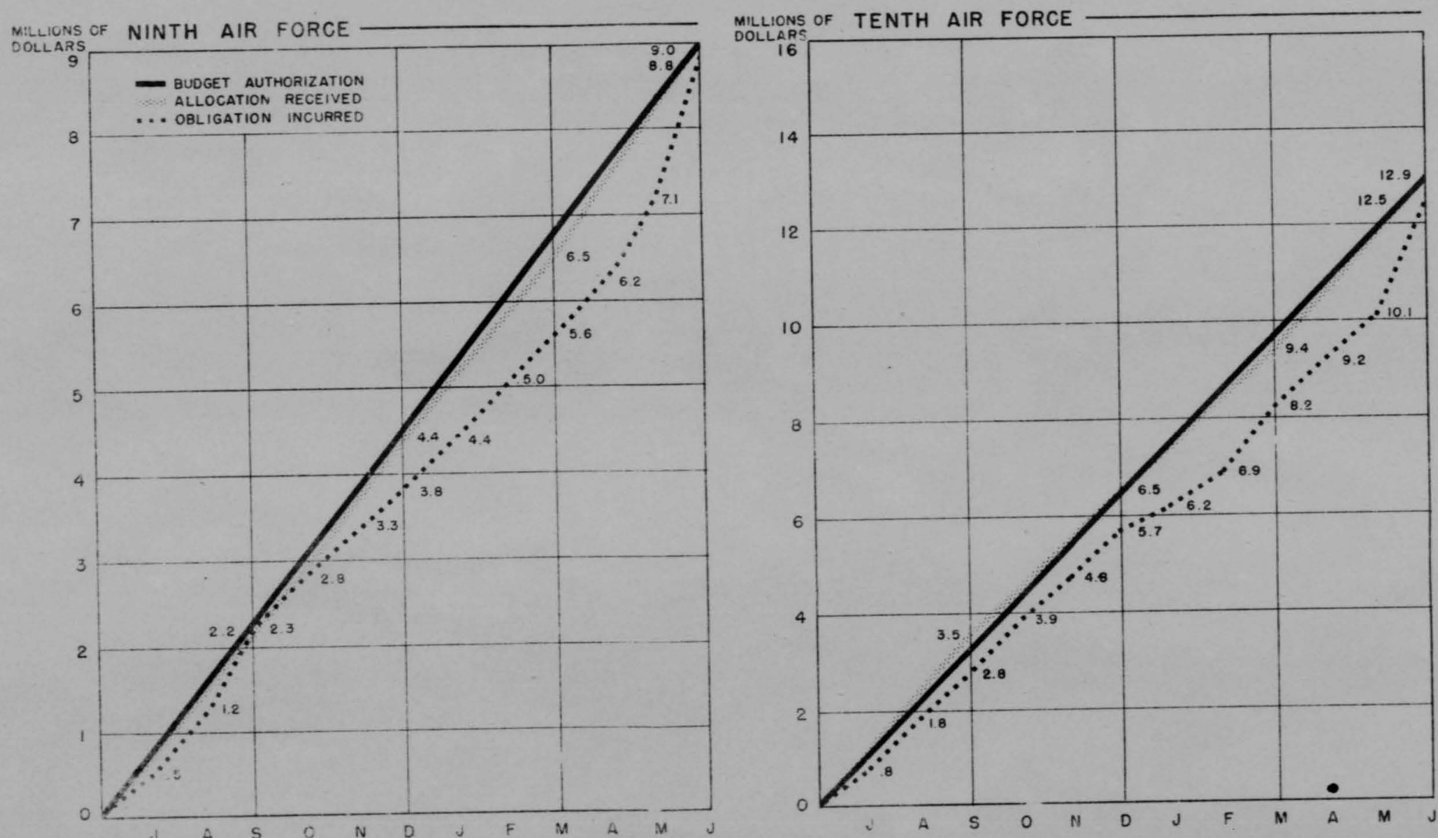
Prepared by:
Budget Directorate
Office of Comptroller
Hq Continental Air Command

OBLIGATION TRENDS VS FUNDS AVAILABLE

FISCAL YEAR 1950



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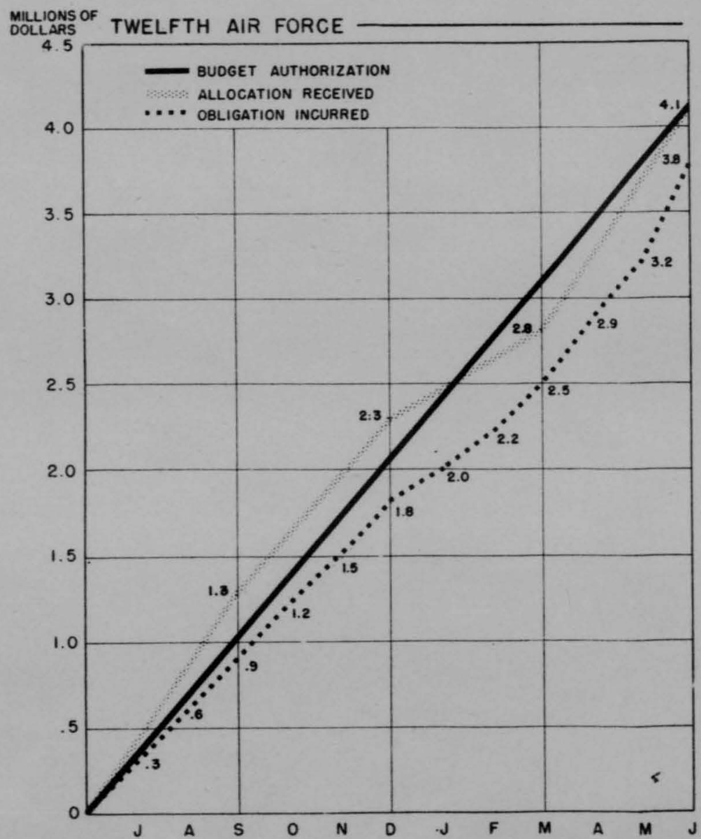
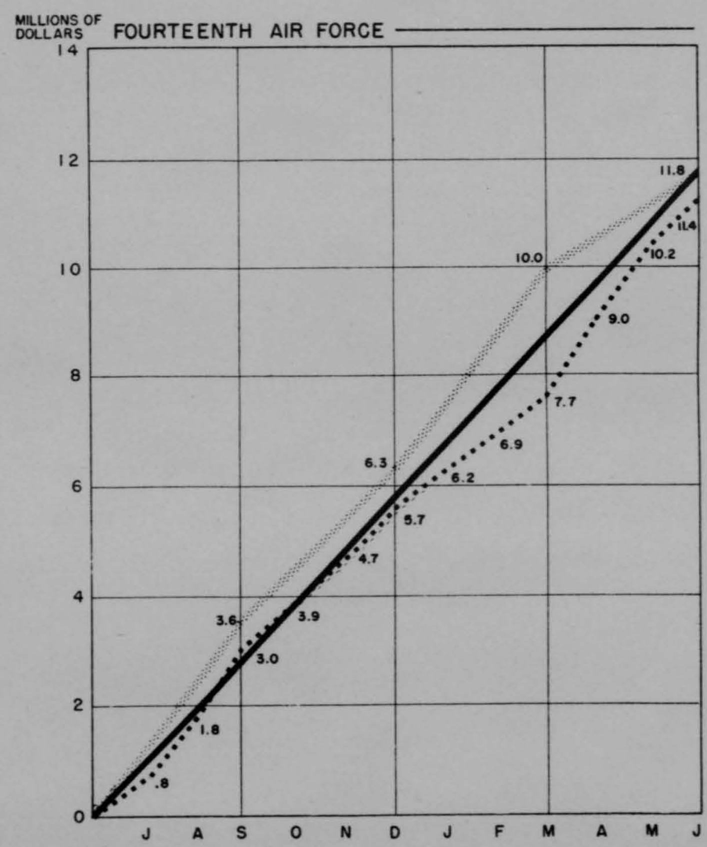
OBLIGATION TRENDS VS FUNDS AVAILABLE

FISCAL YEAR 1950

Prepared by:
Budget Directorate
Office of Comptroller
Hq Continental Air Command





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SUPPORTING DOCUMENTS

to

Section III

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HEADQUARTERS
CONTINENTAL AIR COMMAND
Mitchel Air Force Base, New York

19 January 1950

MEMORANDUM

TO : All Deputies, this headquarters

1. The Air Adjutant General has been directed to prepare and present a one hour talk on the proper preparation of military communications. This is primarily for the benefit of the individuals who actually prepare the communications originating in this headquarters, and secondarily for reviewing personnel.

2. Talks will be presented at Theatre #1, on 24 January 1950, at 0830 hours, and on 26 January, at the same hour and place. All chief clerks and their assistants and all stenographers, typists and clerks (both military and civilian) will attend one of the two meetings. Deputies will furnish a list of their personnel who do not attend one of the meetings and reasons for absence. Other personnel, as selected by deputies, may attend.

3. Request you issue necessary instructions to offices under your control to assure attendance as required.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

V E Murphy

V. E. MURPHY
Lt Col, USAF
Asst Air Adj Gen

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RECAPITULATION OF INCORRECTLY PREPARED COMMUNICATIONS

Part I - Headquarters Continental Air Command

Period	19 Oct-14 Nov	15 Nov-31 Dec	1--31 Jan	1--28 Feb	1--31 Mar	1--30 Apr	1--31 May	1--30 Jun	1--31 Jul
Workdays in period	18	32	21	19	23	20	22		
Outgoing correspondence	10,136	19,854	11,205	10,460	14,078	11,924	12,203		
Outgoing messages	2,006	3,390	3,387*	3,263*	4,478*	3,793	3,245		
Total errors	326**	733**	378	403	219	292	317		
Average error per workday	34.8	22.9	17.9	21.2	9.6	14.6	14.4		
Percentage of error	5.1%	3.1%	2.5%	2.9%	1.1%	1.2%	2%		

* Indicates the number of addressees
** Indicates the number of Interoffice Routing Slips

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Part II - Deputies

	19 Oct-14 Nov	15 Nov-31 Dec	1--31 Jan	1--28 Feb	1--31 Mar	1--30 Apr	1--31 May	1--30 Jun	1--31 Jul
Number of errors									
Average errors per workday			(SEE ATTACHED SHEET)						
Percentage of total errors in Headquarters ConAC									

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RECAPITULATION OF INCORRECTLY PREPARED COMMUNICATIONS

Part II - Deputies

	19 Oct-14 Nov	15 Nov-31 Dec	1--31 Jan	1--28 Feb	1--31 Mar	1--30 Apr	1--31 May	1--30 Jun	1--31 Jul
INSPECTOR GENERAL									
Number of errors	22	32	25	15	7	23	18		
Average errors per workday	1.2	1	1.2	.79	.3	1.1	.81		
Percentage of total errors	3.5%	4.3%	6.6%	3.7%	3.2%	7.82	5.5%		
COMPTROLLER									
Number of errors	59	71	34	58	20	23	22		
Average errors per workday	3.3	2.2	1.6	3	.86	1.1	1		
Percentage of total errors	9.4%	9.8%	9%	14.3%	9.1%	7.82	6.8%		
DEPUTY FOR MATERIEL									
Number of errors	135	111	84	61	63	52	62		
Average errors per workday	7.5	3.5	4	3.2	2.7	2.6	2.8		
Percentage of total errors	21.6%	15.2%	22.2%	15.1%	28.7%	17.68%	19.2%		
DEPUTY FOR PERSONNEL									
Number of errors	314	414	175	184	85	133	163		
Average errors per workday	17.4	12.9	8.3	9.7	3.7	6.9	7:4		
Percentage of total errors	50%	56.5%	46.3%	48.6%	38.9%	46.92%	50.5%		
DEPUTY FOR OPERATIONS									
Number of errors	83	90	48	50	27	34	31		
Average errors per workday	4.5	2.8	2.3	2.6	1.17	1.7	1.4		
Percentage of total errors	13%	12%	12.6%	13.6%	12.3%	11.56	9.6		
PUBLIC INFORMATION OFFICE	(Not previously reported)								
Number of errors						5	NONE		
Average errors per workday						.25	"		
Percentage of total errors						1.7	"		

(over)

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	19 Oct-14 Nov	15 Nov-31 Dec	1--31 Jan	1--28 Feb	1--31 Mar	1--30 Apr	1--31 May	1--30 Jun	1--31 Jul
AIR SURGEON									
Number of errors						12	21		
Average errors per workday		(Not previously reported)				.6	.9		
Percentage of total errors						4.08	6.5%		
AIR JUDGE ADVOCATE									
Number of errors		(Not previously reported)				6	NONE		
Average errors per workday						.3	"		
Percentage of total errors						2.01	"		

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ConAC LETTER)
10-1)

HEADQUARTERS CONTINENTAL AIR COMMAND
Mitchel Air Force Base, N.Y., 14 March 1950

CORRESPONDENCE

Suspense on Correspondence

1. Purpose. The purpose of this Letter is to prescribe procedures to expedite the handling of official correspondence between Headquarters Continental Air Command and major subordinate units, and to insure expeditious action on correspondence received from members of the USAF Reserve.

2. ConAC Correspondence. a. Replies to correspondence will be expected as indicated below, except in cases where due dates are specified.

First Air Force	20 days
Fourth Air Force	30 days
Ninth Air Force	20 days
Tenth Air Force	20 days
Twelfth Air Force	30 days
Fourteenth Air Force	20 days
Tactical Air Command	20 days
Eastern Air Defense Force	20 days
Western Air Defense Force	30 days

b. The above shall not be construed to mean that correspondence may be retained for the periods indicated, but to establish the time at which tracers will be instituted by this headquarters in cases of non-receipt. Replies shall be made as expeditiously as practicable.

c. When it is determined by the commander of a major subordinate unit that reply to correspondence cannot be made within the period specified in paragraph 2a, this headquarters shall be notified and furnished the date when a reply may be expected.

3. USAF Reserve Correspondence. Prompt reply to correspondence from members of the USAF Reserve is a matter of primary concern to this headquarters. Each commander will adopt such procedures as will insure that correspondence received from members of the USAF Reserve is answered within two duty days after receipt. If the information desired is not readily

*This Letter supersedes ConAC Letter 10-1, 26 January 1950.

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available or if the correspondence received must be transmitted to another headquarters for reply, an interim reply will be furnished advising of the action taken and indicating when a complete reply may be expected. (AAG)

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

CHARLES T. MYERS
Major General, USAF
Vice Commander

OFFICIAL:

Neal J. O'Brien

NEAL J. O'BRIEN
Colonel, USAF
Air Adjutant General

DISTRIBUTION:
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ConAC REGULATION)
39-4)

HEADQUARTERS CONTINENTAL AIR COMMAND
Mitchel Air Force Base, N.Y., 20 February 1950

ENLISTED PERSONNEL

Congressional Inquiries

1. Purpose. The purpose of this Regulation is to establish a standard procedure for rendering reports in compliance with congressional inquiries concerning reassignment of airmen.

2. Policy. Congressional inquiries will be processed and reply made thereto within twenty-four hours of time of receipt.

3. Procedure.

a. Upon receipt of a congressional inquiry relating to the reassignment of an airman, this headquarters will transmit a priority message directly to the organization to which the airman is assigned, making reference to this Regulation. Information copies will be mailed to:

(1) Director of Military Personnel, Headquarters USAF.

(2) Director of Legislation and Liaison, Headquarters USAF.

(3) Commanding general of the appropriate Continental Air Command air force.

b. The commanding officer of the unit to which the airman is assigned will forward the information required below, by priority message, directly to the Director of Military Personnel, Headquarters USAF, Washington, D. C., within twenty-four hours of receipt of the message mentioned in paragraph 3a, above, and mail information copies of the message to the commanding general of the air force concerned and to this headquarters, Attention: Director of Military Personnel. If an intermediate command has any information relating to the reassignment request of the airman, such information will be sent directly to the Director of Military Personnel, Headquarters USAF, with information copies mailed to all higher echelons of command. The message will give the following information, if applicable:

(1) AFPMP-2C-(Headquarters USAF message number).

(2) Airman's present assignment and duty status.

(3) Airman's SSN.

(4) Whether airman has initiated a formal reassignment request.

(5) If answer to 3b(4) is in the affirmative, the basis for request and date of submission.

(6) Whether application was approved or disapproved

(7) If disapproved, reason for decision.

(8) If request has not been submitted, a statement that the airman has been required to either submit or decline to submit a request under the provisions of AR 615-200, as amended.

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(9) If paragraph 3b(8) applies, include a statement of airman's action and administrative action taken thereon regarding approval or disapproval. If disapproved, include explanatory statement.

4. Reports Control Procedure. This report is exempt from requirements of reports control procedures in accordance with paragraph 9b(3) AFR 174-1.
(AAG)

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

CHARLES T. MYERS
Major General, USAF
Vice Commander

OFFICIAL:

Neal J O'Brien
NEAL J. O'BRIEN
Colonel, USAF
Air Adjutant General

2 Attachments:
1. Sample Message, Hq ConAC
2. Sample Message from Unit

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C, plus
Dir of Mil Pers, Hq USAF
Dir of Legislation & Liaison, Hq USAF

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ROUTING

JOINT MESSAGEFORM

COMMUNICATIONS CENTER NO

SPACE ABOVE FOR COMMUNICATIONS CENTER ONLY

FROM: (Originator)

HQ CONTINENTAL AIR COMMAND MITCHEL AFB NEW YORK

DATE-TIME GROUP	SECURITY CLASSIFICATION: UNCLASSIFIED
PRECEDENCE FOR: ACTION: PRIORITY	INFORMATION: MAIL
☐ BOOK MESSAGE	☐ ORIGINAL MESSAGE
☐ MULTIPLE ADDRESS	CRYPTOPRECAUTION ☐ YES ☐ NO
REFERS TO MESSAGE:	
IDENTIFICATION: AFPMP-2-C-XXXX	CLASSIFICATION: UNCLASSIFIED

TO: CO 2585TH AFRTC MIAMI INTERNATIONAL AIRPORT MIAMI FLA

INFO: DIR OF MIL PERS HQ USAF WASHINGTON DC
DIR OF LEGISLATION & LIAISON HQ USAF WASHINGTON DC
CG FOURTEENTH AF ROBINS AFB GA

MilPers-F-H_________. Congressional inquiry, AFPMP-2C-XXXX, re transfer Pvt John C Jones, AF 19491949, your hq. Comply w/ConACR 39-4.

CG ConAC

OFFICIAL BUSINESS

SECURITY CLASSIFICATION: UNCLASSIFIED	PAGE 1 OF 1 PAGES
DRAFTER'S NAME (and signature, when required): Lt Col John C Jones/XXX	RELEASING OFFICER'S SIGNATURE: XXX
SYMBOL: MilPers-F-H — TELEPHONE: 1236	OFFICIAL TITLE: XXX

NME FORM 1 MAY 49 173 REPLACES WD AGO FORM 11-168, 15 JUN 1945, AND WD AGO FORM 0990, 1 APR 1946, WHICH MAY BE USED. 16—68923-1 U. S. GOVERNMENT PRINTING OFFICE : 1949—O—840754

Attachment 1 to ConACR 39-4

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ROUTING

JOINT MESSAGEFORM

COMMUNICATIONS CENTER NO.

SPACE ABOVE FOR COMMUNICATIONS CENTER ONLY

FROM: (Originator)
HQ 2585TH AFRTC MIAMI INTERNATIONAL AIRPORT
MIAMI FLA

TO:
DIR OF MIL PERS HQ USAF WASHINGTON DC

INFO: CG FOURTEENTH AF ROBINS AFB GA
CG CONAC MITCHEL AFB NY ATTN MILPERS-F-H

DATE-TIME GROUP	SECURITY CLASSIFICATION: UNCLASSIFIED
PRECEDENCE FOR: ACTION: PRIORITY	INFORMATION: MAIL
☐ BOOK MESSAGE	☐ ORIGINAL MESSAGE
☐ MULTIPLE ADDRESS	CRYPTOPRECAUTION ☐ YES ☐ NO
REFERS TO MESSAGE:	
IDENTIFICATION: MILPERS-F-H-XXX	CLASSIFICATION: UNCLASSIFIED

______________. Fol info fwd re Congressional inquiry, AFPMP-2C-XXX, on Pvt John C Jones, this hq. Asgd as payroll clk; present for dy; SSN 405; initiated req for trf for compassionate reasons on 10 Dec 49; appl apvd and fwd to Fourteenth AF on 11 Dec 49.

XXX

OFFICIAL BUSINESS

SECURITY CLASSIFICATION: UNCLASSIFIED	PAGE 1 OF 1 PAGES
DRAFTER'S NAME (and signature, when required): XXX	RELEASING OFFICER'S SIGNATURE
SYMBOL: XXX · TELEPHONE: XXX	OFFICIAL TITLE: XXX

NME FORM 1 MAY 49 173 REPLACES WD AGO FORM 11-168, 15 JUN 1945, AND WD AGO FORM 0990, 1 APR 1946, WHICH MAY BE USED. 16—58923-1 U. S. GOVERNMENT PRINTING OFFICE : 1949—O—840754

Attachment 2 to ConACR 39-4

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STAFF MEMORANDUM)
10-1)

HEADQUARTERS CONTINENTAL AIR COMMAND
Mitchel Air Force Base, N.Y., 5 October 1949

CORRESPONDENCE

Processing of Correspondence and Electrical Messages

1. Purpose. The purpose of this Memorandum is to outline the procedures to be followed in the receipt, processing, coordination, suspense, and dispatch of correspondence and electrical messages within this headquarters.

2. Receipt of Incoming Correspondence and Electrical Messages. All incoming mail and electrical messages are delivered to the Mail and Records Branch, Administrative Division, Adjutant General's Office. Unclassified correspondence and electrical messages are processed by the Mail and Records Branch and all classified correspondence and electrical messages are processed by the Classified Records Branch. Any official communication received in an office of this headquarters without having been processed by the Adjutant General will be hand-carried to the proper branch of the Adjutant General's Office for processing. The Mail and Records Branch and Classified Records Branch are responsible for the assignment of file numbers to correspondence and electrical messages received and the routing thereof to the proper activity by use of the fanfold.

3. Use of the Fanfold.

a. General.

(1) The fanfold is a form developed for the purpose of initiating and maintaining a chronological record of communications from time of receipt in this headquarters to consumation of action.

(2) The fanfold pad consists of five bound sheets, four sheets printed in black and one printed in red, all being essential to the processing of correspondence. Staff activities will not unnecessarily mark or deface a fanfold attached to a communication, or detach more than one copy thereof for recording purposes.

(3) Copies of fanfolds will not be detached and filed below directorate level.

(4) Classified correspondence, electrical messages, Inter-office Routing Slips, and original outgoing communications may be registered in and out of each activity on ConAC Form AG-11.

*This Memorandum supersedes Staff Memorandum 10-7, 22 March 1949, as amended.

M-49-1138

Attachment #1

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(5) At the discretion of the receiving activity, a copy of the fanfold may be withdrawn and filed in lieu of a journal.

b. Preparation of Fanfold.

(1) Correspondence or electrical messages received in this headquarters will be numbered serially by the Adjutant General. A fanfold is then prepared, indicating:

(a) Control number.

(b) Source of correspondence or electrical message.

(c) Date originated.

(d) Date received in this headquarters.

(e) Subject.

(f) Decimal file number.

(g) Suspense date.

(h) Action office.

(2) After the fanfold has been completed, the first sheet will be withdrawn and placed in a suspense file in the Adjutant General's Office. The fanfold is then attached to the correspondence or electrical message and delivered to the action office.

(3) In case the Adjutant General has misdirected any correspondence or electrical message, the receiving activity will immediately telephone the Adjutant General Mail and Records Branch, extension 7246 for correspondence and extension 5239 for electrical messages, and request disposition instructions.

c. Action by Responsible Staff Activity.

(1) The activity to which correspondence or electrical messages are assigned for action is responsible for completing all action in sufficient time for complete coordination and dispatch prior to the expiration of the suspense period.

(2) Upon receipt of correspondence or electrical message, the chief clerk of the action activity will either record same in the incoming journal or withdraw and file a copy of the fanfold which will comprise the incoming journal.

(3) When action has been completed, including proper routing in the next routing block on the fanfold, the correspondence or electrical message will be returned to the chief clerk of the action activity, who will make appropriate entries, indicating the date, action taken, and disposition of the correspondence or electrical message, in the journal. This same procedure will be followed when no action is required except that an entry will be made in pencil in the lower left margin of the original communication indicating "No further action required - file," followed by the signature of the officer making such entry.

(4) In instances where it is necessary to pass the fanfolded correspondence or electrical message from one activity to another within this headquarters for coordination, information, suggestions, etc., two courses of action are available:

(a) Pass the communication through the Adjutant General's Distribution Center by placing it in the out-basket, for picking up by the messenger. In this case the fanfold will be marked in the next blank routing space to indicate the staff office to which addressed and dated, using pencil to insure an impression on each copy. Should an Interoffice Routing Slip be used to transmit fanfolded correspondence or electrical messages, the fanfold will be placed on top and addressed by each office through which the IRS passes.

(b) Hand-pass from one office to another, thereby by-passing the Adjutant General's Distribution Center. This is permissible as a time-saving method, especially if the action is to be expedited. Prior to the delivery of correspondence or electrical message to another office, the passing office will complete the next blank routing space on the fanfold, indicate the next receiving office and date, remove the top copy of the fanfold, and place the communication in the out basket for delivery to the Adjutant General. This permits the Adjutant General to adjust his records

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to indicate the new location of the correspondence or electrical message. If a fanfold is reduced to the red copy, an additional fanfold must be prepared in order to pass the communication to another office.

d. Filing of the Fanfold. After action has been completed on correspondence or an electrical message, or it has been returned to the Adjutant General for file, the Adjutant General will use the red fanfold to clear the AG suspense file and will maintain a file of fanfolds which will indicate the history of the correspondence or electrical message while at this headquarters.

4. Coordination. a. Coordination of correspondence will be effected in accordance with the provisions of Staff Memorandum 10-2.

b. The primary intent of all electrical messages is to secure rapid delivery to the addressee. Every possible measure will be employed to speed the completed outgoing message through necessary coordination, authentication, and delivery to the transmitting agency. (Procedures governing staff coordination are outlined in Staff Memorandum 10-2.) Special messengers will be used when practicable.

5. Electrical Messages. a. Every effort will be made to eliminate the accumulation of outgoing messages in any office until the close of office hours and releasing them at that time. Such practice serves only to delay receipt of the message by the addressee(s) and to distort the significance of precedence classification. A message cannot be transmitted as expeditiously as its precedence may warrant if it is received for transmission during a "peak load." If a message does not require immediate handling, its contents generally can be dispatched by air mail or ordinary mail.

b. Priority cover sheet, ConAC Form HQ-AG 10 (red bordered form) will be attached to and completed by each person handling messages with a proposed precedence of PRIORITY or higher.

6. Suspense on Incoming Correspondence and Electrical Messages. a. All incoming electrical messages and correspondence will be suspended by the Adjutant General as follows:

(1) Electrical messages indicating Congressional inquiries will be answered by electrical message within twenty-four hours, including hour of receipt.

(2) Electrical messages from higher headquarters - 2 duty days.

(3) Suspense messages - sufficient time to meet suspense of headquarters of origin.

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(4) All other electrical messages - 3 duty days.

(5) Correspondence indicating Congressional interest will be answered not later than the fifth business day, including date of receipt.

(6) Immediate action letters from higher headquarters will be answered within two business days.

(7) Suspense letters - sufficient time to meet suspense of headquarters of origin.

(8) Routine correspondence - 7 duty days.

(9) Correspondence pertaining to the following subjects will be suspended as indicated:

(a) Board actions - 15 duty days.

(b) Construction projects - 15 duty days.

(c) Discharges - 15 duty days.

(d) Awards, decorations, and suggestions - 15 duty days.

(e) Line of Duty Investigations - 10 duty days.

(f) Reports of Survey - 10 duty days.

(g) Operational Readiness Tests - 3 duty days.

(h) Annual General Inspections - 10 duty days.

(i) Case Reports - 10 duty days.

(j) Air National Guard Inspection Reports - 10 duty days.

(k) Investigations - 5 duty days.

b. If necessary action cannot be completed within the suspense period affixed to electrical messages, the deputy or director will acquaint the Commanding General or Vice Commander with the circumstances which preclude completion of action within the suspense period and will request extension of suspense date. Extension of suspense date may be granted by the Commanding General or Vice Commander only. When extension of suspense date is granted, the deputy or director concerned will notify the Adjutant General.

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c. If necessary action cannot be completed on correspondence within the suspense period, deputies and/or directors may request an extension from the Adjutant General. Requests will be made in writing on ConAC Form AG 20, and must be made prior to expiration of original suspense date and fully justified. Only one extension of suspense may be concurred in by the Adjutant General. Further extension must be approved by the Commanding General or Vice Commander.

d. If reply cannot be made within the first suspense period, telegraphic acknowledgment will be prepared and dispatched prior to expiration of suspense, advising when reply may be expected. In such cases a suspense will be maintained by the action activity to insure transmission of reply when necessary information becomes available.

e. The maintenance of a suspense system by the Adjutant General does not affect the policy that all correspondence and electrical messages must be handled as expeditiously as possible. If delay in replying is foreseen, the originating headquarters will be advised as to when reply may be expected.

7. Dispatch of Outgoing Correspondence.

a. Preparation. The staff office charged with action on correspondence is responsible for preparation, coordination, and clearance prior to delivery to the Adjutant General for administrative review and/or signature. When outgoing unclassified correspondence has been prepared in final form and necessary coordination has been obtained, it will be placed in the out-basket, where it will be collected periodically by messengers from the Adjutant General's Office. Classified correspondence will be delivered by the originating office to the Classified Records Branch.

(1) File Number.

(a) Correspondence originating in this headquarters will bear a file number affixed by the office initiating the correspondence.

(b) In preparing indorsements, the file number on the fanfold will be used.

(2) Date. The date will not be typed on correspondence by the originating office, but will be entered by the Adjutant General.

b. File Copies.

(1) The Adjutant General's Office is the office of record for this headquarters.

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(2) It is the responsibility of each deputy to insure that the Adjutant General is furnished a complete file of all outgoing correspondence, to include copy of basic communication, indorsements, and inclosures. In the event deputies or directors do not consider the inclosures essential for record purposes, a signed statement to that effect will be made on the Adjutant General's central file copy, ConAC Form Hq-AG 5, and a copy of the inclosures will not be furnished for record purposes.

(3) In order that the files may be complete and maintained in accordance with current directives on records administration, it is essential that each incoming letter or electrical message receive a recommended evaluation as to record value by the activity concerned prior to return to the Adjutant General for file.

(4). Unless otherwise prescribed, the original copy of correspondence or electrical messages upon which no further action is required will be returned to the Adjutant General for file with a notation to the effect that no further action is necessary, followed by the signature of the officer making the entry.

c. Evaluation of Correspondence.

(1) The Adjutant General is responsible for final determination of record value of all records. However, to assist in the screening and evaluation of records of this headquarters prior to forwarding to record depositories for permanent file, all correspondence or electrical messages forwarded to the Adjutant General for dispatch or file will bear a notation as to the recommended period of retention. The following methods will be used in evaluating correspondence:

(a) Nonrecord Material. Correspondence or electrical messages such as routine requests for information and publications, tracer letters, letters of transmittal or any communication that can be discarded immediately as being without record value and not needed for the conduct of future operations will be evaluated as nonrecord (N). Such correspondence or electrical messages will be destroyed by the Adjutant General after being processed.

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(b) Transitory Material. Correspondence or electrical messages directing the correction of records and reports, requests for information or any correspondence or electrical message that can be discarded after a brief suspense period will be evaluated as transitory material (T-Until (Date)). Such communications will be filed in the AC files until the expiration of the date indicated.

(c) Permanent Material. Only a small proportion of the records created have sufficient value to justify their permanent retention. It is imperative, however, that this nucleus of records of enduring value be identified and preserved. Correspondence or electrical messages reflecting the organization and administrative history of an agency, the policies it follows, its working methods, transactions that establish a legal status of any kind, or any communication that will be of value for an extended period, will be evaluated as permanent material (P).

(2) To facilitate the evaluation of correspondence and electrical messages originating at this headquarters, a space has been provided on the coordination sheet (ConAC Form Hq-AG 5) where the originator will indicate his evaluation and initial same. On incoming correspondence or electrical messages requiring no action, the evaluation will be entered on the original copy at the time the correspondence is marked for file.

(AG 312)

BY COMMAND OF MAJOR GENERAL WEBSTER:

Neal J. O'Brien

NEAL J. O'BRIEN
Colonel, USAF
Adjutant General

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CO, Mitchel AFB

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STAFF MEMORANDUM)
10-1A)

HEADQUARTERS CONTINENTAL AIR COMMAND
Mitchel Air Force Base, N.Y., 27 October 1949

CORRESPONDENCE

Processing of Correspondence and Electrical Messages

(This Memorandum amends ConAC Staff Memorandum 10-1, 5 October 1949.)

*   *   *   *

6. Suspense on Incoming Correspondence and Electrical Messages. a. All incoming electrical messages and correspondence will be suspended by the Adjutant General as follows:

*   *   *   *

(9) Correspondence pertaining to the following subjects will be suspended as indicated:

*   *   *

(d) Awards, decorations, and suggestions - 30 duty days.

*   *   *

(g) Operational Readiness Tests - 5 duty days.

*   *   *

(k) Investigations - 15 duty days.

(l) Reserve retirements - 15 duty days.

*   *   *   *

(AG 312)

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

Neal J. O'Brien

NEAL J. O'BRIEN
Colonel, USAF
Adjutant General

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CO, Mitchel AFB

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STAFF MEMORANDUM)
10-1B)

HEADQUARTERS CONTINENTAL AIR COMMAND
Mitchel Air Force Base, N.Y., 23 November 1949

CORRESPONDENCE

Processing of Correspondence and Electrical Messages

(This Memorandum amends Staff Memorandum 10-1, 5 October 1949, as amended.)

* * * *

6. Suspense on Incoming Correspondence and Electrical Messages.

* * * *

c. If necessary action cannot be completed on correspondence within the suspense period, deputies and/or directors may request an extension from the Air Adjutant General. Requests will be made in writing on ConAC Form AG 20, and will be made prior to expiration of original suspense date and fully justified. Only one extension of suspense, not to exceed thirty days, may be concurred in by the Air Adjutant General. Requests for further extension will be submitted on ConAC Form AG 20 to the Commanding General or Vice Commander by the deputy concerned, or, in his absence, by the officer acting for him.

* * * *

(AAG 312)

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

Neal J. O'Brien

NEAL J. O'BRIEN
Colonel, USAF
Air Adjutant General

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STAFF MEMORANDUM)
10-1C)

HEADQUARTERS CONTINENTAL AIR COMMAND
Mitchel Air Force Base, N.Y., 3 January 1950

CORRESPONDENCE

Processing of Correspondence and Electrical Messages

(This Memorandum amends ConAC Staff Memorandum 10-1, 5 October 1949.)

* * * *

6. Suspense on Incoming Correspondence and Electrical Messages. a. All incoming electrical messages and correspondence will be suspended by the Air Adjutant General as follows:

* * * *

(9) Correspondence pertaining to the following subjects will be suspended as indicated:

* * * *

(d) Awards, decorations, and suggestions - 30 duty days.

* * * *

(g) Operational Readiness Tests - Regular units - 5 duty days; ANG units - 7 duty days.

* * * *

(k) Investigations - 15 duty days.

(l) Reserve retirements - 15 duty days.

* * * *

(AAG 312)

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

Neal J. O'Brien
NEAL J. O'BRIEN
Colonel, USAF
Air Adjutant General

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CO, Mitchel AFB

*This Memorandum supersedes Staff Memorandum 10-1A, 27 October 1949.

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DIRECTOR OF PUBLICATIONS

REPRODUCTION REPORT FOR MONTH OF JANUARY 1950

PRINTING

	Jobs	No of Copies	Impressions
ConAC Regulations	12	34,325	97,445
ConAC Letters	21	59,740	248,425
Circular Letters	1	45	100
Forms	17	111,700	94,645
Miscellaneous	43	163,455	275,315
Bulletins & Reports	7	11,870	68,825
General Orders	6	5,670	5,775
Total	107	386,805	790,530

MIMEOGRAPHING

	Jobs	No of Copies	Impressions
Staff Memorandums	15	3,305	9,030
Unnumbered Memorandums	3	600	750
Decimal Letters	50	12,493	61,334
Diary	15	1,800	9,120
Special Orders	20	14,703	25,850
Forms	51	45,260	67,210
Bulletins & Reports	11	10,426	96,782
Miscellaneous	112	48,303	162,680
Training Standards	1	10,005	16,675
Total	278	146,895	449,431

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DIRECTOR OF PUBLICATIONS

REPRODUCTION REPORT FOR MONTH OF FEBRUARY 1950

PRINTING

	Jobs	No of Copies	Impressions
ConAC Regulations	20	60,050	162,770
ConAC Letters	27	75,978	303,755
Forms	39	253,260	174,750
Circular Letters	4	2,145	2,775
Miscellaneous	17	126,830	139,950
Bulletins & Reports	7	15,141	62,695
General Orders	5	4,725	5,950
Total	119	538,129	852,645

MIMEOGRAPHING

Staff Memorandums	13	3,005	12,640
Unnumbered Memorandums	6	780	1,490
Decimal Letters	59	14,378	53,076
Diary	19	2,280	11,040
Special Orders	19	10,664	18,867
Forms	5	1,550	2,050
Bulletins & Reports	16	12,444	170,042
Miscellaneous	110	166,251	579,514
Total	247	211,352	848,719

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DIRECTOR OF PUBLICATIONS

REPRODUCTION REPORT FOR MONTH OF MARCH 1950

PRINTING

	Jobs	No of Copies	Impressions
ConAC Regulations	20	59,331	138,064
ConAC Letters	33	92,408	356,759
Forms	40	154,310	131,472
Circular Letters	-	-	-
Miscellaneous	38	228,896	224,665
Bulletins & Reports	7	13,650	79,920
General Orders	7	6,615	6,770
Total	145	555,210	937,650

MIMEOGRAPHING

	Jobs	No of Copies	Impressions
Staff Memorandums	16	3,960	8,790
Unnumbered Memorandums	8	1,628	3,087
Decimal Letters	78	16,226	76,734
Diary	22	2,760	12,240
Special Orders	23	17,190	29,905
Forms	13-	6,915	8,335
Bulletins & Reports	19	10,217	134,424
Miscellaneous	118	49,415	254,675
Total	297	108,311	530,720

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DIRECTOR OF PUBLICATIONS

REPRODUCTION REPORT FOR MONTH OF APRIL 1950

PRINTING

	Jobs	No of Copies	Impressions
ConAC Regulations	22	66,185	185,220
ConAC Letters	22	97,465	271,170
Forms	26	134,270	148,420
Circular Letters	3	62,650	57,500
Miscellaneous	42	317,200	315,040
Bulletins and Reports	2	3,110	9,430
General Orders	7	6,615	6,855
Total	124	688,115	993,615

MIMEOGRAPHING

	Jobs	No of Copies	Impressions
Staff Memorandums	9	2,600	25,790
Unnumbered Memorandums	3	370	660
Decimal Letters	77	130,448	933,007
Diary	19	2,280	11,760
Special Orders	20	18,985	36,205
Forms	10	6,385	7,885
Bulletins & Reports	7	4,568	84,412
Miscellaneous	103	65,811	328,780
Total	248	231,437	1,428,499

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DIRECTOR OF PUBLICATIONS

REPRODUCTION REPORT FOR MONTH OF MAY 1950

PRINTING

	Jobs	No of Copies	Impressions
ConAC Regulations	23	70,110	161,395
ConAC Letters	17	46,822	97,625
Forms	42	235,580	232,410
Circular Letters	2	25,040	10,780
Miscellaneous	35	337,515	505,700
Bulletin and Reports	16	33,500	172,730
General Orders	7	6,622	6,755
Total	142	755,189	1,187,395

MIMEOGRAPHING

Staff Memorandums	6	1,520	2,420
Unnumbered Memorandums	6	2,405	8,730
Decimal Letters	85	17,516	245,422
Diary	15	1,680	7,800
Special Orders	20	16,912	38,020
Forms	5	11,800	16,800
Bulletins & Reports	7	5,515	75,575
Miscellaneous	118	57,611	135,995
Total	262	114,959	530,762

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HIST 142'

HEADQUARTERS
CONTINENTAL AIR COMMAND
Mitchel Air Force Base, New York

AAG 300 9 May 1950

SUBJECT: USAF Reserve Administration Instructions No. 18

TO : Commanding Generals, Continental Air Command Air Forces

1. The following instructions are published to govern the establishment of and/or perfection of United States Air Force Reserve officers' field 201 files.

2. A Reserve officer's field 201 file will consist of three sections, enclosed in a manila folder, size 9 1/2 inches by 11 3/4 inches, labeled with name, and service number. The field 201 file will include but is not confined to original, duplicate copy, true copy or photostat of the following documents, as applicable.

a. Section I - Reserve status.

(1) Personnel orders (for rated personnel).

(2) Separation orders.

(3) Copy of Certificate of Service, WD AGO Form 53-98.

(4) Report of Physical Examination, Standard Form 88, WD AGO Form 64, WD AGO Form 63, Medical Certificates and Immunization Register, WD AGO Form 8-117.

(5) Report of Medical History, Standard Form 89.

(6) Current Letter of Reserve Appointment with notation of acceptance entered thereon or current letter of promotion and previous letters of appointment when obtainable.

(7) Effectiveness reports.

(8) Officer's Qualification Record, WD AGO Form 66 or WD AGO Form 66-2 (organization copy).

(9) Cover sheet (including officer's name, and service number).

The above records will be placed in file in the order indicated, so that Item 8, Qualification Record, is on top, immediately under the cover sheet.

b. Section II - Correspondence.

(1) All correspondence of permanent record value.

(2) Active Duty Reports (NME Form 220).

(3) Report of Relief from Active Duty (par 13a, AFR 45-48).

(4) Record of Emergency Data, NME Form 93.

(5) Copy of certificate of completion of extension courses.

c. Section III

(1) Air Force Reserve Orders (assignment, transfer, active duty, etc.).

Sections II and III are contained in one manila folder; the name and service number will be indicated on the outside of the folder.

d. Miscellaneous.

(1) The following records are maintained separately from the field 201 file, but will be placed inside the file folder when it is forwarded from one organization to another:

(a) MOS cards.

(b) USAFR Personnel Training Data Card, ADCSC Form 4.

(c) Expiration Term of Service Card.

(d) Individual Flight Records.

1. Individual Flight Record, AF Form 5 or 5A.

2. Copy of each personnel order.

3. Copies of certificates showing completion of transition, instrument or other training related to flying.

4. Copies of certificates showing completion of courses at Air Force flying training schools.

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5. Copy of certificates concerning combat flying time, if available.

Individual flight records for Reserve officers assigned to all regular units as mobilization assignees or designees, corollary units, AFRTC program and VART units of the Continental Air Command will be maintained in the flight section of the base to which the individual is assigned or attached for flying. Records for Reserve officers other than those assigned to organized or VART units will be maintained in section I of the field 201 file at headquarters of the appropriate air force.

(e) Flight Surgeon's Records.

1. Standard Forms 88, 89 and WD AGO Forms 64.

2. Copy of each personnel order.

3. A copy of each order of suspension from flying status and order removing, revoking or rescinding such suspensions, if any.

4. Copies of any data concerning an individual's medical qualification for flying duty.

The flight surgeon's records for rated Reserve officers assigned to all regular units as mobilization assignees or designees, corollary units, AFRTC program and VART units of the Continental Air Command will be maintained in the Office of the Flight Surgeon of the base to which the individual is assigned or attached for flying. Records for Reserve officers other than those assigned to organized or VART units will be maintained in section I of the field 201 file at the headquarters of the appropriate air force.

3. Project for establishment of and/or perfection of Reserve officers' field 201 files will be established not later than 1 June 1950. This project will be divided into two phases:

a. Phase 1. Perfection of Reserve officers' 201 files for Reserve officers assigned to all Regular units as mobilization assignees or designees, corollary units, AFRTC program and VART units. This phase

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will include perfection of Reserve officers' 201 files for mobilization assignees and officers assigned to corollary and T/O&E units of other major commands. If not previously accomplished, a field 201 file will be established.

b. Phase 2. Perfection of Reserve officers' 201 files for all Reserve officers unassigned, to include the Inactive Reserve, but excluding the Honorary Reserve. If not previously accomplished, a field 201 file will be established. Field 201 files for Reserve officers other than those assigned to organized or VART units will be filed at headquarters of the appropriate Continental Air Command air force either in the jacket with the master 201 file or elsewhere in the headquarters as may be directed by the commanding general thereof.

4. The perfection of Reserve officers' 201 files will be accomplished at the headquarters of each Continental Air Command air force, utilizing personnel trained in Reserve Records Perfection Program for perfection of the master 201 files. Schedules will be established for the perfection of these field 201 files to insure that such files will be removed from control of the custodian thereof for the absolute minimum of time, to include transportation from and to the organization concerned. Direct correspondence between the commanding general of each Continental Air Command air force and the commanding generals of USAF major commands in connection with this program is authorized. There are no special materials needed for this project. Necessary supplies will be requisitioned through normal channels.

5. Monthly reports, as of the last day of each month, will be submitted to this headquarters, indicating the number of field 201 files perfected during the month and the number of personnel engaged in this work. The initial report, to be submitted as of 30 June 1950, will include the total number of field 201 files to be perfected in each phase and the total number perfected as of 30 June 1950. Reports Control Symbol CNC-AG-U1 is assigned to this report, which will be mailed so as to reach this headquarters not later than the 10th calendar day of each month, marked Attention: Air Adjutant General.

6. Any instructions previously issued in conflict herewith are rescinded.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

Neal J. O'Brien

NEAL J. O'BRIEN
Colonel, USAF
Air Adjutant General

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Monthly Staff Historical Reports
Deputy for Personnel
Active Duty - Reserve Section
January 1950
EXTRACT COPY

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8. Authorization was received from Headquarters, USAF, for this headquarters to order to short tour of active duty administrative assistants for the Office of the Wing, Tactical Group and Tactical Squadrons Commanders of the Reserve Wingslocated at the Air Force Reserve Training Centers, as indicated herein:

Wing Commanders - 1 Officer, 1 Master Sergeant
Tactical Group Commanders - 1 Officer and 1 Master Sergeant
Tactical Squadron Commanders - 1 Master Sergeant

The tours of temporary duty for these officers and airmen are not to exceed ninety (90) days for any one individual. There is no grade restriction imposed on the officers selected for this duty. However, only non-rated officers and airmen can be utilized for this purpose. The objective of this personnel authorization is to provide intensive training in organizational administration for these individuals. A fund limitation was imposed by Headquarters, USAF, in which not more than $300,000 will be utilized in the implementation of this program. The above information was passed on to the air forces under Continental Air Command on 12 January 1950, and as of 31 January 1950, only one such request for a tour of active duty under this program was received and that was from Headquarters, First Air Force. It is believed, however, that activity under this program will pick up with the coming of spring and summer vacation months.

G. VON KAENEL
1st Lt, USAF
Ext. 3206

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Monthly Staff Historical Reports
Deputy for Personnel
Active Duty - Reserve Section
February 1950
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9. The administrative assistant program, set up to give United States Air Force reservists up to ninety (90) days intensive active duty training in administrative work, with the various reserve wings, has been progressing at a much slower pace than was originally expected. Only four (4) requests were received from the air forces, three (3) ninety day tours and one (1) thirty day tour. All requests were approved. This slack in the program is due primarily to the fact that reservists who are desired for this program are unable to get leave from their civilian jobs. Another reason is that some Wing Commandersdo not consider this a satisfactory program and therefore are not pushing it.

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Monthly Staff Historical Reports
Deputy for Personnel
Active Duty - Reserve Section
April 1950
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11. The Administrative Assistants for Reserve Wing Units Program that were authorized by Headquarters USAF in January (reference History for January) had a clause in it that non-rated officers and airmen would be utilized. This office received numerous requests from the Air Force requesting permission for rated officers and airmen to waiver rights to flying pay in order to participate in that program. This office requested same from Headquarters USAF which disapproved the request.

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STUDY, " BASE UTILIZATION AND COMPOSITION OF UNITS AS PERTAINS TO 48th GROUP and 57 GROUP PLAN" 1 MARCH 1949

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S U B J E C T

BASE UTILIZATION AND COMPOSITION OF UNITS
AS PERTAINS TO 48 GROUP AND 57 GROUP PLAN

1 March 1949

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BASE UTILIZATION AND COMPOSITION OF UNITS

AS PERTAINS TO 48 GROUP AND 57 GROUP PLAN

I. PROBLEM:

To determine base utilization and composition of units with the primary mission of tactical operations to effectively discharge the responsibility of air-ground training in conjunction with the surface forces.

II. FACTS BEARING ON THE PROBLEM:

A. The Air Force responsibility for air-ground training in conjunction with the surface forces, is outlined in Air Force Regulation No 23-1, dated 11 January 1949, which provides that the Commanding General, Tactical Air Command, will:

1. Continue to plan and to prepare for the conduct of tactical air operations in conjunction with field forces of the Department of the Army and/or amphibious forces of the Department of the Navy in the defense of the United States.

2. Maintain liaison with the Army Field Forces in order to determine the requirements for the training of Army and Air Force units and personnel in joint air-ground operations and submit recommendations to the Commanding General, Continental Air Command, for the allocation of the necessary forces to fulfill this requirement.

3. Recommend to the Commanding General, Continental Air Command, the allocation and deployment of all available forces in the preparation for the conduct of tactical air operations in conjunction with land and/or amphibious forces.

4. Plan, supervise, and conduct tactical air operations in the Continental United States with the means specifically allocated by the Commanding General, Continental Air Command.

B. Continental Air Command Regulation No 26-1, dated 31 January 1949, also provides that the Commanding General, Tactical Air Command, will:

1. Recommend to the Commanding General, Continental Air Command, the allocation and deployment of all available forces in the preparation for

and the conduct of tactical air operations in conjunction with land and/or amphibious forces.

C. Information available indicates that appropriations and planning at Headquarters, United States Air Force will permit either a 48 or 57 Group Program for Fiscal Year 1950.

D. A firm requirement for air-ground training by the Department of the Army and the Department of the Navy exists only on a general basis. Definite information as to the date, place, and force cannot be provided the Air Force by the co-equal military agencies.

E. Economy in appropriated funds dictate that a careful consideration must be given to any recommendation which will necessitate reactivation of an airdrome that is now on a standby or surplus status.

F. The regular Air Force tactical units allocated to Continental Air Command in the 48 and the 57 Group Programs, which are organizationally capable of fulfilling the responsibility for joint training, are listed in Annex 1.

G. The Zone of the Interior deployment of Air units necessary to discharge adequately the responsibility of air-ground training and movement of Army units, in the event of an emergency, should be governed by the following factors:

1. Pertinent concepts of employment of air power.
2. Location of Army or Navy units requiring air support.
3. Air effort required to support joint operations.
4. Strategic deployment necessary to move quickly certain designated Army units in the event of an emergency.
5. Availability of suitable airdromes.
6. Type of Air units concerned, i.e., troop carrier, fighter, etc.

H. The concept of the Continental Air Command plan of organization is that all fighter wings allocated to that command will be trained in tactical operations and will be under the operational control of the Tactical Air Command at such times as the Commanding General, Continental Air Command, directs.

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I. In order to fulfill the mission of the United States Air Force, Tactical Air Command must have a unit or units whose mission is and whose training is directed to tactical air work which can act as a nucleus upon which to draw in the event that more tactical air units must be formed. It is essential that trained personnel are available upon expansion. It is harder to train personnel in the many problems presented in air-ground support operations (radio procedures involved in control work, target identification, rocket firing, dive bombing, etc) than it is to train personnel for interceptor work.

III. CONCLUSIONS:

It is concluded that:

A. Naval requirements for Air Force training are generally limited to the following:

1. Exercises in which joint participation is directed by the Joint Chiefs of Staff.

2. Exercises in which Naval participation is requested by the Army or the Air Force.

3. Tactical Air Command must also maintain liaison with designated Naval headquarters for the development of United States Air Force policies, plans, doctrine, organization, systems, materiel, tactics, techniques and procedures applicable to the use of tactical air power acting in concert with amphibious forces.

B. Joint field exercises and maneuvers cannot be considered a primary influencing factor in the geographical location of tactical units.

C. The 48 and the 57 Group Programs project certain troop carrier wings to be equipped with heavy troop carrier aircraft during Fiscal Year 1950. However, other considerations indicate that no heavy troop carrier aircraft will be available to these units prior to 1952 with the possible exception of C-54 type aircraft.

D. Desirable airdromes with runways and parking aprons or hardstands capable of handling the C-124 are not being projected for the Continental Air Command in the Current USAF Base Utilization Program; therefore, air-

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dromes now being utilized for troop carrier operation must be reinforced or other airdromes assigned before these units are equipped with heavy troop carrier type aircraft. (See Appendix "A".)

IV. DISCUSSION

The materials considered in compiling this study have been attached hereto as Appendix "A".

V. RECOMMENDATIONS:

A. 48 Group Program:

1. Troop Carrier:

It is recommended that:

a. A three-squadron medium troop carrier wing (316th Troop Carrier Wing) be located at Smyrna Air Force Base, Tennessee.

b. A troop carrier wing (314th Troop Carrier Wing) be located at Smyrna Air Force Base, Tennessee. This wing is to assist in the airborne training of the 11th Airborne Division until converted to heavy troop carrier aircraft, at which time the

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316th Troop Carrier Wing will assume all airb[illegible] carrier training responsibility.

c. The 62d Troop Carrier Wing

(1) Remain assigned to McChord Air Force Base [illegible] new runway and parking area be built as provid[illegible] in the Master Plan for this station prior to the [illegible]ment of C-124 aircraft to the 62d Troop Carrier Wing.

(2) Move to a suitable airdrome prior to the assignment of C-124 aircraft to the unit.

d. The one assault transport squadron projected by the 48 Group Program be assigned to the 314th Troop Carrier Wing and located at Smyrna Air Force Base, Tennessee.

2. <u>Fighter</u>:

No fighter units for tactical air operations are projected in the 48 Group Program. The following is recommended:

a. That one fighter wing be assigned the primary mission of air tactical ground support operations.

b. That this fighter wing be located in or near the southeastern part of the United States.

no c. That this fighter wing be equipped with conventional type aircraft (F-47N).

d. That other fighter wings, equipped with jet type aircraft (F-80, F-84, or F-86), be made available periodically to Tactical Air Command for evaluation, test of tactics and techniques, and participation in joint exercises.

3. <u>Reconnaissance</u>:

It is recommended that:

a. 363d Tactical Reconnaissance Group Headquarters and one tactical reconnaissance squadron (Photographic, Jet) be located at Langley Air Force Base, Virginia.

b. One tactical reconnaissance squadron (Night Photographic) to be equipped with RB-45C type aircraft be located at Barksdale Air Force Base, Louisiana.

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4. Light Bombardment:

It is recommended that:

a. One light bombardment squadron be equipped with B-45A type aircraft and located at Barksdale Air Force Base, Louisiana.

5. Tow Target:

It is recommended that the 1st Tow Target Squadron remain organized as a T/O&E unit to fulfill the requirements of the Department of the Army and located at Biggs Air Force Base, Texas. Further, it is recommended that aircraft and personnel be authorized and assigned to meet projected requirements in accordance with the requirements set forth in Annex 3.

6. Tactical Air Force Headquarters:

It is recommended that the two tactical air division operational headquarters projected for the Tactical Air Command in the 48 and the [illegible] Group Programs be combined to form a single, mobile, operating tactical air force headquarters located at Pope Air Force Base, North Carolina, with the 502nd Tactical Control Group, 934th Signal Battalion, and the 5th Radar Calibration Unit assigned to support this organization.

7. Tactical Control Group:

It is recommended that:

a. The 502d Tactical Control Group Headquarters and the [illegible] Tactical Control Squadron be located at Pope Air Force Base, North Carolina.

b. The 606th and the 607th Aircraft and Warning Squadrons be deployed in the Pope Air Force Base and Langley Air Force Base Areas.

8. Signal Battalion:

It is recommended that the 934th Signal Battalion be located at Pope Air Force Base, North Carolina, to support the tactical air force headquarters. (See Appendix [illegible].)

9. Radar Calibration Unit:

It is recommended that the 5th Radar Calibration Unit be located at Pope Air Force Base, North Carolina, to support the tactical air force headquarters.

10. Liaison:

It is recommended that a maximum of one liaison squadron or a Table of Distribution unit, organized to fulfill the functions of one liaison squadron, be deployed as needed with probable station being Langley Air Force Base, Virginia, or Pope Air Force Base, North Carolina. (See Appendix "A".)

B. 57 Group Program:

1. Troop Carrier:

It is recommended that:

a. A three-squadron medium troop carrier wing (316th Troop Carrier Wing) and including the two assault transport squadrons projected to be authorized this wing be located at Greenville Air Force Base, South Carolina.

b. A ~~two~~ three-squadron medium troop carrier wing (314th Troop Carrier Wing) and including the assault transport squadrons authorized this wing be located at Smyrna Air Force Base, Tennessee. This organization is recommended as heavy troop carrier aircraft in the 48 Group Program ~~and~~ or as medium in the 57 Group Program. (See Appendix "A".)

c. A two-squadron heavy troop carrier wing (317th Troop Carrier Wing) be located at Smyrna Air Force Base, Tennessee.

d. The 62d Troop Carrier Wing

(1) Remain assigned to McChord Air Force Base, Washington, and that a new runway and parking area be built as provided for in the Master Plan for this station prior to the assignment of C-124 aircraft to the 62d Troop Carrier Wing, or

(2) Move to a suitable airdrome prior to the assignment of C-124 aircraft to the unit.

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[illegible] authorized for joint [illegible] and equipped as follows:

[illegible] with conventional type aircraft [illegible] Air Force Base, Ohio.

[illegible] at Shaw Air Force Base, South [illegible] with Jet type aircraft.

[illegible] equipped with Jet type aircraft (with the [illegible] Fighter Wing), be made available to [illegible] Air Command periodically for tests and evaluation.

3. [illegible]:

It is recommended that:

a. [illegible] Tactical Reconnaissance Group Headquarters and one tactical reconnaissance squadron (Photographic, Jet) be located at Langley Air Force Base, Virginia.

b. One tactical reconnaissance squadron (Night Photographic), equipped with RB-45C type aircraft, be located at Barksdale Air Force Base, Louisiana.

4. Light Bombardment:

It is recommended that one light bombardment wing, equipped with B-26 aircraft and to be converted to B-45 aircraft, be located at Barksdale Air Force Base, Louisiana.

5. Tow Target:

Recommendations included under Deployment Plan for the 48 Group Program remain unchanged.

6. Tactical Air Force Headquarters:

Recommendations outlined for the 48 Group Program remain unchanged.

7. Tactical Control Group:

It is recommended that:

a. A tactical control group (502d Tactical Control Group) be deployed in the Pope Air Force Base and the Greenville Air Force Base areas.

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b. In the event a second tactical control group is authorized in the 57 Group Program that this unit be deployed in the Brooks Air Force Base-Barksdale Air Force Base area.

8. Signal Battalion:

Recommendations outlined for the 48 Group Program remain unchanged.

9. Radar Calibration Unit:

Recommendations outlined for the 48 Group Program remain unchanged.

10. Liaison:

Recommendations outlined for the 48 Group Program remain unchanged.

Robert M. Lee

ROBERT M. LEE
Major General, U. S. A. F.
Commanding

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APPENDIX "A"

I. DISCUSSION:

The following is a detailed discussion of the problem:

A. The Zone of the Interior deployment of Continental Air Command Air units necessary to fulfill the Air Force responsibility for joint training is influenced by the following factors:

1. Concepts and Principles on the Employment of Air Power:

As pertains to unit location, these concepts are:

a. The flights and squadrons of an Air unit will not be so geographically dispersed that they must be committed piece meal. When squadrons and flights of a group are separated, unit training becomes difficult, if not impossible, thus the operational effectiveness of the unit is reduced.

b. Complete control of Air units committed to joint operations must remain with the Air Force. Past experience has proved that the location of groups on airdromes immediately adjacent to Army installations has weakened Air Force control of these units.

c. In order to achieve the maximum effectiveness from air power, air tactical units must be controlled by one agency, the Air Force. Air units committed to joint operations, but improperly deployed, may be unable to fulfill their mission. Failure of the Air Force to provide proper air support to the ground services would give credulence to an Army requirement for intregal aviation and result in further division of control of the United States air power.

2. Geographical Location of Zone of the Interior Army Units Requiring Joint Training:

Air units committed to joint operations must be so located that a major portion of their effort will not be dissipated on enroute flights;

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[illegible] -ground installations also facilitates coordination. However, [illegible] must be given the type of Air unit concerned. The versatility [illegible] type aircraft makes it possible for units so organized to perform [illegible] mission satisfactorily where their home station is at greater distances [illegible] the parallel Army units than is the case for medium troop carrier units.

3. Air Effort Required to Support the Joint Operation:

Air training requirements of Army units are of a continuous and special nature. For example: Airborne divisions require continuous support by troop carrier units to maintain the "jump" training. On the other hand, there is a requirement for fighter aircraft in close support training which usually occurs only during demonstrations, exercises, maneuvers, and tests of tactics and techniques.

4. Availability of Suitable Airdromes:

Although the United States has airdromes in plentiful numbers in practically all areas of the Zone of the Interior, only a very few can be utilized by the Continental Air Command. The greatest limiting factor is the lack of appropriated funds for needed improvemement and expansion on those fields now active or for opening of inactive stations at desirable locations. The use of certain stations by other major commands is also a limiting consideration. Therefore, in certain cases, particularly the stations designated in both programs as home stations for the heavy troop carrier groups, a requirement should be placed in the program to insure that a satisfactory airdrome will be available to accommodate the equipment now projected for those groups, either by movement of the unit or improvement of certain airdromes.

B. The requirements of Army units for air-ground training generally fall into the following categories:

1. Airborne:

This requirement is fulfilled by medium troop carrier and assault transport squadrons. The Federal law, which governs the jump pay of paratroops,

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requires that they make a minimum of one jump each three months for pay purposes. However, the Army desires that airborne troops be jumped a minimum of once per month to maintain proper training. The lifting of airborne troops is a continuous requirement, to maintain the individual jump training of two airborne divisions requires the full-time effort of one three-squadron medium troop carrier wing.

2. Air Transportability:

This requirement is fulfilled by medium or heavy troop carrier units. The heavy troop carrier aircraft now being procurred for the Air Force are desired for air transporting of Army units and logistical support. The Army units requiring air transportable training are located at widely scattered points throughout the Zone of the Interior (see Annex 2). The force required to perform this training is normally small, usually not more than a flight of aircraft at a time, but in an emergency would have an almost unlimited expansion.

3. Air Offensive Action and Air-ground Offensive Action:

This requirement is fulfilled by fighter, reconnaissance, and light bombardment units. Such training is usually accomplished during maneuvers, exercises, and demonstrations. There is a requirement for greater emphasis on joint test and development of equipment and tactics and techniques pertaining to this type of operations. The doctrine of air support of ground forces in battle, which was developed in the last war, evolved into three phases of tactical air operations: The gaining of air superiority, the isolation or interdiction of the battle area, and the destruction of enemy forces within the battle area. It is necessary that the units and the equipment required in these phases of tactical air operations be made available so that the Air Force may be prepared at all times for modern warfare.

4. Air Reconnaissance:

This requirement is fulfilled by reconnaissance units. The only continuous Army requirement is at the Artillery School, Fort Sill, Oklahoma. The remainder of the reconnaissance effort in joint training consists of request missions and field exercises. In addition, the reconnaissance units are continuously performing photographic missions for the Air Force and other agencies.

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5. Target Towing and Tracking for Anti-aircraft Units:

This requirement is fulfilled by a tow target squadron. Army Field Forces Board No. 4, the Anti-aircraft School, and certain anti-aircraft units now located at Fort Bliss, Texas, require a major portion of this type training. In addition, there are anti-aircraft units at certain dispersed points throughout the United States which also require training.

6. Liaison:

This requirement is fulfilled by Air Force liaison squadrons. The Army has expressed a requirement for not more than one liaison squadron during Fiscal Year 1950. This squadron is to be used for certain school demonstrations and during field exercises. Tactical Air Command is making a separate study of liaison requirements which will be forwarded when complete.

C. Employment of Tactical Units:

1. Troop Carrier:

a. The projected 48 Group Program for Fiscal Year 1950 allots three troop carrier wings to the Continental Air Command: The 316th Troop Carrier Wing, Medium; the 314th Troop Carrier Wing, Heavy; and the 62d Troop Carrier Wing, Heavy (to be converted to heavy aircraft after Operations VITTLES). Present indications are that the above projected conversion of troop carrier aircraft will not be made until at least 1951. The factors delaying the conversion to heavy troop carrier aircraft are:

(1) Operations VITTLES.

(2) Priority of Military Air Transport Service (MATS) for transport aircraft.

(3) Delivery dates of new types of transport aircraft.

b. Headquarters, United States Air Force has informally indicated that at such time as heavy troop carrier aircraft become available for troop carrier units that these aircraft will be allotted

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to such units as the Commanding General, Continental Air Command desires.

c. A survey of airdromes in the Camp Campbell-Fort Bragg Area, which would be available under the 48 Group Program, reveals the following possibilities:

(1) Smyrna Air Force Base, Tennessee: Smyrna Air Force Base is a desirable location to accommodate both the requirements of Fort Bragg and Camp Campbell. The distance from Smyrna Air Force Base to Fort Bragg is 435 miles and from Smyrna Air Force Base to Camp Campbell is less than 100 miles. The 314th Troop Carrier Wing is now located at Smyrna Air Force Base and is equipped with C-82 aircraft. Until this group is converted to heavy troop carrier aircraft, it will be both desirable and possible for it to fulfill to the extent of its capabilities the airborne requirement.

(2) Although Smyrna Air Force Base is a suitable location for medium type troop carrier aircraft, it must be pointed out that the runways are not strong enough nor long enough to resist continuous operation of a heavy troop carrier type aircraft such as the C-124. In view of the fact that heavy troop carrier aircraft are programmed for this station, early consideration should be given to improving the runways at Smyrna Air Force Base.

d. 314th and 317th Troop Carrier Wings:
The 314th Troop Carrier Wing is projected to be converted to heavy troop carrier aircraft in both the 48 and the 57 Group Programs. If the 48 Group Program is implemented, it is desirable that the 314th Troop Carrier Wing be converted to

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[illegible] 314th Troop Carrier Wing, now equipped with medium aircraft, will be trained in airborne operations, whereas the 317th Troop Carrier Wing will have a minimum of such training. Thus by equipping the 317th Troop Carrier Wing with the heavy troop carrier aircraft, a minimum loss of operational effectiveness will result through elementary training.

e. <u>62d Troop Carrier Wing:</u>

(1) The strategic requirements of the Army for movement of Army units at Fort Lewis require a troop carrier wing immediately adjacent to that station. Since the requirement of the Fort Lewis Army units is of an air transportable rather than an airborne nature, it is not believed that the Army will exert undue influence over the activities of the 62d Troop Carrier Wing.

(2) McChord Air Force Base is not large enough at present to accommodate C-124 type aircraft. The post war Master Plan includes relocation of runways to provide adequate length and safe approaches. These facilities would accommodate C-124 type aircraft. It is believed McChord Air Force Base should be improved to make use of large aircraft possible. If this cannot be done, steps must be taken to obtain a suitable base for this organization by reassigning a suitable base to the Continental Air Command. Moses Lake Air Force Base, Washington, Mountain Home Air Force Base, Idaho or Mather, March or Victorville Air Force Bases in California would be suitable for this unit.

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2. Fighter:

a. The 48 Group Program projects no fighter wings with the primary mission of tactical air-ground operations. However, it is clearly the intent of Air Force Regulation No 23-1, dated 11 January 1949, and the Continental Air Command Regulation No 26-1, dated 31 January 1949, to maintain tactical air force headquarters and tactical units with current experience in air-ground operations. In order that current experience may be maintained, it is necessary to test the present doctrine and concepts of tactical air operations with new equipment and to re-evaluate constantly tactics and techniques. The Air Force should have one fighter unit equipped with aircraft (F-47N) which have proved their ability to perform successfull air-ground support. This unit would also provide a nucleus of experienced tactical personnel in the event of rapid expansion. The adequacy of the jet propelled aircraft for second and third phase tactical operations has not been determined. Therefore, units equipped with all types of jet fighter aircraft should be made available periodically to the Tactical Air Command for further study and evaluation. Continued experience with jet propelled aircraft is also required to facilitate the development of tactics and techniques peculiar to this type equipment.

b. The 57 Group Program provides for two fighter wings, one located in Ohio and the other in South Carolina, with the primary mission of tactical air-ground support. The above locations of these units adequately provide for joint training in the south and southeastern areas of the United States. In order to fulfill properly the requirements outlined above, one of these wings should be equipped with F-80C aircraft and the other with F-47 aircraft.

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3. <u>Reconnaissance:</u>

The 48 and 57 Group Programs provide for one tactical reconnaissance squadron (Photographic, Jet) and one tactical reconnaissance squadron (Night Photographic). These two squadrons will adequately meet the requirement of request missions and field exercises and will also provide a nucleus of trained tactical reconnaissance personnel in the event of rapid expansion.

4. <u>Light Bombardment:</u>

The 48 Group Program projects one light bombardment squadron (90th Light Bombardment Squadron) to be located at Barksdale Air Force Base, Louisiana. The 57 Group Program provides that the 47th Light Bombardment Wing, with three squadrons, be located at Barksdale Air Force Base. The above plan will provide a unit to continue the development of light bombardment procedures for battle area support in phase two and phase three of tactical operations. In order that the jet propelled light bombardment aircraft can be evaluated, it is desirable that the squadrons of the 47th Light Bombardment Wing be equipped with B-45 aircraft as soon as these aircraft become available.

5. <u>Tow Targets:</u>

See <u>Annex 1.</u>

6. <u>Tactical Air Force Headquarters:</u>

Projected programming provides two tactical air force headquarters (or tactical air divisions), operational nuclei to fulfill the mission of the Tactical Air Command. The location and the function of these headquarters were discussed in the Staff Study, Subject: "Current Organization, Training, and Procedures for Tactical Air," which was prepared in the Office of the Deputy for Plans, Headquarters Tactical Air Command. Copies of this staff study were forwarded to Headquarters, Continental Air Command, on [illegible] February 1949.

By combining these two divisions and locating them at Pope Air Force Base, North Carolina, an experienced organization would be made available for conducting maneuvers. This organization would fulfill

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a requirement that now exists for a unit to train with Army and Naval units, to go into the field on joint exercises, and to form a cadre to head "Blackstrap" and other classified special projects for which no adequate unit now exists. This organization would also be used as a cadre for similar units if future events make expansion necessary.

A signal battalion, radar calibration unit and tactical control group assigned as ancillary units would complete this organization.

7. Signal Battalion:

The 934th Signal Battalion, which is projected in both the 48 and the 57 Group Programs, is required to support the communications requirement of the tactical air force headquarters. The 934th Signal Battalion Headquarters, Company A, and Company D should be located at Pope Air Force Base, North Carolina, with the tactical air force. The other elements of the signal battalion should be further deployed as required in the southeastern sector of the United States.

8. Radar Calibration Unit:

The 5th Radar Calibration Unit programmed in the 48 and 57 Group Programs should be located with the tactical air force at Pope Air Force Base, North Carolina,

9. Tactical Control Group:

The 48 Group Program provides for one tactical control group (502d Tactical Control Group). This unit is now located at Greenville Air Force Base, South Carolina. However, since that base is to be inactivated under this program, it is recommended that the 502d Tactical Control Group be relocated at Pope Air Force Base, North Carolina. By further deploying this unit in the Virginia-North Carolina-South Carolina Area adequate coverage can be gained for the training of the fighter units allocated for tactical air operations and for the Army units located in this area. It will further provide a means for developing tactics and techniques for control of aircraft in close air support of the Army. The 502d Tactical

Control Group is included in Plan BLACKSTRAP as an emergency unit and is also required for joint field exercises. If the 57 Group Program provides for a second tactical control group, it would be desirable to locate this unit in the Brooks Air Force Base-Barksdale Air Force Base Area to be accessible to the 2d Armored Division at Camp Hood and the Texas maneuver area in joint Air Force and Army field exercises.

10. Liaison:

The 48 and 57 Group Programs provide for no liaison squadrons. However, the Army has indicated a requirement for at least one liaison squadron during Fiscal Year 1950. This squadron is to be utilized during field exercises and for demonstrations at Army schools. It is considered highly undesirable for the Air Force to relinquish this function over to the Army since it violates the principle that all of a nation's air power should be controlled by one agency. It is, therefore, recommended that one liaison squadron be provided and that this squadron be located at either Langley Air Force Base, Virginia or Pope Air Force Base, North Carolina.

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Annex 1
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Date, 24 February 19[illegible]

UNIT	PRESENT STATION	48 Plan USAF Projection	48 Plan TAC Recommends	57 Plan USAF Projection	57 Plan TAC Recommends	Aircraft Present	Aircraft Projected	REMARKS
4 Fighter 334, 335, 336	Andrews	Langley	Langley	Langley	Langley	F-80	F-86A	Conversion Aug 49 Tentative: Move 1 Jun 49
33 Fighter 58, 59, 60	Otis	Otis	Otis	Otis	Otis	F-84C	F-86A	Conversion to F-80C Jun 49; F-86A [illegible]
56 Fighter 61, 62, 63	Selfridge	Selfridge	Selfridge	Selfridge	Selfridge	F-80A	F-94	Conversion to all WX F-94 Jul 50
[redacted] Fighter 37, 39, 49	Dow			Dow	Dow	F-84B		Inactivate June 49
[redacted] Fighter (all Wx) 2, 5	Mitchel	Mitchel	Mitchel	Mitchel	Mitchel	F-82F	F-89A	Conversion Apr 51
78 Fighter 82, 83, 84	Hamilton	Hamilton	Hamilton	Hamilton	Hamilton	F-84D	F-94	Conversion to all Wx F-94 Oct 50
325 Fighter (all Wx)	Moses Lake	Moses Lake	Moses Lake	Moses Lake	Moses Lake			
317	Moses Lake	Moses Lake	Moses Lake	Moses Lake	Moses Lake	F-82F	F-89A	Conversion Jan 51
318	McChord	McChord	Moses Lake	McChord	Moses Lake	F-82F	F-89A	
319	France AFB CZ	Moses Lake	Moses Lake	Moses Lake	Moses Lake	F-82F	F-89A	Equip Jun 49 Conversion Jan 51
1 Fighter 27, 71, 94	March	March	March	March	March	F-80A/B	F-86A	Conversion Jun 49; Conversion F-88/90/93 Apr 52 (Penetration) SAC 1st Ftr Wg & March AFB to SAC Apr 49
31 Fighter	Turner	Kirtland	Kirtland	Kirtland	Kirtland	F-80C		
307, 308	Turner	Kirtland	Kirtland	Kirtland	Kirtland	F-84B	F-80C	Conversion Jun 49; Conversion F-86A Jan 52
309	Turner	Moses Lake	Moses Lake	Moses Lake	Moses Lake	F-84B	F-80C	Conversion Jun 49; Conversion F-86A Jan 52
20 Fighter 55, 79, 77	Shaw			Shaw	Shaw	F-84C	F-84E (?)	Inactivate Jun 49

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UNIT	STATION	48 PLANS Projection	48 PLANS Recommends	57 PLAN Projection	57 PLAN Recommends	AIRCRAFT Present	AIRCRAFT Projected	REMARKS
332 Fighter 99, 100, 301	Lockbourne			Lockbourne	Lockbourne	F-47N		Inactivate Jun 49 (332 Ftr or 81 Ftr)
10 Reconnaissance 1, 15	Pope					RF-51		Inactivate May 49
67 Reconnaissance	March							Inactivate Jun 49
11	March					RB-26		Inactivate Jun 49
12	March					RF-80		Inactivate Jun 49
363d Reconnaissance	Langley	Langley	Langley	Langley	Langley			
160	Langley					RF-80		Inactivate J[illegible]
161	Langley	Langley	Langley	Langley	Langley	RF-80	RF-80	
162	Langley	Barksdale	Barksdale	Barksdale	Barksdale	RB-26	RB-45C	Conversion Apr 50
52 Troop Carrier (H) 4, 7, 8	McChord	McChord	McChord	McChord	McChord	C-82	C-119	Conversion Jan 51 Add. 1 Sq [illegible] (2 Sqs FY 1950) Conversion to C-[illegible] Jul [illegible]
314 Troop Carrier 20, 334	Smyrna	Smyrna	Smyrna	Smyrna	Smyrna	C-82	C-119	Conversion Jul 4[illegible]. [illegible] Jul 1951. Add 1 Sq [illegible]
316 Troop Carrier (M) 36, 37, 75	Greenville	Smyrna	Smyrna	Greenville	Greenville	C-82	C-119	[illegible] Assault [illegible]
47 Bomb 84, 85, 86	Barksdale			Barksdale	Barksdale	B-45		[illegible]
90 Bomb Sq		Barksdale	Barksdale				B-45	[illegible]
1 Tow Target	Biggs	Biggs	Biggs	Biggs	Biggs	B-26		[illegible]
5 Liaison	Greenville					L-13		[illegible]
7 Liaison	March					L-13		[illegible]

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UNIT	STATION	48 PLAN Projection	48 PLAN Recommends	57 PLAN Projection	57 PLAN Recommends	AIRCRAFT Present	AIRCRAFT Projected	REMARKS
Liaison	Langley		Langley or Pope		Langley or Pope	L-13 H-5		Inactivate Jun 49
3 Liaison	Marshall					L-13 H-5		Inactivate Jun 49
.7 Troop Carrier (M) 3 Sqs				Smyrna	Smyrna	C-54		Projection of aircraft unknown
Fighter	Grenier	Selfridge	Selfridge	Selfridge	Selfridge	F-51D	F-80C	Conversion Dec 49; Conversion to F-86A Oct 51 ConAC gains 82 Ftr when 1 Ftr is trfd to SAC in Apr 49
ctical AF Hq			Pope		Pope			
4th Signal Bn	Greenville		Pope		Pope			
5 Radar Calib Unit	Greenville		Pope		Pope			
2 Tac Control Gp Hq	Greenville		Pope		Pope			
Tac Control Gp					Brooks			
605 Tac Control Sq	Greenville		Pope		Pope			
606 A/C Control & Warning Sq	Shaw		Pope AFB Area		Pope AFB Area			
607 A/C Control & Warning Sq	Turner		Pope AFB Area		Pope AFB Area			

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Book #1

Reading on the CONAC & USAF
Historical Program

THE WARTIME HISTORICAL PROGRAM

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THE HISTORICAL PROGRAM IN THE AAF
(AC/AS INTELLIGENCE)

The following paper was presented by AC/AS, Intelligence, at February 1944 Conference of General Officers, Maxwell Field.

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There has never been written an adequate history of American military aviation in World War I. There was never compiled a solid record of experiences by reference to which we might have profited in preparing for operations in this war. The lessons learned in the selection, assignment, training, and disposition of personnel were lost because there was no adequate system established in time to build a scientific record. There was never written a usable chronicle of materiel development, or air service or any of the field services. There was never written an adequate history of air operations in World War I. There was practically nothing done on plans or on administration. The importance of air power was never fully realized outside of those few whose memories and experiences and intimate knowledge were born of first-hand observation.

It should be of more than passing interest that one of the five divisions of the German General Staff for decades past, and likewise more recently of the Luftwaffe, is the Historical Division. The history of the RAF is being undertaken at the ministry level. It has long been realized abroad that politically and scientifically, solid, analytical histories must be planned and executed always with an eye to the future.

I am glad to state that this time the Army Air Forces has under way an historical program which not only will result in the production of a solid record of our experiences in this war but which is designed to disseminate information useful in the present war effort.

There has been established in Headquarters an Historical Division: there has been established in every Air Force and domestic Command an Historical Section. Part-time Historical Officers are being appointed in staff offices and in lower echelon organizations. Instructions have been issued, materials are being gathered or examined in files, and production is under way. I think I can promise you a real record of experiences of the AAF within two years after the War - a record fairly and scientifically balanced - a record of difficulties encountered and overcome - a record of your accomplishments. Besides the published volumes there will be a shelf of several hundred monographic studies being currently produced for staff use and collections of data to which special researchers may refer when needs of the future arise.

It has perhaps been wondered by some of you why continental organizations are being called upon to get the histories of their domestic outfits written when most of the history is being made overseas. Here it must be observed that most of the history is not necessarily being made overseas - the final operational accomplishments - yes - the campaigns and missions which grab the present day headlines - yes - but the sweat and toil and headaches to make possible those overseas activities form a major part in the well-balanced historical perspective.

What is this AAF? Congress authorized the money to make it possible and then other authorization follows - legislation, executive orders, War Department directives. Then one day there are fighter actions and bombing raids. But in between those extremes - authorization and operations - are the vitals of the thing:

Commands and domestic Air Forces are set up. They and Headquarters are administrative agencies. They in turn procure and assign personnel, establish training schools, build bases and depots, produce or authorize the production of materiel, establish servicing and transportation and maintenance agencies. And eventually there emerges a fighting machine. All that went into that process is a great and complicated story and not fully understood by any one of the two and a half million men who are the Air Corps.

When the Air Staff, after important conferences, ordered this historical project to be undertaken "while it is hot" to use the words of the directive, there were important thoughts behind that action. It was not the brain child of one or two persons. It was the Air Staff which ordered this job to be done. Not only did it realize that it would one day be called upon for an accounting for the money spent and must be in position to present an accurate account of why it spent that money, but it also was thinking of the fact that in March 1942 it had gained a new position in American military history. It must now record for whatever use might be made in the future just how it used that position. It did not fear making a record, Sure, mistakes would be made but the Army Air Forces was big enough to let those errors be recorded too. It wanted to know those things too and profit by that knowledge. The end result would be justification enough. It was a unique note in military history when that directive stated: "This is a clear historian's job without axe to grind or defense to prepare." The Air Staff wants that history to be complete and accurate and well written. It is not intended that all of it will be published.

The Historical Officer has a rather tough job. He must have assistance, he needs some equipment, he must have access to classified information, he must be given the opportunity to interview busy personnel.

In accordance with AR 345-105 unit journals or histories are being prepared and with supporting documents attached are being forwarded monthly through channels to Headquarters. Some clarification of what is expected of lower echelon Historical Officers is in order. A fuller explanation may be found in the Historical Officers' Circulars which have been issued to each domestic Air Force and Command.

(1) The unit histories with their supporting documents are among the basic primary sources for the Command or Air Force histories.

a. They should be monthly chronicles of accomplishment, changes, and reasons for changes.

b. They should be brief resumes of major activities carried on in fulfillment of the unit's chief mission.

c. While information concerning the life of the personnel, including all kinds of human interest materials is wanted, it should not be thought of as a public relations job. It should be written in a clear concise style devoid of flowing language.

d. Primarily it should seek to present the

1. difficulties encountered
2. new techniques evolved
3. lessons learned which should be passed on to others.

e. Finally these lower echelon unit histories should contain, where available, the views and decisions of the Commanding Officer and his staff. In one case I know an Assistant Chief of Staff A-2 who reads regularly the unit histories not only to get a resume of what's going on in the lower echelons but to find out what the boys down below are thinking and needing. Here is a valuable source of information which other staff officers should tap.

(2) As to what supporting documents are wanted, it must be recognized that no uniform procedure is in order. One very good rule to follow is that the Historical Officer should append those documents or copies thereof which substantiate key statements in his history. If he cannot obtain a copy of the needed document then he should at least identify it.

a. Morning reports are not wanted. An overall monthly or perhaps quarterly resume of strength is sufficient.

b. Copies of general and special orders are not wanted unless such orders produced a radical change in status or procedure.

c. Photographs, maps, charts, and tabulations are desired but only those of significance should be selected.

(3) Higher echelon histories are of course much more important and should be undertaken with all feasible support of key personnel. They should tell a two-fold story: first, the processes whereby the Command or Air Force mission is being performed; and second, the administrative procedures necessary to set in motion those processes or to rectify conditions demanding change, or to meet and overcome obstacles. In the end it will be one narrative story woven together either chronologically or topically as you and your Historical Section see fit.

While this Headquarters in Historical Officers' Circular No. 4 laid out a suggested outline form to be followed it is intended that the broadest latitude should be left to the respective Air Force or Command. As a matter of fact this Office had an important hand in the selection and assignment of full-time Historical Officers and has the strongest confidence in nearly every one of them. They need little technical guidance from this Headquarters. Given the full support of their Commanding Generals and their staffs they will produce a record of experiences, of lessons learned, of unique services, of accomplishment, a history of which your Air Force or Command may in time be justly proud, and one from which the Army Air Forces may derive the greatest possible benefit politically and scientifically now and in the future.

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No objection to publication
Bureau of Public Relations
War Department, Washington
(initialed) WDB

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ARMY AIR FORCES HISTORICAL PROGRAM

The five divisions of the German General Staff in war or peace are: Operations, Intelligence, Training, Organization, and Historical. In the Luftwaffe the same general pattern obtains. The chief of the Historical Division of the Luftwaffe is a Major General. In the Royal Air Force the Historical Program is also placed on the highest echelon of command. Indeed it is undertaken within the British Air Ministry. Its chief is a civilian of permanent civil service status.

There was no official history of American military aviation undertaken during World War I. What qualifications might be necessary to that statement would be this: Suddenly at the last moment all squadrons were ordered to appoint some officer to compile its history. This order was varyingly obeyed with results which may hardly fall within the definition of the word "History." The lessons of World War I military aviation were in part lost for lack of a scientifically compiled record. A simple scientifically based prognostication of what would have come had the war lasted a few months longer was buried beneath the residue of rush, reaction, and general retrenchment.

After the March 1942 reorganization of the United States Army by which the Army Air Forces achieved a status equal to that of the Army Ground Forces and the Services of Supply, two forces came to bear to the end that there is going to be compiled this time a record of experiences of American military aviation in World War II.

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Those two forces were:

First: On 4 March 1942, the President in a letter to the Director of the Bureau of the Budget wrote as follows:

> I am very much interested in the steps that you have been taking to keep a current record of war administration. I suggest that you carry this program further by covering the field more intensively, drawing on whatever scholarly talent may be necessary ...
> The present program strengthened in this manner might be helpful to the work of the Bureau of the Budget in planning current improvements in addition to its main objective of preserving for those who come after us an accurate and objective account of our present experience. I hope that officials in war agencies will bear in mind the importance of systematic records ...

Second: /The second force was this:/ On 23 June 1942, Major General Millard F. Harmon, then Chief of Air Staff, wrote to Colonel (later General) Edgar P. Sorensen, then Assistant Chief of Air Staff, A-2 (that is Intelligence) as follows:

> Some days ago in General Arnold's office we discussed the advisability of keeping a running account of Army Air Forces participation in all military actions in all theaters. As I recollect, this responsibility was assigned to the A-2 Division. If not, then it is now hereby so specifically assigned.
> Action in detail should be made of record as to Air Forces participation in all actions ...
> I have ... suggested /that there be made/ available, either on commissioned or civil service status, a competent historian from one of our leading universities to keep a running record of all the details of all these events. In other words, let him write the history as it is made.

Needless to state that was to be a healthy undertaking for one man. But the point is that the generals wanted the job done by competent historians.

There then were the two originating forces – one the President's desire to see an administrative history written by professional historians, the other the recognition by American military leaders of the importance of a scientific record of military operations.

Then came the actual establishment of the machinery for doing the job. On 15 July 1942, the Secretary of War authorized the establishment of the three historical sections to "record the administrative activities of their respective headquarters during the current war." One of these was for the Ground Forces, one for the Services of Supply, and the third for the Army Air Forces.

Concurrent with the preparation of that limited directive the Army Air Forces Generals were still planning for an operational history. On 19 July 1942, Brigadier General Lawrence S. Kuter, then Deputy Chief of Air Staff, recognizing that such would be far more than a one man job, issued the following directive to the AAF Director of Organizational Planning –

> 1/ It is directed that action be initiated immediately to establish within the Air Staff an historical section capable of writing an accurate military history of the Army Air Forces.
>
> 2/ It is important that our history be recorded while it is hot and that personnel be selected and an agency set up for a clear historian's job without axe to grind or defense to prepare.

This directive was forwarded to Colonel Sorensen, the Chief of Air Intelligence, who prepared a study on the whole subject, in paragraph 14, of which it was stated:

> It will be quite impossible to carry forward in a satisfactory manner a project of this character and extent without the authorization of a unit of substantial size. . . It is believed that the actual organization and strength of the unit to perform this function should be developed gradually and under the immediate direction of those selected to perform the work.

He then proposed three names as individuals considered to be qualified to head this work. Two of them were in time procured, one was commissioned from civil life, the other, a civilian historian was transferred from other AAF duties. He was later inducted as a private and in time returned to head one phase of the program as an officer.

Williams
Vaughan

On 5 August, General Arnold approved the study and added the name of an officer whom he directed to write a popular history.

On 26 September, Colonel Sorensen announced the establishment of the Army Air Forces Historical Division. It became one of the present five Divisions of Air Intelligence. A Table of Organization was approved by Organizational Planning, employees were procured, and work was shortly begun on the administrative history.

This officer, in November and December 1942, was sent to the United Kingdom to study the Royal Air Force historical program, to learn what records were being kept by the Eighth Air Force, to study the problems in the field, and then to recommend to Headquarters, Army Air Forces a plan for launching a system for getting a complete history of operations written.

Upon his return he recommended the following: First, that Army Regulation 345-105 should be amended to require all Army Air Forces units to keep a unit journal and to submit monthly a copy of entries into that journal plus originals or copies of important documents as supporting evidence of the narrative account entered in the unit journal. Second, that there be approved by the Army Air Forces and the War Department General Staff, vacancies with rank at least of field grade for full time Historical Officers for all Air Forces and Commands thereof in theaters of operations. These Historical Officers were to be selected by the Historical Division from among professional historians now in uniform, brought into headquarters for indoctrination, and dispatched overseas where they should be "utilized in the instruction of personnel in all echelons and in the necessary staff inspections to assure proper compliance with AR 345-105." It was further recommended that the Commanding General, Army Air Forces (that is the Historical Division) should be authorized to - "Prepare and forward direct technical instructions and circulars appropriate to the preparation of organizational histories ..."

The story of how these recommendations were dealt with is a long and tedious history in itself. Using it as the framework one might easily build all the arguments pro and con on the whys and wherefores of bureaucracy, or those dealing with the arguments for and against separation of the Army Air Forces from the War Department, or the confusions surrounding the constant turnover of personnel, or the problems of manpower in Washington during World War II, or the employment of psychology and salesmanship in attempting to do what one has been directed to do. After one day's activity this officer, then Executive of the Historical Division, longed for the time to sit down and write. He was not sure whether his subject might better have been a combat narrative or a dissertation entitled "Concerning the Desirability of using a Bicycle in Pentagon" or perhaps "The Employment of the techniques of Dale Carnegie in Dealing with those Officers who greet you with 'Who in Hell Wants to Write History When there's a War Going On?'"

The Army Air Forces quickly approved the idea of amending the old (1929) Army Regulation which had to do with military records, but it was 9 March 1943 before the desired amendment was issued by the War Department, and then it was not what was originally requested.

The Army Air Forces quickly approved the idea that there should be professionally trained Historical Officers for overseas units. On 15 November 1943, the War Department issued an Adjutant General's letter establishing vacancies for 26 historians in certain Air Forces overseas.

Already, though, there was under way and pretty well established Historical Sections in Air Forces and Commands under General Arnold, that is, in the continental United States.

Meantime too, there was being built the Headquarters Historical Division. At first there was an approval of a substantial Table of Organization. Then came the March 1943 freeze and the manpower cut and the Division was reduced in authorized strength by two-thirds. Eventually, after discussion and persuasion, the problem was carried all the way up to General Arnold himself who approved an increase in strength and directed the Chief of Air Staff to implement the program of the Historical Division at the earliest possible moment. That program not only calls for the preparation of several hundred

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monographs but also for some 54 volumes to be completed after the war. The Division is now at full strength except for a few civilian vacancies, mostly typists who apparently don't exist in Washington any more.

On 19 July 1943, the objectives of the Historical Division, Assistant Chief of Air Staff, Intelligence, were set forth in AAF Regulation 20-8, which set forth the following provisions:

1. Objectives: The Historical Division, Assistant Chief of Air Staff, Intelligence will:

a. Prepare an administrative history of the Army Air Forces in compliance with pertinent AGO directives.

b. Collect, assimilate, organize, document, and interpret contemporary and historical information concerning the growth, the administration, the outstanding personnel, and the operations of the Army Air Forces.

c. Make available for staff and operational use a coordinated record of experiences of the Army Air Forces in the present war; and prepare for those echelons of command the monographs, pamphlets, or papers which they request or which may otherwise be considered desirable.

d. Prepare an official and authenticated history of the Army Air Forces and of each staff office, command, and air force thereof.

2. Organization of Historical Sections:

a. Each office of Headquarters, Army Air Forces will designate an officer or officers to be known as Historical Officers. Duties of Historical Officers will be in addition to their regular duties and will not authorize an increase in Headquarters Exact Manning Tables. Their duties will be to serve in liaison with the Historical Division. AC/AS, Intelligence; to prepare summaries of historical data; and to assimilate and to forward supporting documents as set forth in AR 345-105, in Historical Officers Circulars issued by the Historical Division, AC/AS, Intelligence, and in other pertinent directives.

b. Each command under the command of the Commanding General of the Army Air Forces will create a Historical Section with a Historical Officer or officers appointed

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for the command. Personnel Allotment Table No. 1-238, approved 6 July 1943, provides for Historical Officers of the command level in the grade of Major. Their duties will be to prepare "Command Histories" and to assimilate and to forward "Unit Histories" prepared in lower echelons and supporting documents as set forth in AR 345-105 as amended 9 March 1943 and in Historical Officers Circulars.

c. Each air force under the command of the Commanding General, Army Air Forces will create a Historical Section, with Historical Officers appointed at each level: air force, command, wing, group, and squadron. Personnel Allotment Table No. 1-238 provides a full-time historical officer in grade of Lieutenant Colonel at the air force level, and one in the grade of Major at the command level for each Fighter, Bomber, Air Support, and Air Service Command. Wing, group, and squadron historical officers will assume historical duties in addition to regular duties. Air force historical officers will perform their duties in accordance with provisions of AR 345-105 as amended 9 March 1943 and Historical Officers Circulars.

3. Cooperation. All AAF activities will assist in furnishing the historical officers with all data of historical importance, whether or not current. Commanding officers will provide personnel and facilities necessary to accomplish objectives contained herein and in subsequent decisions arrived at in coordination with the Historical Division, AC/AS, Intelligence.

The Historical Division is divided into five entities, the Office of the Chief and the Executive and four Branches. The Chief plans and directs the work of the Division as well as the work in the field, continental and overseas. He selects personnel, arranges for their reassignment, prepares instructions and circulars, and acts as liaison between field activities and the rest of the Air Staff. He is assisted by the Executive and the four Branch Chiefs.

The first Branch to reach full stride was the Administrative History Branch which is composed mostly of civilian historians and their assistants. Held by the 19 members of this Branch, including clerical, there are 46 university degrees. Other personnel hold

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special technical qualifications. Lieutenant Harold J. Bingham, one of the two original members of the Division, is the Branch Chief. This Administrative History Branch has completed several important staff monographs and now has in press or preparation 18 others. These include studies on legislation, organizational changes, personnel selection and assignment, materiel development, and various field services. Its historians also monitor unit histories from the Training Commands, both technical and flying, from the Troop Carrier Command, the Air Transport Command, Materiel Command, Air Service Command, Proving Ground Command, the old Anti-Submarine Command, AAF Tactical Command, the first four Air Forces and their Commands, as well as such other units as the Office of Flight Control, the Redistribution Centers, special schools such as that of Air Intelligence at Harrisburg, Pennsylvania, and of such staff offices as that of the Air Surgeon. Every office of an Assistant Chief of Air Staff and every Division thereof has a Historical Officer. These men in Headquarters serve part time. They not only prepare the weekly progress reports, one copy of which comes to the Administrative History Branch, but provide the necessary entré for the members of the Division for special research or interviews with personnel throughout headquarters. Several section chiefs of this Branch are regularly invited to attend certain staff meetings.

The Biographical Branch, whose chief is Lt. Colonel Falk Harmel, has so far prepared biographical data and citation records on over 60,000 Air Corps men. This Branch is daily called upon to supply various War Department agencies and others with data concerning personnel and their activities.

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The Operational History Branch, whose Chief is Major Wesley Frank Craven, is composed mostly of officers many of whose names would appear familiar to you should time allow a reading of the roster here. Most of its current work is of a highly secret nature. It is preparing important staff studies, combat narratives, and policy books, all of which in time will be revised and fitted into a larger series of works, some published - some not published. It is also responsible for monitoring the unit histories coming from overseas organizations.

The Sources and Editorial Branch, whose Chief is Captain Bayrd Still is divided into three Sections. The Chronology and Reference Section maintains a card chronology of everything of importance to the Army Air Forces to which all Division researchers contribute regularly. It also renders many special services to the Air Staff and other agencies. Those special services provide a great time-saving element in the whole Air Staff. The Art and Production Section not only services the whole organization but also is currently engaged in the production of a "Pictorial History of American Military Aviation." The Third Section bids fare to be the longest-lived unit of the whole historical program. It is the Archives, whose chief is Dr. Fulmer Mood. The Archives Section is the recipient, temporary custodian, and servicing agency of all Army Air Forces historical data except such as go to other established agencies. The volume of its work is growing and has prospects of becoming quite heavy indeed.

Here by way of conclusion it may be stated that after the last war, when men were in a rush to return to their homes, vast quan-

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tities of military papers were boxed or baled in the most haphazard manner imaginable. They were never all assembled. There simply was no system of historiography. The confusion attendant thereto was so great, the lack of appreciation so wide, the inability to understand the basic problems of the historians so vast, that the simple truth is that there was no scientifically compiled record of experiences upon which the Army Air Forces might build for World War II. One or two good monographs had been done -- one by Colonel E. S. Gorrell; another by Major General Clayton Bissell, who is now the AC/AS, Intelligence and thus my Commanding Officer, but for the most part the Air Corps when it had to face this struggle had to depend upon the memories of men who had served the Signal Corps 25 years before. Those men, of course, went on learning more and more about aviation in the years which followed but they comprise but a small fraction of the present 2,380,000 men who are planning and making and testing and instructing and repairing and supplying, who are driving their hundreds of thousands of machines running at top speed from thousands of fields and proving grounds and runways and on thousands of reconnaissance flights and into thousands of strafing, and bomb runs in many different climes and under vastly differing circumstances.

Along with these army aviators this time, in every unit of importance there is a historical officer, either professionally trained or with good instructions in hand. All except a few of them are doing other jobs, but each is conscious just the same of the fact that he is his unit's historical officer. He is keeping

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his unit journal and forwarding a copy of his entry every month along with supporting documents. Sometimes he gets it back with strong criticism. His work is often tough and burdensome, but he is a good soldier and doing an important work though sometimes he wonders about that. In most cases, though, he recognizes the significance of his work in the future of American airpower. And so he is pruning the documents and selecting only the important ones and forwarding them through channels along with his unit history where at higher and higher echelon headquarters other histories or staff monographs and scientific analyses are being written - Squadron, Group, Wing, Command, Air Force, and finally the Army Air Forces itself.

The President said he wanted an administrative history written; the Deputy Chief of Air Staff (and in time with General Arnold's and still later with the War Department's concurrences) said - "It is important that our history be <u>recorded while it is hot</u> and that personnel be selected and an agency set up for a clear historian's job without axe to grind or defense to prepare."

Both those directives are being obeyed.

The above paper was read at a
meeting of the American Histori-
cal Association, New York, on
30 December 1943, by Lt. Colonel
Clanton W. Williams, Acting Chief
Historical Division, AC/AS,
Intelligence.

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THE AAF HISTORICAL PROGRAM AND WHAT IT MEANS

1. Opening Remarks: "At the outset of my part in this program, I want to express my personal pleasure in the opportunity which I now have to meet each and every one of you. One of my regrets in times past has been that the press of work in this Headquarters, and the depradations of Brigadier General Stackpole, and Company, has made it impossible for me to come around and see more than a very few of you. Thi Historical Section in this Headquarters has two functions, both of which might well merit full-time concentration: (1) To prepare the history of the entire Second Air Force, from the Headquarters point of view. (2) To monitor and transmit the histories of Second Air Force units to Headquarters, Army Air Forces, where the use which we shall outline later is to be made of them. In the discharge of this latter function, it is my job personally to read every word that you gentleman write, and to determine whether the contributions which you have made meet the requirements which have been imposed upon us by Headquarters Army Air Forces. It is from my observations in reading the histories of seventy odd Second Air Force units that I propose to start in what I have to say to you in this Conference.

2. The histories which have been submitted by Second Air Force units have not, in general, been unsatisfactory. Some of the early ones were a little weak. The job of writing unit histories was thrown suddenly out among you, and you did not know what was expected of you, and we did not. We are proud of the fact that no Second Air Force history has ever been "returned for revision" by Headquarters, Army Air Forces. Critiques on histories submitted have, however, been returned, and they have indicated what, of course, was apparent to us here, namely, that there was ample room for improvement in some of them. The tenor of the critiques has been such, too, as to indicate clearly that standards in Washington are rising. It behooves us, therefore, to take stock of what we are doing, to examine anew why we are doing it, and to consider together ways of doing it better.

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3. First of all, perhaps, it may be worth while to inquire why we are writing history:

Nothing new about military history: Thucydides
World War I
Results of historical activity nil.
World War II

a. Roosevelt letter of 4 Mar 42:

"I am very much interested in the steps that you have been taking to keep a current record of war administration. I suggest that you carry this program further by covering the field more intensively, drawing on whatever scholarly talent may be necessary. . . . ."

"The present program, strengthened in this manner, might be helpful to the work of the Bureau of the Budget in planning current improvements, in addition to its main objective of preserving for those who come after us an accurate and objective account of our present experience. I hope that officials in war agencies will bear in mind the importance of systematic records. . . ."

b. If you wanted a history of war administration, there was obviously one place to which to turn for it, and that was to the War Department. On 15 July 1942, the Secretary of War authorized the establishment of Historical Divisions in each one of the three major divisions of the Army as it was then constituted -- the Army Air Forces, the Army Ground Forces, and the Services of Supply -- "to record the administrative activities of their respective headquarters during the current war.

c. At approximately the same time (19 July 1942), a directive was issued by Brigadier General Lawrence S. Kuter, then Deputy Chief of the Air Staff, which became the basis for the setting up of an Operational History Branch.

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"1/ It is directed that action be initiated immediately to establish within the Air Staff an Historical Section capable of writing an accurate military history of the Army Air Forces.

"2/ It is important that our history be recorded while it is hot, and that personnel be selected and an agency set up for a clear historian's job, without axe to grind or defense to prepare."

Historical Division, AC/AS, Intelligence, Hq AAF:

Administrative History Branch
Operational History Branch
Biographical Branch
Sources and Editorial Branch
Card Chronology
Pictorial History
Archives

4. What are we trying to do?

a. We are not writing a "popular" history. We are not writing a "college annual", which will answer the question what Staff Sergeant won how many long, green dollar bills by reason of a happy dexterity with the dice last pay-day evening. The term "history" is a misnomer. What we are writing is an "analysis of operations". From reading a history, tomorrow, next year, or twenty-five years from now, a student should be able to tell: what the reporting unit was organized to do and how it was set up to do it, what degree of success it achieved, and what factors conditioned that success.

b. What is the Second Air Force? It is really a strange organization. It is not at war with anyone. It is a big business. Or it is a post-graduate university. We, here in this Headquarters, have failed in our purpose, if we do not first of all analyze the organism with which we are dealing, and discover its essential character. The Second Air Force is a body, made up of many cells. Just as the organism has its own raison d'etre, its own reason for existing, so each cell has its function, in contributing to the larger life of the whole. The Second Air Force's units are those cells, and it is your job, as unit historians, to analyze, each one of you, the essential nature of your unit. What purpose has your unit? What is the mechanism within the unit for achieving that purpose? How is your unit related to other units, in the body of the Second Air Force? And, does the system work? What are the "bugs" in it? What are the negative factors which limit the unit's effectiveness. It may be that, when another war comes, the machinery can be modified to eliminate these "bugs".

c. A good many of you are Intelligence Officers. In a very few moments, you will hear Colonel John K. Gowen, Jr., the Director of Intelligence Training, who has promised to come over and speak to us. I submit to you that your historical function is essentially an intelligence function. What is intelligence? If Colonel Gowen were here, I should not make bold to attempt a definition, but, in his absence, I suggest to you that intelligence is essentially information -- information about your own organization, information about possible enemies, and information about circumstances which will affect your own organization. And what is the purpose of gathering intelligence? It is gathered so that an intelligent course of action can be charted for the future. That, gentlemen, is why we are writing histories. We are writing them so that the men who come after us, whether by months or by years, can plan more intelligently.

d. Official military history has, in times past, been woefully deficient in the amount of attention which it has paid to administrative, training, and supply functions. Modern military history cannot afford so to be. Importance of history of training: techniques may change, but the problem of imparting those techniques remains forever the same.

(1) Evolution of Second Air Force Training Program.

? (2) Ground-Air Support.
Four AFs
Separate Command
Two AFs
How organize Obsn Gps?

e. You gentlemen are scientists in a laboratory.
Objective
Know your Unit
Know what is happening
Know the circumstances under which it is happening.

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Quality and Availability of Supervisory Personnel
Geographical location of Training Bases
Number and Flow of Trainees
Amount of Training Equipment on Hand.

5. Historical Data are going to cross your desk from many sources. What those sources are we shall inquire later. Your first job is to distinguish the forest from the trees. Obviously, all the information you get is not of equal importance. What makes one thing important and another thing unimportant? I give you this criterion. It is important in direct relation to the bearing which it has on the accomplishment of the unit's mission. Any factor, which affects much or little the accomplishment of the unit's mission, is of historical importance.

6. Plans and Discussions of Commanding Officer and Staff. It is just as important to tell why some things were not done as why other things were done.

7. The Historian's Audience. Make it clear what the unit is doing. Some RA Lieutenant Colonel in Washington, twenty years from now, isn't going to know what a Staging Base was. Make it live for him.

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SOURCES OF HISTORICAL INFORMATION

A. Documents

Publications (dist.)

Correspondence

Electrically transmitted communications

Transcribed telephone conversations

Statistical Reports (dist.)

Minutes of Staff Conferences, Board Meetings, etc. (extra copies)

Office Diairies.

Inter-office communications.

Don't worry about classification. Classify your history SECRET, or TOP SECRET, if you like, but don't exclude information because of the classification it bears. It usually is classified because it is important.

Importance of discretion, and carefully selecting personnel.

B. Reports from Historical Liaison Officers.

We have fixed responsibility.
These men are your servants; ask what you will of them.
But: they aren't writing history. They are providing you with material.
In the forthcoming 8AF Manual, we are going to make this statement: "Historical Officers will consciously exclude from their writing any judgments of their own concerning the "over-all" importance or implications of what they are writing. They are <u>miniature</u> historians. They are providing <u>you</u> with intelligence. It is up to you to synthesize the picture.

C. Interviews with Key Personnel

D. Attendance at Staff Meetings.

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C O P Y

HEADQUARTERS SECOND AIR FORCE
Colorado Springs, Colorado

27 December 1945

MEMORANDUM TO: Lieutenant Colonel Edward P. O'Kane

SUBJECT: Information concerning the Second Air Force Historical Program for Presentation to Station Commanders.

1. The preparation of monthly histories of all units, fixed or tactical, in the Army Air Forces is required by Army Regulations;1/ the end of the war has made no difference in the projram. Directives from Headquarters, Army Air Forces, and Headquarters, Second Air Force, to implement this historical program continue in full effect.

2. Army Regulations also state that "the history will be prepared under the direction of the commanding officer." Ther personal interest of the commanding officer in the program is essential to its effective prosecution. The writing of the station history should not be delegated, as an unwelcome detail, to the newest second lieutenant or to any officer who finds himself temporarily unemployed. Second Air Force Regualtions provide that the station commander will appoint an Historical Officer. This officer should be (a) permanent -- a man who has been long enough with the station to be thoroughly familiar with its operation; (b) in a primary duty which brings him into touch with ther performance of the station's mission -- if at all possible he should be a member of the station commander's staff, but if not a member of

1. Chenges No. 4, 10 August 1944, AR 345-105, 18 November 1929

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of the staff, by all means should be invited to attend staff meetings whenever they are held; (c) able to express himself in writing -- in this connection, however, it is more important that a man be accustomed to presenting facts in a coherent fashion and to drawing conclusions from them than that he be a professional writer, background in research is more important than background in writing; Public Relations Officers, who have frequently been made Historical Officers, have as a general thing not been notably satisfactory, because they are trained to color and give a slant to facts rather than to present them objectively. From the standpoint of training and access to information the Staff Combat Intelligence Officer would be a good choice for Station Historical Officer.

3. Once appointed, the Station Historical Officer must receive the strong support of his commanding officer if he is to function effectively. To a large extent, he will be dependent upon reports, submitted by Liaison Officers from the Operating Sections. There is nothing he can do to enforce the submittal of good reports; any sheet of paper with writing on it will constitute letter compliance with any Regulation that either this headquarters or the station may put out. Only the commanding Officer is in a position to insist that reports be complete and analytical so as to serve the objectives of the Army Air Forces' historical program. See to it that the Station Historical Officer has access to all documentary sources of historical information, and that he makes full use of them (they are enumerated in Part II, Second Air Force Manual 20-11, 10 February 1945). At some time during each month, let him have a few minutes of the station commander's own time, for

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purposes of orientation in his material. The station commander is the only man who can bring data derived from scattered and independent sources into proper relationship with each other.

4. The Army Air Forces' historical program has three principal objectives:

a. To preserve in one place, readily accessible, all the pertinent factual information concerning the unit. E. g., dates of important events (assumption of command, assignment or relief from assignment to Wing or higher headquarters, arrival or departure of tactical units), number of crews trained percentage of aircraft maintained in commission, etc. In brief, what happened, what was done.

b. To preserve a record which will be useful for future planners of how things were done -- what special problems were encountered, what expedients were adopted to overcome them, what factors, favorable or unfavorable, existed to further or to impede the accomplishment of the unit's mission. In this connection, it is important that the history be frank. Perhaps difficulties may be, or may appear to be of the creation of higher headquarters. Do not hesitate to elaborate upon them. Neither this nor higher headquarters will quarrel with you if your estimate of the situation does not appear to it to be valid. Histories are like intelligence reports. First of all, the broadest possible coverage is desired. Evaluation is attempted only after all possible information has been assembled, and there will be no recriminations against those whose observations may, upon closer examination, appear to be faulty.

c. To rescue from the "Disposition of Records" people, and to

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preserve in one readily accessible location in the form of "supporting documents," valuable papers which are important to an understanding of the unit's history. For example, include copies of activation or deactivation orders -- they almost always go into more detail than it is desirable to include in the narrative history (e.g., Tables of Organization and Equipment which are prescribed, priorities, etc.). Include copies of important directives received from higher headquarters. Second Air Force Manual 20-11 enumerates the common types of supporting document. Significant documents in each category should be included.

5. Finally, the history should be submitted promptly. The Second Air Force has adopted a very liberal "schedule for submittal;" each unit must write a history once a month -- that is Army Regulations -- and we have given them a full month to get it in to us. We must insist, however, that they be in this headquarters no later than the last day of the month following the one which they cover. If histories "fall behind", valuable material is lost forever -- personnel change, records are dispersed, impressions fade. During the turbulent period following "V-J Day", some units did fall behind. We understood their problem, and were as tolerant as our commitments to higher headquarters permitted us to be. But the loss was apparent, and from now on we are going to adhere strictly to our schedule. Histories are definitely due on the last day of the following month, just as any other type of report may be due, and extensions of time will not normally be granted.

JOHN F. ALLUMS
Captain, Air Corps
Chief, Historical Section

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WAR DEPARTMENT
HEADQUARTERS ARMY AIR FORCES
WASHINGTON, 19 JULY 1943

AAF REGULATION)
NO. 20-8)

ORGANIZATION

AAF Historical Division

In accordance with a directive from the Adjutant General (AG 210.31) 15 July 1942, and to accomplish further objectives determined by the Commanding General, Army Air Forces, a Historical Division is established under the supervision and control of the Assistant Chief of Air Staff, Intelligence.

1. Objectives: The Historical Division, Assistant Chief of Air Staff, Intelligence will:

a. Prepare an administrative history of the Army Air Forces in compliance with pertinent AGO directives.

b. Collect, assimilate, organize, document, and interpret contemporary and historical information concerning the growth, the administration, the outstanding personnel, and the operations of the Army Air Forces.

c. Make available for staff and operational use a coordinated record of experiences of the Army Air Forces in the present war; and prepare for those echelons of command the monographs, pamphlets, or papers which they request or which may otherwise be considered desirable.

d. Prepare an official and authenticated history of the Army Air Forces and of each staff office, command, and air force thereof.

2. Organization of Historical Sections:

a. Each office of Headquarters, Army Air Forces will designate an officer or officers to be known as Historical Officers. Duties of Historical Officers will be in addition to their regular duties and will not authorize an increase in Headquarters Exact Manning Tables. Their duties will be to serve in liaison with the Historical Division, AC/AS, Intelligence; to prepare summaries of historical data; and to assimilate and to forward supporting documents as set forth in AR 345-105, in Historical Officers Circulars issued by the Historical Division, AC/AS, Intelligence, and in other pertinent directives.

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b. Each command under the command of the Commanding General of the Army Air Forces will create a Historical Section with a Historical Officer or officers appointed for the command. Personnel Allotment Table No. 1-238, approved 6 July 1943, provides for Historical Officers of the command level in the grade of Major. Their duties will be to prepare "Command Histories" and to assimilate and to forward "Unit Histories" prepared in lower echelons and supporting documents as set forth in AR 345-105 as amended 9 March 1943 and in Historical Officers Circulars.

c. Each air force under the command of the Commanding General, Army Air Forces will create a Historical Section, with Historical Officers appointed at each level: air force, command, wing, group, and squadron. Personnel Allotment Table No. 1-238 provides a full-time historical officer in the grade of Lieutenant Colonel at the air force level, and one in the grade of Major at the command level for each Fighter, Bomber, Air Support, and Air Service Command. Wing, group, and squadron historical officers will assume historical duties in addition to regular duties. Air force historical officers will perform their duties in accordance with provisions of AR 345-105 as amended 9 March 1943 and Historical Officers Circulars.

3. Cooperation. All AAF activities will assist in furnishing the historical officers with all data of historical importance, whether or not current. Commanding officers will provide personnel and facilities necessary to accomplish objectives contained herein and in subsequent decisions arrived at in coordination with the Historical Division, AC/AS, Intelligence.

By command of General ARNOLD:

GEORGE E. STRATEMEYER
Major General, United States Army
Chief of Air Staff

OFFICIAL:

FRED C. MILNER
Colonel, AGD
Air Adjutant General

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By command of General ARNOLD:

GEORGE E. STRATEMEYER
Major General, United States Army
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OFFICIAL:

ED C. MILNER
Colonel, AGD
Air Adjutant General

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CHIEF OF STAFF CONFERENCE, 13 MARCH 1946

EXTRACT COPY

MEETING OF ALL SECTIONS:

* * * *

3. This is a repetition of a subject previously taken up. Our ideas on how to function must be changed. During the war there was considerable need for detailed directives in order to standardize on the product produced, i.e. training combat crews. Since the war, this has changed and we should get back to a status of indicating in our directives, instructions or policies only the end or the purpose desired or the general policy to be followed and leave the details of "how" to the subordinate echelon which is normal military procedure. In connection also with directives being revised at present, the idea should be kept in mind that we may have intermediate commands that will have full command authority. Where practicable, instructions, regulations, etc. being issued should be so worded so as to work under such a setup.

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Hist program

HEADQUARTERS SECOND AIR FORCE
Colorado Springs, Colorado

27 December 1945

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JOHN F. ALLUMS
Captain, Air Corps
Chief, Historical Section

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7 Pages
Page 1

HEADQUARTERS SECOND AIR FORCE
Office of the Commanding General
Colorado Springs, Colorado

(D)

MEMORANDUM)
:
45-4)

18 December 1943.

MILITARY INTELLIGENCE

Preparation of Unit Histories

(This Memorandum supersedes Headquarters Second Air Force Memorandum 45-4, dated 4 November 1943.)

1. Instructions given below for accomplishing the Historical Program of the Second Air Force are supplementary to those contained in the following directives:

a. AAF Regulation No. 20-8, dated 19 July 1943.

b. Army Air Forces Historical Officers Circulars, as follows:

(1) Number 2, dated 26 May 1943.
(2) Number 3, dated 29 July 1943.
(3) Number 4, dated 16 August 1943.
(4) Number 5, dated 16 August 1943.

2. Content of Histories: In the preparation of Unit Histories emphasis will be placed on the following:

a. Major activities of the unit in fulfillment of its assigned mission. Since training of one type or another is the primary mission of most units of the Second Air Force, emphasis will be placed on training activities. These activities will be discussed in the light of difficulties encountered, problems solved, new techniques developed and results accomplished.

b. Changes in organization and in administrative policies and procedures, with reasons for important changes and results accomplished. The views and discussions of the Commanding Officer and his staff should be included.

3. Form of Histories: Each Unit History will be prepared in narrative form. The material should be organized and the narrative written in accordance with the following general outline:

a. Organization: Points to be covered in this section include:

(1) Changes in mission of unit - new duties and functions assigned, and old duties and functions eliminated.
(2) Changes in station - both temporary and permanent.
(3) Redesignation of units or detachments.
(4) Inactivation of units or detachments.

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(5) New subordinate units - acquired either by activation or transfer.
(6) Changes in administrative policies and procedures.
(7) In reporting on a change in organization or administration of the unit, the following information is to be included:

(a) Authority for the change.
(b) Date the change became effective.
(c) Why the change was made.
(d) Problems encountered in making the change.
(e) Results of the change.

b. Personnel: In this section include important personnel activities and problems, such as the following:

(1) Important changes in strength.
(2) Actual strength at end of month.
(3) Actual strength relative to authorized strength.
(4) Changes in key personnel.
(5) Important shortages or overages of personnel, and their effect on efficiency of the unit.
(6) Improper classification and extent of reclassification.
(7) Personnel problems, and progress in their solution.

c. Supply and Equipment: Major emphasis will be placed on the following:

(1) Important shortages, and progress in their elimination.
(2) Effects of supply and equipment problems on accomplishment of the mission of the unit.
(3) Changes in supply procedure, and results of these changes.
(4) Instances of outstanding speed and efficiency in correcting supply and equipment problems.

d. Maintenance: Major emphasis will be placed on the following:

(1) Specific maintenance problems encountered.
(2) Progress in solving maintenance problems.
(3) New maintenance procedures adopted, and their success.
(4) Outstanding maintenance jobs accomplished.
(5) Specific information on maintenance record, such as the percentage of airplanes in commission and flyable on 24-hour basis.

e. Training: Both ground and flying training are to be covered. The following should be included:

(1) Training actually accomplished.
(2) Degree of proficiency of those who completed training, and reasons it was high or low.
(3) Training accomplished, compared with scheduled program.

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(4) Information on factors which delayed training
(5) Accidents, with causes and extent of damage.
(6) Changes in training programs.

f. Facilities: Points to be covered include:

(1) Adequacy of existing facilities.
(2) Effect of inadequacies on accomplishment of mission of the units.
(3) Steps taken to correct existing inadequacies.
(4) New facilities provided.

g. Special Projects: Reports on any special project of an experimental nature should include:

(1) Purpose of the experiment.
(2) Methods of procedure.
(3) Difficulties encountered.
(4) Significant accomplishments.

h. Morale: The status of morale should be indicated, and should be supported by such specific information as:

(1) Programs and policies adopted to maintain or improve morale.
(2) If morale is low, include specific evidence, such as number of AWOL's, restrictions, Court-Martials, etc., as well as underlying reasons.

i. Biographies: Information should be included only for those individuals who have made outstanding contributions.

j. Pictures: Should be included for key personnel, as well as selected ones which show the life and activities of the unit.

k. Outstanding Achievements: Include those of former as well as present members of the unit. Describe the achievement or contribution and the award or recognition received.

l. Miscellaneous: Include such items as the following:

(1) Visits of distinguished persons and purpose of their visits.
(2) Human interest material concerning units or the group.
(3) Other items of historical importance which cannot properly be included in any of the foregoing sections.
(4) Relations with other organizations (military and civilian).

The outline given above is intended primarily for use in preparation of current monthly installments of Unit Histories. However, it is also to be used for any histories of earlier periods which have not been prepared.

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4. Supporting Documents: As a supplement to the narrative history, copies of documents which serve to support or substantiate statements contained therein will be submitted, with the following exceptions:

a. General Orders and Special Orders - issued by the War Department, Headquarters Army Air Forces or by Headquarters Second Air Force.

b. Circulars, Regulations and Memoranda - issued by the War Department or by Headquarters Army Air Forces.

c. Letters - issued by the War Department or by Headquarters Army Air Forces and which are addressed to all organizations of a designated type or to several types of organizations.

Copies of documents listed above need not be submitted. However, reference to them in the narrative must be keyed to a footnote at the bottom of the page. This footnote must clearly identify the document by stating: the office in which it originated, the file number (if any), the subject and the date. Documents submitted with the narrative also are to be keyed to the statements in the narrative report which they support or substantiate, by use of reference numbers. The simplest procedure is to place a number in parenthesis after the statement in the narrative, and then assign this same number to the supporting document. No footnotes need to be used for the documents submitted with the narrative histories.

5. Number of Copies: Copies of Unit Histories and supporting documents will be prepared and forwarded through channels in accordance with the following requirements:

a. One copy of the narrative history, with a copy of each supporting document, is to be forwarded through channels to Headquarters Army Air Forces.

b. One copy of the narrative history, with a copy of each supporting document, is to be kept by the originating unit.

c. An additional copy of the narrative history is to be furnished each intervening headquarters between the originating unit and Headquarters Army Air Forces. Supporting documents will not be required with these copies.

6. Supervision of Program: In compliance with the policy formulated by the Commanding General, Army Air Forces, supervision of the Historical Program is delegated to the Assistant Chiefs of Staff, A-2, of Air Forces, Command and Wings, and Intelligence Officers (S-2) of subordinate units.

7. Responsibility for Preparation: Unit Histories will be prepared as follows, with responsibility for their accomplishment as indicated:

a. Bomber Command - by A-2 Officer.

b. Wing Headquarters - by Historical Officers when assigned, otherwise by A-2 Officers.

c. Bombardment Groups and Fighter Bomber Groups - by S-2 Officers.

d. OTU Training Bases - by Public Relations and Historical Officers.

e. Combat Crew Training Schools - by Public Relations and Historical Officers.

f. Army Air Bases - by Public Relations and Historical Officers.

g. Heavy Bombardment Processing Headquarters - by S-2 Officers.

h. Other Units and Detachments - by S-2 Officers. For units or detachments which have no S-2 Officer, histories will be prepared by the Unit Adjutant. Separate histories of administrative units at OTU Training Bases and Combat Crew Training Schools are not required, but pertinent information on their activities is to be included in the history of the station.

8. Consolidation: Unit Histories no longer need be consolidated by the next higher echelon of command, except for Bombardment Squadrons and Fighter Bomber Squadrons in some instances. Ordinarily separate histories of these units need not be prepared. Instead, pertinent historical information concerning their activities will be included in the Group Histories. However, when Squadrons are separated from their Groups, reports will be submitted to the Groups for use in preparation of the Group Histories. These reports are to be submitted on a calendar month basis and are to include pertinent information as outlined in paragraph 4a of Army Air Forces Historical Officers Circular No. 5, together with a brief report of major activities.

9. Schedule for Completion of Histories: Histories of all units, including those already inactivated or in process of inativation, are to be prepared covering the period from 1 January 1939 to date. These histories are to be prepared in separate sections for the periods indicated below:

a. Period from 1 January 1939 to 6 December 1941.

b. Period from 7 December 1941 to 31 December 1942.

c. Period from 1 January 1943 to date.

All of these back histories should be completed prior to 31 December 1943.

10. Monthly Supplements: Monthly reports will be prepared to keep these Unit Histories up-to-date, in accordance with AR 345-105, as amended 9 March 1943; AAF Regulation No. 20-8, dated 19 July 1943; and Army Air Forces Historical Officers Circulars. These monthly reports will be prepared and submitted through channels in the same manner as outlined above for the histories of earlier periods.

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11. Additional Instructions: The following list of additional instructions for preparation of Unit Histories is based largely on deficiencies noted in those submitted to date:

a. Monthly histories are to cover a calendar month and not, for example, the period from 15 November to 15 December.

b. Narrative histories are not to be prepared in diary or journal form. Instead, material is to be organized and the history written on a topical basis, in accordance with paragraph 3 above. Center headings and side headings should be used to separate main topics and subtopics.

c. Mere statements of fact in outline form do not constitute a narrative history. The reasons for important changes in organization, for adoption of new procedures, and programs, as well as discussion of problems and difficulties encountered, methods used to solve problems and results accomplished, are to be emphasized. On the other hand, such items as routine administrative matters are to be included only when they have a significant effect on operations of the unit.

d. In general, detailed information on assignments and transfers of individuals is to be included only when key personnel or a relatively large number of individuals are involved.

e. General statements are to be supported by specific examples or by factual data. For example, a statement that training was delayed during the month because of bad weather is to be supported by specific information as to the number of days that planes were grounded for that reason. As another example, the mere statement that "as a result of an inspection, certain recommendations and suggestions were made and these were discussed by the Group Commander at a meeting of key Squadron and Group staff officers" does not provide such information. A summary of the recommendations and suggestions of the Inspector, along with a description of the corrective measures taken, is the type of information which should be included. Various statistical reports, and those on inspections, operations, etc., contain much specific information which should be incorporated in the narrative histories to add weight and meaning to general statements.

f. Where practicable, activities or accomplishments during a given month should be compared with similar activities or accomplishments for a preceding period. Such comparisons add greatly to the significance of statements concerning current accomplishments and give tangible evidence of what progress was made.

g. Supporting documents are to be submitted with the monthly histories, as well as with the histories for earlier periods.

h. When original copies of supporting documents are not available, much time and effort often can be saved by preparation of EXTRACT "True Copies" which include only the pertinent information.

i. Use of an involved system for numbering supporting documents and for reference to them in the narrative history is to be avoided. (See paragraph 4 above.)

j. All supporting documents are to be fastened together securely. Small pictures should be mounted on sheets of paper and not clipped together in a bunch, because of the danger of loss. Each picture is to be identified as to place, date, event and individuals shown.

k. Classification of Unit Histories is to be in accordance with provisions of AR 380-5, 28 September 1942.

l. Each history is to include a Table of Contents at the front thereof. This Table of Contents will list all major headings and sub-headings used in the narrative history and will give page references thereto.

m. The burden of preparing histories, in addition to performance of other duties, is fully appreciated. As a partial solution, it is suggested that the work of compiling basic information be delegated to various sections and sub-sections which are responsible for the performance of specific functions. This means of collecting the basic information should be used to the fullest extent possible. The material prepared by each section or sub-section need not be in the form of a formal report but only in such form as is usable in preparing the complete history of the unit. However, the material should be accompanied by copies of necessary supporting documents.

By command of Major General STREETT:

U. G. ENT,
Brigadier General, G. S. C.,
Chief of Staff.

OFFICIAL:

Bryan L. Davis
BRYAN L. DAVIS,
Colonel, A. G. D.,
Adjutant General.

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HEADQUARTERS SECOND AIR FORCE
Office of the Commanding General
Colorado Springs, Colorado

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18 September 1944.

ORGANIZATION

Preparation of Unit Histories

(This Regulation supersedes Second Air Force Regulation 20-9, 14 July 1944.)

1. Instructions contained herein for accomplishing the Historical Program of the Second Air Force are supplementary to those embodied in the following directives:

a. AAF Regulation 20-8, 19 July 1943.

b. Army Air Forces' Historical Officers Circulars

(1) Number 2, 26 May 1943.

(2) Number 3, 29 July 1943.

(3) Number 5, 16 August 1943

2. Content of Histories: Histories are written primarily for the purpose of recording valuable experience gained by the unit. To this end, they will detail in specific terms the following:

a. The mission of the unit.

b. The major activities of the unit in fulfillment of its assigned mission.

c. Requirements, with the fulfillment of which the unit was charged during the period covered by the history, as compared with actual accomplishments.

d. The factors which have assisted or impeded the unit in meeting these requirements, and the exact manner and extent of their operation.

e. The techniques which have been evolved to surmount difficulties which have been encountered.

f. Changes in organization, administrative policies, or procedures, together with

(1) Reasons for important changes.

(2) Elaboration of the views and discussions of the Commanding Officer and his Staff which preceded them.

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(3) Results of the changes.

3. Units Preparing Histories: Histories will be prepared by all units, fixed or tactical, assigned to the Second Air Force, with the following exceptions:

a. Separate histories need not be prepared by Bombardment, Fighter Bomber, or Fighter Squadrons, or by Photo Laboratories, if they are operating with the Group to which they are assigned; in this case, their activities will be described in the Group history.

b. Separate histories of administrative units at Combat Crew Training Stations and OTU Training Stations are not required, but pertinent information concerning their activities will be included in the Station History.

c. Histories are not required of the headquarters of the 15th, 16th, 17th, and 46th Bombardment Operational Training Wings. Weekly Journals of their activities, submitted in compliance with letter, this headquarters, 319.1 YJ, Subject: Weekly Journals, 12 May 1944, take the place of unit histories, and will be accepted in their stead.

Separate histories will be prepared by Airdrome Squadrons, Signal Companies (Wing), and Army Air Force Bands.

4. Responsibility for Unit Histories:

a. The Commanding Officer of each organization required to submit a unit history will designate an Historical Officer, whose duty it will be to prepare the unit history. The Historical Officer should be a permanent member of the unit staff, with knowledge and understanding of the mission and activities of the unit, and preferably with experience in the preparation of documented narratives. The name, rank, and serial number of the officer so designated will be reported to this headquarters, Attention: Historical Officer.

b. In each major Section of organizations required to submit a unit history there will be appointed an Historical Liaison Officer, whose duty it will be to submit, for the attention of the unit Historical Officer, periodic written reports concerning the activities of the Section. The minimum contribution of each Historical Liaison Officer will be a detailed monthly report, conveying from that Section the same type of information which is specified in paragraph 2, above.

c. Historical Officers will be given full opportunity to interview key personnel and will have unrestricted access to all documents or other sources of information, the study of which may be necessary to insure the compilation of complete and accurate historical reports. Pertinent material of any classification will be included in the histories.

d. Attention is invited to paragraph 3, AAF Regulation 20-8.

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5. Form. Histories will be prepared in narrative form. They may contain as many chapters as the unit historian deems appropriate, and these chapters may be arranged in any order which he believes will serve best to convey the essential information. Histories will, however, contain, as a minimum, the following chapters. The omission of any of these chapters will require positive justification, with explanation of why material on the subject is not available, or why the title is inappropriate to the reporting unit during the period under discussion.

a. Organization and Administration.

(1) This chapter will include information concerning the administrative framework of the reporting unit, with particular emphasis on any administrative difficulties which it may entail or peculiar administrative techniques which it may involve. Copies of functional charts will be included as supporting documents whenever they are available. Careful analysis will be made of the relationships existing between Sections of the reporting unit, and, when changes are made, these changes will be described in detail. It is suggested that the interests of clarity will be served if typical items of business are traced through the channels in which they normally move, by way of concrete illustration.

(2) In the event of changes in the administrative framework, the following information will be included:

(a) Authority for the change.

(b) Date when the change became effective.

(c) Reasons for the change.

(d) Problems encountered in making the change.

(e) Results of the change.

(3) Indication will be given of the volume of administrative activity, as well as of its character.

(4) The following information will also be included in this chapter, whenever it is applicable:

(a) Changes in mission of the unit, e.g., new duties and functions assigned, and old duties and functions eliminated.

(b) Changes in station, whether temporary or permanent.

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(c) Activation or inactivation of units or detachments.

(d) Redesignation of units or detachments.

(e) New subordinate units acquired, either by activation or transfer.

b. Personnel.

(1) This chapter will include each month the following tabular information:

(a) Strength reports, as of the beginning and end of the month, in the following categories:

1. Officers

2. Warrant Officers

3. Enlisted Men and Enlisted Women

4. Civilians

Actual strength in each category will be compared with authorized strength, and distinction will be made, wherever applicable, between fixed personnel and trainees.

(b) A Roster of Key Personnel, to include the Commanding Officer and his Executive, and the heads of all staff sections, compiled as of the last day of the month. This Roster will be furnished with each historical installment, whether changes in key personnel have occurred during the month or not. When a new man assumes a key position, his background and previous assignments will be described in the narrative.

(2) Emphasis will be placed in this chapter on personnel problems peculiar to the unit, with the progress made toward their solution. These will include shortages and overages in important categories of personnel, with the reasons for their existence and the effect of their existence on the performance of the unit's mission, the adequacy or inadequacy of training of personnel in important MOS numbers, the extent of improper classification and resulting re-classification, etc.

(3) In this chapter will ordinarily be included a discussion of morale and special services activities.

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c. Supply and Equipment.

(1) Major emphasis in this chapter will be placed on:

(a) Important shortages, and progress toward their elimination.

(b) Reasons for shortages, insofar as they are apparent to the reporting unit.

(c) Effects of shortages on the accomplishment of the unit's mission.

(d) Instances of defective equipment, and the consequences which they entailed.

(e) Changes in Supply procedure, and the results of these changes.

(f) Instances of outstanding speed and efficiency in solving problems of supply and equipment.

(2) Channels of Requisitioning should be made clear, and, in the case of important shortages, the following information should be included:

(a) Stock number or Technical Order number and Nomenclature of the item.

(b) Requisition Number, Date, and Supply Agency Addressed.

(c) Summary of "follow-up" action.

(d) Date on which Requisition was finally filled.

d. Maintenance.

(1) Major emphasis in this chapter will be placed on:

(a) Organization for maintenance, and the effectiveness of this organization.

(b) Specific maintenance problems encountered, and progress toward their solution.

(c) New maintenance procedures adopted, and the measure of their success.

(d) Outstanding maintenance jobs accomplished.

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(2) Specific information will be provided concerning the maintenance record, as, for example, the percentage of airplanes in commission and out of commission on a 24-hour basis. (This information can be obtained through Statistical Officers from AAF Forms 110-A.)

e. Training. Since the primary mission of the Second Air Force is training it is expected that the chapter on "Training" will be the most important chapter in the histories of most Second Air Force units. Training programs will be discussed in detail, and an analysis will be made of their effectiveness in the reporting unit. Factors which have aided or hindered the accomplishment of training objectives will be indicated and evaluated. This chapter will embody specific information concerning:

(1) Training accomplished, as compared with training scheduled.

(2) Progress of training, quantitatively and qualitatively, during the period covered.

(3) The developing proficiency of those who are undergoing the training, and the reasons for its being rapid or slow.

(4) Accidents

(a) Cause

(b) Extent of Damage

(5) Changes in the training program.

f. Facilities. Points to be covered include:

(1) Adequacy or inadequacy of existing facilities.

(2) Effect of inadequacies on the accomplishment of the unit's mission.

(3) Steps taken to correct existing inadequacies.

(4) New facilities provided.

6. It is not expected that all historical data from any Second Air Force unit can be included within the six chapters enumerated in paragraph 5, above. For example, the histories of Staging Bases will centre about their processing activities, which should form a separate chapter in the unit history. All base histories will include a chapter on the operation

of the Medical Section and the Station Hospital. Unit Historians should give heed to material of the following sorts:

a. Special Projects

(1) Purpose

(2) Methods of Procedure

(3) Difficulties encountered

(4) Significant accomplishments.

b. Inspections, and visits by distinguished persons, together with the purpose of their visits.

c. Relations with other organizations, military, naval, and civilian.

d. Human interest material concerning the unit.

e. Biographies. Biographical material, accompanied by pictures, should be included for all key personnel and personnel who have made outstanding contributions to the work of the unit.

7. Supporting Documents:

a. Statements of fact contained in the narrative will be substantiated, whenever possible, by supporting documents. Either the document itself, or a certified true copy thereof, will be forwarded with the history, unless it falls within one of the following three categories:

(1) General and Special Orders issued by:

(a) The War Department

(b) Headquarters, Army Air Forces

(c) Headquarters, Second Air Force

(2) Circulars, Regulations, and Memoranda issued by:

(a) The War Department

(b) Headquarters, Army Air Forces

(3) Letters of general distribution, i. e., letters addressed to all organizations of a designated type or to several different types of organization, emanating from:

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(a) The War Department

(b) Headquarters, Army Air Forces

b. Statements in the narrative for which substantiation is offered will be numbered consecutively, by means of a numeral, raised a half space above the line. The source of the statement will then be clearly identified at the bottom of the page by means of a foot-note, designated by the same numeral. Foot-note references will be numbered consecutively throughout an installment, not separately by page or chapter. Identifying foot-notes will be used in all cases, whether a copy of the document is forwarded with the narrative or not.

c. The number of the identifying foot-note will be assigned to the supporting document, and will be inscribed conspicuously at the top of the first page thereof. Because of the fact that documents belonging in one of the three categories enumerated in a, above, need not be forwarded, the numbering on the documents themselves may not be consecutive. For example, if foot-notes #12 and #13 were to cite War Department orders, the document bearing the number "14" would follow directly upon the document bearing the number "11". In the event that the same document is used to substantiate statements made in different parts of the narrative, full identification of the document will be made in each place by means of a foot-note. The document, however, will bear the number of the first foot-note by which reference is made to it, and cross-reference will be made in later foot-notes to that number.

d. The common varieties of supporting document are the following:

(1) General and Special Orders.

(2) Regulations, Circulars, and Memoranda.

(3) Letters.

(4) Electrically transmitted communications.

(5) Transcribed telephone conversations.

(6) Signed Interviews Obtained with Key Personnel.

(7) Statistical Reports and Charts.

(8) Minutes of Staff Conferences and Board Meetings.

(9) Diaries.

(10) Inter-office Communications.

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e. Only those documents will be included which afford specific support to statements made in the narrative. If it is desired to include, as Historical Data, documents to which specific reference is not made in the narrative, they will be assembled separately, listed, and forwarded as an "Appendix" to the history. The submission of such documents is not, however, ordinarily to be desired.

f. The following supporting documents are especially desired:

(1) Rosters of officers compiled during the month.

(2) Copies of Forms 127 completed during the month.

(3) Aircraft Status Reports, from all units to which aircraft are assigned.

(4) Photographs (in duplicate) of Second Air Force Flying Training Form A-301 or A-331, whichever may be applicable, from Heavy and Very Heavy Bombardment Groups, at the completion of their training; OTU Training Stations and Combat Crew Training Stations will include photographs (in duplicate) of these Forms at the completion of the training of each Group or class.

(5) Photographs (in duplicate) of Second Air Force Ground Training Form A-310 or A-311, as soon as they are available, from the same units and under the same circumstances as Forms A-301 and A-331.

g. Supporting documents may either be assembled at the end of each month's installment, and bound with the ribbon copy of the narrative, or, if they are sufficiently voluminous, they may be bound separately. They will not be interspersed with the narrative.

8. Submission of Unit Histories:

a. One copy of the narrative will be retained in the unit's own files, and one copy will be provided for each higher headquarters, up to and including Headquarters, Army Air Forces.

b. One complete set of supporting documents will be retained in the unit's own files, and one set will be forwarded for Headquarters, Army Air Forces. A set of supporting documents need not be provided for any intermediate headquarters.

c. Copies of the narrative (including the ribbon copy) for higher headquarters, and one set of supporting documents, will be forwarded by the unit, under a single cover, to the next higher headquarters.

d. Histories will be reviewed in each Headquarters through which

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they pass, and, if they are deemed satisfactory, one carbon copy of the narrative will be withdrawn. All other copies, together with the supporting documents, will be forwarded, under single cover, to the next higher headquarters.

9. Schedule for Submission of Histories:

a. Monthly histories will be prepared to reach this headquarters no later than the twenty-fifth day of the month following the one which they cover.

b. Histories which are now in arrears will be completed and forwarded to reach this headquarters no later than 15 November 1944.

10. Additional Instructions:

a. Section Reports submitted by Historical Liaison Officers will not ordinarily be included in the unit history, but will be consolidated by the Unit Historical Officer into chapters, as indicated in paragraph 5, above. The activities of individual Sections will be treated only when they have a pronounced effect on the accomplishment of the unit's mission. An exception is the case of Medical Sections and Station Hospitals, the account of the activities of which will form a separate chapter in the unit history, as indicated in paragraph 6, above.

b. Histories will be accompanied by:

(1) A title page, bearing the following information:

(a) The official designation of the reporting unit.

(b) The official designation of each higher echelon within the chain of command, e.g., Group, Wing, Bomber Command, Air Force.

(c) The location of the reporting unit.

(d) The period of time covered by the installment.

(2) A Table of Contents, with page references to all chapters and major sub-divisions within chapters.

c. The minimum classification of unit histories will be RESTRICTED. Higher classification will be used whenever warranted, in accordance with the provisions of AR 380-5, 15 March 1944.

(1) ACCO fasteners and similar devices do not form permanent binding, within the meaning of paragraph 23 a (1), AR 380-5. The cover, title page, Table of Contents, and all pages of the narrative will, therefore, be conspicuously

marked with the appropriate classification, at both top and bottom.

(2) Supporting documents, whether bound within the same cover as the narrative or bound separately, retain their own classification. If they are bound separately, the cover of the volume will be stamped with the classification of the most highly classified document contained therein.

d. Histories will cover a calendar-month, and not, for example, the period from 15 October to 15 November.

e. Histories will be bound in a manila folder, or otherwise equally stoutly. The official designation of the reporting unit and the period of time covered by the history will be marked on the cover.

f. Photographs, when submitted, will be mounted or stapled on sheets of typewriter paper of ordinary size. Each picture will be clearly identified as to place, date, event, and individuals shown.

By command of Major General ENT:

OFFICIAL
COPY

ALBERT F. HEGENBERGER,
Brigadier General, General Staff Corps,
Chief of Staff.

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HEADQUARTERS SECOND AIR FORCE
Colorado Springs, Colorado (GL-S)

REGULATION)
:
20-9)

1 August 1945

ORGANIZATION

Preparation of Unit Histories

(This Regulation supersedes Second Air Force Regulation 20-9, 15 May 1945)

1. Instructions contained herein for accomplishing the historical program of the Second Air Force are supplementary to those embodied in the following directives:

a. AAF Regulation 20-8, 19 July 1943.

b. Army Air Forces' Historical Officers' Circulars

(1) Number 2, 26 May 1943.

(2) Number 3, 29 July 1943.

(3) Number 5, 16 August 1943.

2. Content of Histories: Histories are written primarily for the purpose of recording valuable experience gained by the unit. To this end, they will detail in specific terms the following:

a. The mission of the unit.

b. The major activities of the unit in fulfillment of its assigned mission.

c. Requirements, with the fulfillment of which the unit was charged during the period covered by the history, as compared with actual accomplishments.

d. The factors which have assisted or impeded the unit in meeting these requirements, and the exact manner and extent of their operation.

e. The techniques which have been evolved to surmount difficulties which have been encountered.

f. Changes in organization, administrative policies, or procedures, together with

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(1) Reasons for important changes.

(2) Elaboration of the views and discussions of the Commanding Officer and his Staff which preceded them.

(3) Results of the changes.

3. Units Preparing Histories: Histories will be prepared by all units, fixed or tactical, assigned to the Second Air Force, with the following exceptions:

a. Separate histories need not be prepared by Bombardment or Fighter Squadrons or by Photo Laboratories, if they are operating with the Group to which they are assigned; in this case, their activities will be described in the Group history.

b. The activities of Air Engineering Squadrons and Air Materiel Squadrons may be covered in the Histories of the Air Service Groups to which they are assigned, if they are operating with the Group.

c. Separate histories of administrative units at Combat Crew Training Stations and OTU Training Stations are not required, but pertinent information concerning their functioning will be included in the Station History.

Separate Histories will be prepared by Army Air Force Bands. These Histories should, however, be submitted with the Histories of the station to which the band is assigned.

4. Responsibility for Unit Histories. — a. The Commanding Officer of each unit required to submit a history will designate an Historical Officer, whose duty it will be to prepare the unit history. The Historical Officer should be a permanent member of the unit staff, with knowledge and understanding of the mission and activities of the unit, and preferably with experience in the preparation of documented narratives. The name, rank, and serial number of the officer so designated will be reported to this headquarters, ATTENTION: Historical Officer; and any changes in unit Historical Officer will also be so reported.

b. In each major Section of organizations required to submit a History there will be appointed an Historical Liaison Officer, whose duty it will be to submit, for the attention of the unit Historical Officer, periodic written reports concerning the activities of his Section. The minimum contribution of each Historical Liaison Officer should be a detailed monthly report, embodying from his Section the same type of information which is required of the unit by paragraph 2, above. Reports will bear the signature of the officer preparing them and of the chief of the Section, who will be responsible for the completeness and accuracy of the information submitted. Account will be taken of all unit activities in liaison reports submitted to the unit Historical Officer.

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c. Historical Officers will be given full opportunity to interview key personnel and will have unrestricted access to all documents or other sources of information, whether classified or unclassified, the study of which may be necessary to insure the compilation of complete and accurate historical reports. Pertinent material will not be omitted from unit histories because of a high classification which it may bear.

d. Attention is invited to paragraph 3, AAF Regulation 20-8, 19 July 1943.

5. Form. Histories will be prepared in narrative form. They may contain as many chapters as the unit historian deems appropriate, and these chapters may be arranged in any order which he believes will serve best to convey the essential information. Histories of all units will, however, contain, as a minimum, the following chapters:

a. Organization and Administration.

(1) This chapter will include information concerning the administrative framework of the reporting unit, with particular emphasis on any administrative difficulties which it may entail or peculiar administrative techniques which it may involve. Organizational charts will be prepared for inclusion as supporting documents as often as necessary to keep the record up to date. Careful analysis will be made of the relationships existing both between Sections of the reporting unit and between the unit and other organizations.

(2) In the event of changes in the administrative framework, the following information will be included:

(a) Authority for the change.

(b) Date when the change became effective.

(c) Reasons for the change.

(d) Problems encountered in making the change.

(e) Results of the change.

(3) Indication will be given of the volume of administrative activity, as well as of its character.

(4) The following information will also be included in this chapter, whenever it is applicable:

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(a) Changes in mission of the unit, e. g., new duties and functions assigned, and old duties and functions eliminated.

(b) Changes in station, whether temporary or permanent.

(c) Activation or inactivation of units or detachments.

(d) Redesignation of units or detachments.

(e) New subordinate units acquired, either by activation or transfer.

(f) New relationships established with higher echelons.

b. Personnel.

(1) This chapter will include the following tabular information:

(a) Strength reports, as of the beginning and end of each month, in the following categories:

1. Officers.

2. Warrant Officers.

3. Enlisted Men and Enlisted Women.

4. Civilians.

Actual strength in each category will be compared with authorized strength, and distinction will be made, wherever applicable, between fixed personnel and trainees.

(b) A Roster of Key Personnel, to include the Commanding Officer and his Executive, and the heads of all staff sections, compiled as of the last day of each month. These Rosters will be furnished for each month, whether changes in key personnel have taken place or not. When a new man assumes a key position his background and previous assignments will be described in the narrative.

(2) Emphasis will be placed in this chapter on personnel problems peculiar to the unit, and policies evolved to meet them. This will entail a discussion of shortages and overages in important categories of personnel, with the reasons for their existence and the effect of their

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existence on the performance of the unit's mission, the adequacy or inadequacy of training of personnel in important MOS numbers, the extent of improper classification and resulting re-classification, etc.

(3) In this chapter will ordinarily be included a discussion of morale and special services activities.

c. Supply and Equipment.

(1) Major emphasis in this chapter will be placed on:

(a) Important shortages, and progress towards their elimination.

(b) Reasons for shortages, to the extent that they are apparent to the reporting unit.

(c) Effects of shortages on the accomplishment of the unit's mission.

(d) Instances of defective equipment, and the consequences which they entailed.

(e) Changes in Supply procedure, and the results of these changes.

(f) Instances of outstanding speed and efficiency in solving problems of supply and equipment.

(2) Information concerning shortages should in all cases be made specific, and should include:

(a) The stock number or Technical Order number and nomenclature of the items lacking.

(b) The supply agencies from which relief is sought.

(c) The time-lag in the elimination of shortages.

d. Maintenance.

(1) Major emphasis in this chapter will be placed on:

(a) Organization for maintenance, and the effectiveness of this organization.

(b) Specific maintenance problems encountered, and progress toward their solution.

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(c) New maintenance procedures adopted, and the measure of their success.

(d) Outstanding maintenance jobs accomplished, or conspicuous failures of maintenance.

(2) Specific information will be provided concerning the maintenance record, as, for example, the percentage of airplanes in commission and out of commission on a 24-hour basis. (This information can be obtained through Statistical Officers from AAF Forms 110-A).

e. Training. Since the primary mission of the Second Air Force is training, it is expected that the chapter on "Training" will be the most important one in the histories of most Second Air Force units. Training programs will be discussed in detail, and an analysis will be made of their effectiveness in the reporting unit. Factors which have aided or hindered the accomplishment of training objectives will be carefully analyzed. This chapter will embody specific information concerning:

(1) Training accomplished, as compared with training scheduled.

(2) Progress of training, quantitatively and qualitatively during the period covered.

(3) The developing proficiency of those who are undergoing the training, and the reasons for its rapidity or slowness.

(4) Accidents.

(a) Cause.

(b) Extent of damage.

(c) Resulting action.

(5) Changes in the training program.

f. Facilities. Points to be covered include:

(1) Adequacy or inadequacy of existing facilities.

(2) Effect of inadequacies on the accomplishment of the unit's mission.

(3) Steps taken to correct existing inadequacies.

(4) New facilities provided.

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6. Additional Instructions for Compiling Unit Histories. — a. Histories of higher echelons, such as Bombardment Operational Training Wings, will describe not only the activities of the headquarters at which they are written but also the command functions thereof. Account will be taken of all matters which engage the attention of the Wing Commander and his staff.

b. All Station histories will include a chapter on the activities of the Medical Section and the Station Hospital. Inasmuch, however, as the Air Surgeon is preparing his own history of aviation medicine in relation to World War II, emphasis will be placed, in the Station history, upon the general activities of the Hospital and the administrative aspects of its work rather than upon its professional services.

c. Historical Officers in all echelons will give heed to the following:

(1) Special Projects.

(a) Purpose.

(b) Authority.

(c) Methods of procedure.

(d) Difficulties encountered.

(e) Significant accomplishments.

(2) Inspections and visits by distinguished persons, together with the purpose of their visits and their findings, if recorded.

(3) Relations with other organizations, military, naval, and civilian.

(4) Human interest material concerning the unit.

(5) Awards and decorations conferred by the unit (par. 6, AR 600-45, 22 Sep 1943).

d. Biographies, accompanied by photographs, will be included for all key personnel and personnel who have made outstanding contributions to the work of the unit.

7. Supporting Documents. — a. Statements of fact contained in the narrative will be substantiated, whenever possible, by supporting documents. Either the document itself, or a certified true copy thereof, will be forwarded with the history, unless it falls within one of the following three categories:

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(1) General and Special Orders issued by:

(a) The War Department.

(b) Headquarters, Army Air Forces.

(c) Headquarters, Continental Air Forces.

(d) Headquarters, Second Air Force.

(2) Circulars, Regulations, and Memoranda issued by:

(a) The War Department.

(b) Headquarters, Army Air Forces.

(c) Headquarters, Continental Air Forces.

(3) Letters of general distribution, i. e., letters addressed to all organizations of a designated type or to several different types of organization, emanating from:

(a) The War Department.

(b) Headquarters, Army Air Forces.

(c) Headquarters, Continental Air Forces.

b. Statements in the narrative for which substantiation is offered will be numbered consecutively by means of a numeral, raised a half space above the line. The source of the statement will then be clearly identified at the bottom of the page by means of a footnote, designated by the same numeral. Footnote references will be numbered consecutively throughout an installment, not separately by page or chapter. Identifying footnotes will be used in all cases, whether a copy of the document is forwarded with the narrative or not.

c. The number of the identifying footnote will be assigned to the supporting document, and will be inscribed conspicuously on the first page thereof. Because of the fact that documents belonging in one of the three categories enumerated in paragraph 7a, above, need not be forwarded, the numbering on the documents themselves may not be consecutive. For example, if footnotes #12 and #13 were to cite War Department orders, the document bearing the number "14" would follow directly upon the document bearing the number "11". In the event that the same document is used to substantiate statements made in different parts of the narrative, full

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identification of the document will be made in each place by means of a footnote. The document, however, will bear the number of the first footnote by which reference is made to it, and cross-reference will be made in later footnotes to that number.

d. The common varieties of supporting documents are the following:

(1) General and Special Orders.

(2) Regulations, Circulars, and Memoranda.

(3) Letters.

(4) Electrically Transmitted Communications.

(5) Transcribed Telephone Conversations.

(6) Signed Interviews Obtained with Key Personnel.

(7) Statistical Reports and Charts.

(8) Minutes of Staff Conferences and Board Meetings.

(9) Diaries.

(10) Inter-office Communications.

e. Only those documents will be included which afford specific support to statements made in the narrative. If it is desired to include, as Historical Data, documents to which specific reference is not made in the narrative, they will be [illegible] separately, listed, and forwarded as an "Appendix" to the history. The submission of such documents is not, however, ordinarily to be desired.

f. The following supporting documents will be included:

(1) Rosters of officers compiled as of the date nearest to the terminal date of the history.

(2) Photographs of Second Air Force Crew Progress Charts, Flying Training, Forms A-301, A-321, or A-331, whichever may be applicable.

(a) From Very Heavy Bombardment Groups, at the completion of their training.

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(b) From OTU Training Stations and Combat Crew Training Stations, at the completion of the training of each Group or class.

(3) Photographs of Second Air Force Crew Progress Charts, Technical Training, Forms A-310 or A-311, from the same units and under the same circumstances as Forms A-301, A-321, and A-331, above.

(4) Photographs of Second Air Force Fighter Progress Charts, Flying Training (Form 350) and Technical Training (Form EE-3), from Combat Crew Training Stations (Fighter).

g. Supporting documents may either be assembled at the end of each installment, and bound with the ribbon copy of the narrative, or, if they are sufficiently voluminous, they may be bound separately. They will not be interspersed with the narrative.

8. Submittal of Unit Histories. — Histories will be submitted through channels, in the following manner:

a. Histories of Stations, Table of Organization units, and special activities of the Second Air Force conducted by the personnel of separate AAF Base Units:

(1) One copy of the narrative will be retained in the unit's own files, and one copy will be provided for each higher headquarters in the chain of command (Wing, Air Force Army Air Forces), except Headquarters, Continental Air Forces.

(2) One complete set of supporting documents will be retained in the unit's own files, and one set will be provided for Headquarters, Army Air Forces. A set of supporting documents need not be provided for any intermediate headquarters.

(3) All copies of the narrative (including the ribbon copy) for higher headquarters, and one set of supporting documents, will be forwarded by the unit, under a single cover, to the next higher headquarters in the chain of command.

(4) At each headquarters, one copy of the narrative will be withdrawn, and all other copies (including the ribbon copy), together with the supporting documents, will be forwarded, under single cover, to the next higher headquarters.

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b. Histories of Bombardment Operational Training Wings and the 72nd Fighter Wing will be submitted in the same manner, except that

(1) One copy of the narrative will be retained in the unit's own files, and one copy will be provided for each higher headquarters in the chain of command, including Headquarters, Continental Air Forces.

(2) One complete set of supporting documents will be retained in the unit's own files, and two complete sets of supporting documents will be sent forward, one for Headquarters, Army Air Forces, and one for Headquarters, Continental Air Forces.

9. Schedule for Submittal of Histories. — a. Histories of Bombardment Operational Training Wings and the 72nd Fighter Wing will be prepared monthly, to reach this headquarters no later than the fifteenth day of the second month following the one which they cover. For example, histories for the month of July will be due on or before 15 September.

b. Histories of all Table of Organization units will be prepared monthly, to reach this headquarters no later than the last day of the month following the one which they cover. For example, histories for the month of July will be due on or before 31 August.

c. Histories of Stations and Second Air Force activities conducted by the personnel of separate AAF Base Units will be prepared quarterly, for the periods January through March, April through June, July through September, and October through December. Histories for each quarter will be due on or before the last day of the first month in the following quarter. For example, histories for the period July through September will be due on or before 31 October.

d. In the event of the inactivation or disbandment of an organization, its transfer to the jurisdiction of another command, or a fundamental change in its mission, the history will be written up to the time of the change, regardless of the provisions of paragraph 9c, above.

10. Miscellaneous Instructions. — a. Section reports submitted by Historical Liaison Officers will not ordinarily be included in the unit history, but will be consolidated by the Unit Historical Officer into chapters, as indicated in paragraph 5, above. The activities of individual Sections will be treated only when they have a pronounced effect on the accomplishment of the unit's mission. An exception is the case of Medical Sections and Station Hospitals, the account of the activities of which will form a separate chapter in Station histories, as indicated in paragraph 6b, above.

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b. Reports from Liaison Officers will be submitted no less frequently than monthly, regardless of the schedule for submittal of the unit history.

c. Histories will be bound in a manila folder, or otherwise firmly secured. The official designation of the reporting unit and the period of time covered by the history will be marked on the cover.

d. Histories will be accompanied by:

(1) A title page, bearing the following information:

(a) The official designation of the reporting unit.

(b) The official designation of each higher echelon within the chain of command, e. g., Group, Wing, Air Force.

(c) The period of time covered by the installment.

(d) The location of the reporting unit.

(2) A table of contents, with page references to all chapters and major sub-divisions within chapters.

e. The classification of unit histories will be governed by the provisions of AR 380-5, 15 March 1944.

(1) ACCO fasteners and similar devices do not form permanent binding, within the meaning of paragraph 23 a (1), AR 380-5. The cover, title page, table of contents, and all pages of the narrative will, therefore, be conspicuously marked with the appropriate classification, at both top and bottom.

(2) Supporting documents, whether bound within the same cover as the narrative or bound separately, <u>retain their own classification</u>. If they are bound separately, the cover of the volume will be stamped with the classification of the most highly classified document contained therein.

f. Photographs, when submitted, will be mounted or stapled

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on sheets of typewriter paper of ordinary size. Each picture will be clearly identified as to place, date, event, and individuals shown.

BY COMMAND OF MAJOR GENERAL WILLIAMS:

C. E. DUNCAN
Colonel, Air Corps
Chief of Staff

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HEADQUARTERS SECOND AIR FORCE
Office of the Commanding General
Colorado Springs, Colorado

(GL-DG)

2AF Ltr 121-47 9 December 1944

SUBJECT: Special Instructions for Air Inspectors - Preparation of Unit Histories.

TO: See Distribution.

1. Attention is directed to Second Air Force Regulation 20-9, 18 September 1944, and Second Air Force Manual 20-11, 4 October 1944.

2. Commanding Generals and Commanding Officers, all echelons, will require their Air Inspectors in the course of routine inspections to report on the status of the preparation and maintenance of histories of units inspected. Inspectors will particularly ascertain whether or not:

a. There is a flow of information to the historical officer from every activity on the base.

b. Full use is being made of documentary sources of historical information, both classified and unclassified.

c. The base Historical Officer attends meetings of the Commanding Officer's Staff.

3. This will be considered a Second Air Force Special Subject for Air Inspectors until 1 March 1945 when it will be removed from the files.

By command of Major General WILLIAMS:

OFFICIAL COPY

ALBERT F. HEGENBERGER,
Brigadier General, United States Army,
Chief of Staff.

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HEADQUARTERS ARMY AIR FORCES
ASSISTANT CHIEF OF AIR STAFF, INTELLIGENCE
HISTORICAL DIVISION

WASHINGTON, D. C.
May 26, 1943

HISTORICAL OFFICERS CIRCULAR NO. 2

(4)

INSTRUCTIONS FOR AIR FORCE HISTORICAL OFFICERS
OF STAFFS, OFFICES, AND COMMANDS

Foreword

1. There has been created in the Office of the Assistant Chief of Air Staff, Intelligence, a Historical Division charged with the execution of the AAF historical project and the performance of special intelligence staff functions. Its personnel is largely dependent upon Historical Officers at home and abroad for basic materials.

2. Basic (source) materials fall into three general categories: Headquarters records, unit histories, and the supporting documents of the unit histories.

a. Headquarters records include materials prepared in or on file in Washington offices and recorded interviews with men reporting from the field.

b. Unit histories are the essential individual contributions of the Historical Officers, each in his own organization. Herein lies the place in history to which each organization will be assigned. Here too are sources presenting to the Air Staff facts and interpretations of an on-the-scene officer charged with an important responsibility.

c. Supporting documents are the basic materials from which the definitive history is being written. Copies of these documents or specific references thereto or direct quotations therefrom are required. Selection of those materials demands careful and mature judgment. A scientific approach is essential, and some broad principles of historiography will be kept constantly in mind by the Historical Officer. These supporting documents are discussed in detail below.

Historical Evidence

1. One historian defines history as an "integrated narrative or description of past events or facts written in a spirit of critical inquiry for the whole truth." [1] Special notice should be made of the word integrated and the phrases spirit of critical inquiry and the whole truth. The Historical Officer, then, will set out to gather all the information available; he will integrate that which contributes to a true and full picture; and finally he will present his findings in readable form and style.

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1. Allan Nevins, The Gateway to History (New York, 1938), 22. /Note form of footnote./

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2. Nature of historical evidence. -- To discover the whole truth about any matter the historian must have all the evidence. Any information bearing upon the topic under consideration is historical evidence. Ordinarily, historical materials are written data. In many cases the actors and observers of past events have passed from the scene. But the historian of recent events, by careful planning in advance, can record much valuable oral information which customarily would not be committed to written record. The most privileged historian is one who participates in great events, knows the actors, and has access to primary materials.

a. Primary and secondary materials. -- A document which is contemporary with an event is usually considered primary evidence; however, such evidence must contain the direct statements of an observer of an event. For example, a participant's report of a staff meeting is primary material. Secondary materials contain evidence which came from original materials but is indirect; that is, they do not contain the unaltered statements of eyewitnesses of events.

b. Importance of primary materials. -- Obviously no secondary material can contain more information than the sum of the evidence in all the primary materials. Whenever possible the Historical Officer will go to the sources, the original documents, for his evidence.

3. Collecting historical evidence. -- In the collection of evidence the Historical Officer will use both initiative and common sense. No material which seems likely to have historical significance will be cast aside, but practical necessity dictates the weeding of voluminous routine matter.

4. Evaluation of evidence. -- During this collection process of obtaining all pertinent information the Historical Officer must evaluate the evidence. Evaluation involves two major steps: authentication of evidence, and determination of its worth.

a. Authentication. -- Is the historical document in question what it claims to be? Is it an original document, a copy of an original, or a secondary account? Who wrote it, or what agency compiled it? When was it written? It is often necessary to know precisely when a document was written; if there is no date on the document itself, the Historical Officer will seek to determine the earliest and latest possible dates for its composition and write them in with his initials appended.

b. Determination of worth. -- Determination of the authenticity of material is only a preliminary step in judging the merits of evidence. To decide the value of evidence, the historian must ask many basic questions, the sum total of which is: What is the evidence worth?

(1) Subjective factors. -- Man is an emotional as well as a rational being, and his thinking processes are always colored by subjective emotional factors. In order to attain a true picture of events from evidence describing them, the historian must eliminate matters of opinion.

(2) Errors of the senses. -- Even if an author of a document is honest and rational, one cannot be assured that he is a good witness. Sensory perceptions such as sight and hearing can be extremely deceptive;

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there are few really capable observers. The witness's powers of observation must be tested by comparing his account with those of others.

(3) Determining the motives of the author. -- Especially should the historian seek to lay bare the motives of the author of a document. Not only are there many poor observers; there are also many congenital liars. Even honest men stretch the truth and present one-sided pictures when they are especially concerned or incline to a particular point of view. The Historical Officer will check all evidence against that of other independent witnesses. Evidence which cannot be confirmed from other sources should be presented with proper reservations.

5. Use of historical evidence. -- In summing up the evidence and delivering the decision as to what and how much it indicates, the Historical Officer should retain the critical attitude necessary for evaluation of evidence.

a. Necessity for objectivity. -- Objectivity means complete honesty. No matter what his own feelings on certain matters may be, the honest historian will scrap them as soon as the facts demonstrate that they are unfounded.

b. Citation -- Normally, a careful research study should be adequately supported by footnotes and bibliographical citations. Footnotes should show the source of quotations and of all statements of fact not generally known. All quotations should be carefully proofread against their source for accuracy. A bibliography or list of materials used in the study should be appended to it.

c. Historical style. -- The historian should cultivate clarity, coherence, and absolute accuracy of expression.

"Forms" of Unit Histories

1. Where the preparation of the unit history has so far been neglected, the Historical Officer will immediately undertake its compilation. That is his first large task; his second is to keep that work up to date.

2. Paragraph 13 of AR 345-105 lays down a "form" to be followed in preparation of unit histories. Some of the prescribed form, such as "Marches", cannot be followed by Air Force Historical Officers, and other sections may be inapplicable in whole or in part.

3. Paragraph 13 will be adhered to wherever practical. Certainly all appropriate information therein required must appear in the unit history and should be submitted in the original composition; but, except where appropriate, these data need not be repeated. The authority for each statement will be cited. Where there are observations or interpretations not covered in Paragraph 13, authority for these will be cited if they are based upon documentary evidence. Wherever no citation appears, the author's remarks will be accepted as personal first-hand observations; such remarks are entirely in order and are highly desirable.

4. The unit history will attempt to answer these questions:
   a. When was the unit activated and organized?
   b. Where was it first established?
   c. What was its size?
   d. Who were its key personnel? From whence did its personnel come?
   e. Why was it organized, under what authority, and what were its functions?
   f. How did it perform its duties in its early days? What did it accomplish?
   g. What were its shortcomings, failures, and reasons for changes?
   h. What changes were made? When? How?
   i. What was accomplished under these changes?

There will also appear:
   j. Copies of tables of organization, manning tables, statistical reports, and all significant mimeographed materials, besides copies of supporting documents.
   k. Descriptions of personalities, the station, with accompanying photographs.
   l. Discussions of morale and of all other pertinent intangibles, with accompanying data of human interest value.
   m. At appropriate spaces there will appear summary information with interpretations.

5. The Historical Officer will keep constantly in mind the fact that information concerning all phases of activity in which his unit is engaged will go into the over-all history. If his organization is engaged in training within the United States, he will recognize his job as fitting primarily into the work of the Administrative History Branch of the Historical Division. Yet he will also be cognizant of the fact that unfolding around him are great human interest stories. He will be expected therefore to submit material for possible publication through the War Department Bureau of Public Relations. Nor will he overlook the fact that the Biographical Branch of the Historical Division is dependent upon him for full information about individuals.

6. "Copies of Air Forces unit journals and of supporting documents will be marked 'Historical Data' and will be forwarded monthly to the Commanding General, Army Air Forces."-AR 345-105, Par. 11.

The Office Diary

1. Most Historical Officers with organizations still inside the continental United States are responsible primarily to the Administrative History Branch of the Historical Division. Historical Officers of the Headquarters groups are charged with the preparation of the daily diary. The following procedure is required.

a. The purpose of the diary is:

(1) to keep the Commanding General of the Air Forces and the immediate Commanding Officer and their staffs informed concerning important decisions, directives, and events of the various headquarters units;

(2) to provide the necessary source for the building of a scientific record of the administrative practices and functions of each headquarters unit.

b. Contained in the diary should be all important information pertaining to the organization, plans, and operations of the Army Air Forces Headquarters and of all other headquarters units. Negative reports are discouraged.

c. The following sources will be utilized in the preparation of the diaries: memorandums, letters, routing and record sheets, directives, telephone, telegraph, and cable communications, office staff meetings, conferences, interviews, committee meetings, verbal directives, and reports from field agencies.

d. The material and interpretations contained in the diaries will be presented in the following order:

(1) directives or requests received;
(2) decisions rendered; directives issued;
(3) projects begun;
(4) projects completed; results accomplished;
(5) conferences, interviews, or committee meetings;
(6) miscellaneous.

e. On each Saturday's report will be included a summary of those special projects being prepared in the staff office, special staff office, or command. If records of any project begun during the preceding week are made available too late for incorporation in the proper place, correct notation thereof will be made and incorporation will appear in the succeeding week's entry.

f. Copies of the most important directives, letters, routing and record sheets, memorandums, records of conferences, and reports of committee meetings and of verbal conversations will be attached to the diaries.

Other Materials for the Administrative History Branch

2. The Administrative History Branch is interested in receiving all significant materials bearing upon the functions of all Air Force administrative and field services.

a. This branch is also interested in significant materials bearing upon the following topics as they relate to the Army Air Forces: legislation, administrative procedures, personnel, training, material, field services, staff offices, special staff offices, commands, and Air Forces within the continental United States.

b. Potential historical materials include: letters, memoranda, office instructions, orders (general, special, technical, etc.), directives, routing and record sheets, telegrams, cablegrams, teletype messages, reports, manuals, bulletins, circulars, and regulations not issued by Headquarters of the Army Air Forces or of the War Department.

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c. There is also a vast amount of oral communication valuable for historical purposes which should be carefully transcribed wherever possible. Included in this category are such materials as oral directives; telephone conversations; radio communications; staff, committee, and conference meetings; and interviews. The lack of such oral source material often leaves gaping holes in historical studies. Especially when secrecy is a military necessity, the most important communications are often oral.

d. Careful planning to record important word-of-mouth action is imperative to secure important source materials for a comprehensive history of the Army Air Forces. In view of this fact, Historical Officers from time to time will be asked to interview individuals qualified to give vital information. Historical Officers should not hesitate to conduct interviews on their own initiative in order to secure historical information. Interviews should be carefully planned in advance, so that they will be to the point and will consist of something more than random recollections. (See Interviews below.)

e. These lists of materials are not all-inclusive. All materials, of whatever nature, that have important bearing upon the administrative history of the Army Air Forces should be prepared and transmitted to the Administrative History Branch.

f. All materials collected and forwarded by Historical Officers must be carefully authenticated. The general rules governing historical evidence are to be applied.

g. Letters, telegrams, memoranda, etc., should give the name, rank, and position of the sender and of the person to whom directed. They must be certified true copies.

h. If the date is not present on the document but can be assigned by the Historical Officer beyond reasonable doubt, it should be inserted in brackets.

i. In typed copies of oral directives, telephone conversations, etc., the name, rank, and position of the individuals concerned should be given, with the exact date on which the communication took place.

j. All documents forwarded to the Administrative History Branch should indicate the issuing authority, as, for example, the Commanding General, Eighth Service Command.

k. If original documents are still in current use or are earmarked for agencies other than the Army Air Forces Historical Division, or if there are no carbon copies available, exact transcripts should be made, and the disposition made of the originals should be indicated. All transcript copies will be carefully proofread.

3. If the Historical Officer is in doubt as to what materials are significant for purposes of administrative history, he will send the questioned material and let the Administrative History Branch decide as to its usefulness.

4. Historical Officers will expect to be called on by the Historical Division for supplementary materials when the materials flowing into Headquarters appear inadequate or when a need arises which is not now contemplated.

Supporting Documents

1. AR 345-105, which is particularly concerned with an operations history, describes "supporting documents" as including

> "war diaries, operations reports with original notes upon which they were based, summaries of intelligence, field messages and records thereof, maps, operations orders and memoranda, the histories of units compiled by themselves, and all other documents of historical interest. Except in the case of the Army Air Forces these will not be administrative in nature."

Air raid reports, bomb damage assessments, target folders, situation maps, mosaics, captured documents, prisoner of war statements, and aerial photographs are among other specific supporting documents.

2. For organizations not engaged in combat operations, only a small portion of the above will be available. But such documents as are in regular preparation will be put to maximum use by the Historical Officer. In addition, he will include in the list of supporting documents: unit publications, special maps, clippings, published articles, cartoons and sketches, anecdotes, poems, songs, and photographs. The latter should be used extensively in the unit history.

3. In connection with such photos, maps, charts and other illustrations (both official and personal), the Historical Officer will remember that his work may be published, and he will therefore keep in mend the mechanics of book structure. Photographs and similar materials must not be mutilated by titles or by manuscript binding. They should be mailed flat and protected by cardboard. Notations of their placement may be made within the body of the manuscript. The Historical Officer will send along other illustrations and charts which may not pertain to his manuscript but which may be used in compilations other than his own. As in all supporting documents, care will be taken to append to illustrations all explanatory information including the exact date, location, and appropriate caption.

4. Within the continental United States some organizations are already going out of existance, their histories yet unwritten. If of no current use to a succeeding organization, their documents should be marked "Historical Data" and sent to the Commanding General, Army Air Forces.

Interviews

1. A vast amount of source material in this war is oral. Much work is being done over the telephone; many orders are issued orally. Whenever possible, the Historical Officer will secure documentary evidence of this work. He can frequently put a man's oral story into writing, thus transforming it into a document.

2. In assimilating materials for an authentic history of the Army Air Forces the Historical Officer should arrange interviews with all available personnel whose knowledge and experience should provide important historical data.

3. Where practicable, the interviewer will be accompanied by a properly authorized stenographer, stenotypist, or recording machine operator. Recording machines are usually available or may be requisitioned.

4. The recording will be transcribed immediatly after the interview, with quotations designated. The original draft of the transcription will be typed on the left half of the page, the right half being reserved for comments, additions, revisions, and reference figures.

5. Where notes or amplifications are appended, the interviewer will place reference figures in the right-hand column of the original draft. In his appendix he may call for elaboration, etc. No editorial liberties will be taken with direct quotations, except where the quotation is incoherent. The interviewer will supply complete names of individuals mentioned, official positions of individuals having a significant place in the account, and dates and geographical locations essential to accuracy and completeness. Matters which should be verified or completed at a later date will be indicated. Additions or alterations shall be inclosed in brackets.

6. An original and two carbons of the corrected draft will be prepared. Where feasible, the original will be forwarded to the interviewee with a memorandum inviting revision or amplification and signature. The first carbon will be retained by the Historical Officer until the interviewee's revision and amplification are added. The second copy will be marked "Historical Data" and forwarded through the Commanding General, Army Air Forces, to the Historical Division. When the signed revision has been received by the Historical Division, the first draft and all materials pertaining thereto, if of no additional historical value, will be burned.

7. All materials will be classified in accordance with War Department regulations governing security procedure.

Transmittal of Historical Data

1. AR 340-15, 11, states ". . . Communications will not be routed through a headquarters which has no interest in the matter and which is not expected to intervene therein. Direct communication is encouraged whenever it is obvious that such procedure will result in expediting action. . . ."

a. The Historical Officer will, of course, consult his commaning officer as to his wishes in the matter of channelizing historical data.

2. One copy of all data will remain in the files of the originating organization until it is not longer of current use to that organization.

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when it will be marked "Historical Data" and forwarded to the Commanding General, Army Air Forces or directly to the Historical Division, AC/AS, Intelligence, Hq, AAF, Washington, D.C.

3. At AAF Headquarters, Zone of the Interior

a. Staff Diaries are unit histories and are ordinarily sent to the Secretary of the Air Staff for his use. They are then deposited with the Air Adjutant General, where they are available to the personnel of the Historical Division.

b. Copies of other Office Diaries prepared in Headquarters and histories of staffs, offices, and commands with permission of the commanding officer will be sent directly to the Historical Division.

c. Files in the staffs, offices, and commands of the Army Air Forces will be open to qualified personnel of the Historical Division. When such files contain information no longer of use to the originating agency, their disposal will be discussed with the personnel of the Historical Division.

4. Elsewhere within the Zone of the Interior

a. There is a Historical Officer for each Command and for each Air Force. He acts for the Commanding Officer of his organization. He will forward monthly through the proper channels a copy of his unit history, along with supporting documents. The "proper channel" is usually from the Commanding Officer to the Commanding General of the Army Air Forces, through the Commanding Officer may grant permission for direct transmittal to the Historical Division. All these materials will be marked "Historical Data."

5. In Theaters of Operations.--For units in theaters of operations the "proper channel" is the Air Force (theater) Historian (who acts for the Commanding General for the particular Air Force), the Commanding General of the Army Air Forces, the Assistant Chief of Air Staff, Intelligence, and the Historical Division.

6. The files of the Historical Division, like the archives of the Army War College, are a temporary depository for the permanent records of the Adjutant General. All records eventually are placed in the National Archives.

7. Special Data

a. Newspapers, magazines, clippings, special maps, photographs, unit publications, and other data not covered herein or not subject strictly to transmittal through military channels may be addressed directly to the Historical Division, AC/AS, Intelligence, Hq, AAF, Washington, D. C.

b. The above procedure also applies to private correspondence relative to special knowledge of depositories of materials or relative to biographical data or concerning other matters pertinent to the history of the Army Air Forces.

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The Immediate Job To Be Done

1. The Historical Officer has before him a heavy job to do in the shortest possible time. He will probably need to ask his superiors for assistance. He may be tempted to "farm out" the work. These problems must be solved by the individual and his commanding officer.

2. The immediate job to be done is the writing of the early history of the organization. At present this need not be written in great detail for the period prior to January 1, 1939.

3. The first installment of the unit history will include materials relative to the period January 1, 1939 to December 7, 1941. A copy of this installment should be forwarded, if practicable, not later than sixty days after the receipt of these instructions.

4. The second installment, covering the period December 7, 1941 to December 31, 1942 should follow shortly thereafter.

5. The third installment, covering the period January 1, 1943 to date is needed now, but probably will not be available until the first two installments have been completed. It is desired that these be prepared concurrently.

6. Thereafter installments will be due as soon as possible after the close of each calendar month.

7. The Historical Division desires not to impose any hardship upon Historical Officers and desires to give as much latitude as is practical; but the job must be done without further loss of time. Revision of work done hastily is both expected and desirable. Because of the urgent need for the first installments, Historical Officers will endeavor, through their commanding officers, to secure temporary additional help. The over-all histories prepared by the Historical Division can be no more complete than the historical records made up in the field. The staff at Headquarters can revise, unify, and assemble these records, but it can do very little toward securing information from the field. That is the basic responsibility of the Historical Officer in his own organization.

8. Finally, the Historical Officer will remember that the staff of the Historical Division has its hands full, with hundreds of unit histories and supporting documents coming in regularly. The unit history must be a complete chronological narrative. It must not be left to the staff of the Historical Division to piece together the story of every unit, of every activity of more than two million men and thousands of machines working at top speed. It will be remembered finally that as a part of Air Staff Intelligence, the Historical Division has a definite part to play in winning the war. Supporting documents are the backbone not only of the unit histories but also of the staff studies now demanded and must be available for vital use when the Army Air Forces have completed their work in this war.

/s/ Clarence B. Lober
/t/ CLARENCE B. LOBER
Colonel, Air Corps
Chief, Historical Division

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16 August 1943

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HEADQUARTERS ARMY AIR FORCES
Assistant Chief of Air Staff, Intelligence
Historical Division

HISTORICAL OFFICERS CIRCULAR NO. 4

Guide for the Preparation of Command and Air Force Histories

As a fuller explantion of instructions in AR 345-105 and Historical Officers Circular No 2, these suggestions are submitted for the guidance of Historical Officers. The directions in this circular will apply primarily to Historical Officers of Commands and Air Forces. Circular No. 5 deals with forms of Unit Histories of the lower echelons. Where special units exist not yet under the jurisdiction of a Command or an Air Force, Historical Officers of the headquarters of such units will be guided by Circular No. 5.

1. Definition of Terms: In official communications of the Historical Division, AC/AS, Intelligence, the following terms will be interpreted as indicated:

a. Administrative History: The history of all administrative and field activities of all Commands and Air Forces under the control of the Commanding General, Army Air Forces (i.e., the authority granted, the administrative procedures, and the personnel, training, materiel, and field service activities of each organization. See paragraph 3 for explanation of these broad topics.)

b. Functions: The processes of performing the authorized or especially assigned mission as indicated in Army Regulations, directives, etc. (i.e., these activities generally referred to as operations of the unit.)

2. Basic Concepts: For the development of a coordinated point of view, certain fundamental items should be understood by Historical Officers and considered as basic in the preparation of their histories.

a. Every unit of the AAF is preparing its history. The history of each Command and Air Force will form an essential part of the integrated, comprehensive account of the activities of all components of the AAF.

b. The primary functions of an Air Force of a Command spring from authorization granted by higher authority and those verbal understandings which have the force of authority. To secure a thorough understanding of such authorisation, all discussions, decisions, and minority opinions pertaining thereto should be studied.

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c. Administrative procedures adopted for the purpose of placing in motion the authority granted should be studied in detail to determine the manner and effectiveness of the execution of the allotted mission.

d. The training, personnel, materiel, and field service activities of the organization should be examined in relation to authorization granted and the administrative procedures adopted.

e. The measure of adequacy and effectiveness of the programs of the Command and Air Force can only be analyzed in terms of the fulfillment of the missions they were assigned to perform. Any adequate history, then, must contain all pertinent information necessary to answer the question: "Are the objectives assigned to the Command or Air Force being achieved?"

f. The Air Force and Command histories will reveal vital lessons which may be applicable for more effective planning and operation of the organizations.

3. Form for Command or Air Force Histories: The history will be presented in narrative form. The proposed outline below indicates the minimum of subjects to be considered. They should be presented in such order and manner which the Historical Officer believes will make for the best understanding. Arrangements of chapters may be either topical or chronological. For the purpose of preparing what may be considered "first narratives," the underscoring, numbering, and lettering of sub-topics is suggested. Footnote citations will appear either at the bottom of the page or set apart by lines immediately after reference number. Wherever practicable these citations will contain reference to the supporting document appearing in the appendix. Photographs, maps, charts, tables, etc. may appear within the text but care should be taken that they are not mutilated or effaced. Wherever practical they should be copies subject to reproduction.

a. Authorization

(1) Conditions warranting authority
(2) Plans and suggestions on authorization
(3) Written directives (i.e., Army Regulations, AAF Regulations, AG Letters, Circulars, Memorandums, etc.)
(4) Interpretation of authorization
(5) Changes and revisions in authorization
(6) Verbal understandings having force of authority

b. Administrative procedures

(1) Structural organization, changes in Tables of Organization
(2) Executive responsibilities and statements of functions
(3) Administrative relations
(a) Within own organization

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(b) Relations with other Commands or Air Forces
(c) Relations with organizations of higher and lower echelons
(d) Relations with nonmilitary organizations

(4) Administrative controls
(a) Legal controls
(b) Statistical controls
(c) Fiscal and budgetary controls

(5) Tools of administration
(a) Administrative instructions
(b) Administrative surveys
(c) Staff meetings and conferences

c. Personnel activities (civilian and military)

(1) Status of personnel
(2) Personnel objectives
(3) Procurement of personnel
(4) Classification of personnel
(5) Assignment of personnel
(6) Administration of personnel
(7) Auxiliary agencies

d. Training activities

(1) Objectives
(2) Policies governing
(3) Relations with other agencies
(4) Selection of trainees
(5) Administration of training program
(6) Courses of study
(7) Methods and procedures
(8) Testing
(9) Results

e. Materiel activities (i.e., those materiel problems which affect the functioning of the organization)

(1) Requirements
(2) Procurement
(3) Delivery
(4) Utilization
(5) Modification
(6) Maintenance

f. Field service activities (i.e., installations, transportation, maintenance, supply, inspection, and flight control)

(1) Mission and objectives
(2) Requirements
(3) Installations and facilities
(4) Organization and administration of services
(5) Operation of services

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g. Major activities (i.e., the administrative operations of a policy-forming and supervisory nature as well as the functional operations of the organization)

(1) Staff functions (i.e., policy making and the direction of its fulfillment)
  (a) Major staff problems (directives, communications, and discussions relative thereto)
  (b) Staff views
  (c) Decisions rendered
  (d) Action taken
(2) Performance of mission (i.e., those activities carried on in accordance with legally authorized functions and in fulfillment of the mission as specified by higher authority)
  (a) Quantitative progress report
  (b) Qualitative progress report
  (c) Major techniques evolved
  (d) Difficulties encountered
  (e) Solutions reached and lessons learned
  (f) Analysis and recommendations of key personnel

h. Special projects (i.e., those activities of an operational or experimental nature carried on in fulfillment of particular assignments)

(1) Purpose
(2) Organization for project
(3) Method of procedure
(4) Results and accomplishment

i. Miscellaneous information

(1) Visits and activities of noted persons
(2) Morale activities
(3) Welfare and recreational program
(4) Accounts of the life of the organization
(5) Contributions of organization personnel (i.e., literary, programs, etc.)

4. Appendices: Attached to the organization history will be supplementary and documentary materials such as true copies of memorandums, letters, R&R sheets, and directives; abstracts of telephone conversations, telegrams, cablegrams, staff meetings, conferences, interviews, committee meetings, and verbal directives; copies of periodic or requested progress or statistical reports prepared for higher echelons; and other information such as photographs, illustrations, Command or Air Force publications, etc. Sufficient copies of these should be made so that in addition to those forwarded with the organization history one of each may be retained by the Air Force or Command Historical Officer.

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ADDRESS REPLY TO
COMMANDING GENERAL, ARMY AIR FORCES
WASHINGTON 25, D. C.

ATTENTION:

HEADQUARTERS, ARMY AIR FORCES AFIHI
WASHINGTON

FOR VICTORY BUY UNITED STATES WAR BONDS AND STAMPS

24 April 1944

Major Henry C. Herzog
Historical Officer
First Air Force
Mitchel Field, New York

Dear Major Herzog:

Enclosed please find corrected minutes of talks and discussions given by Colonel Lacey, Colonel Williams and Captain Bingham.

Judging from these minutes I am certain that the conferences were most helpful.

Sincerely,

Stacy M. Reed

STACY M. REED
Major, Air Corps
Executive, Historical Division
Assistant Chief of Air Staff,
Intelligence

1 Incl
Minutes

Historical Record Incl #2

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PART I

THE AAF HISTORICAL PROGRAM

Chapter 1 - Concept

1. Very early in the present war it was determined to avoid a repetition of the lack of foresight whereby no adequate research relative to administration, training, materiel, or operations in World War I is today possible.

a. President Roosevelt on 4 March 1942 initially expressed this determination when he wrote to the Director of the Budget:

"I am very much interested in the steps that you have been taking to keep a current record of war administration. I suggest that you carry this program further by covering the field more intensively, drawing on whatever scholarly talent may be necessary. . . . . .

"The present program strengthened in this manner might be helpful to the work of the Bureau of the Budget in planning current improvements, in addition to its main objective of preserving for those who come after us an accurate and objective account of our present experience. I hope that officials in war agencies will bear in mind the importance of systematic records. . . . ."

b. Four months later, on 15 July 1942, the Secretary of War authorized the establishment of an Historical Section in each one of the three major divisions of the Army as it was then constituted -- the Army Air Forces, the Army Ground Forces, and the Services of Supply -- "to record the administrative activities of their respective headquarters during the current war."

c. Meanwhile, plans were also proceeding apace for the preparation of an operational history. On 19 July 1942, General Lawrence S. Kuter, then Deputy Chief of the Air Staff, after conference with General Arnold, issued the following directive to the AAF Director of Organizational Planning:

(1) It is directed that action be initiated immediately to establish within the Air Staff an Historical Section capable of writing an accurate military history of the Army Air Forces.

(2) It is important that our history be recorded while it is hot and that personnel be selected and an agency set up for a clear historian's job, without axe to grind or defense to prepare."

Chapter 2 - Development

1. During the fall of 1942 the Historical Division, composed of professional historians and under the direction of the Assistant Chief of Air Staff, Intelligence, came into being. Shortly thereafter, Historical Sections were established in the domestic Air Forces and Commands and in time in overseas organizations. Appropriate instructions were issued from Headquarters, AAF.

2. Eventually the Historical Division assumed its present structure whereby it is divided into three major Branches (subdivided into fifteen Sections) and five minor Branches:

a. The Administrative History Branch. This Branch monitors all historical work done in the domestic air forces and commands as well as in the various staff offices and their field organizations. It is itself producing approximately 150 special "first narratives."

b. The Operational History Branch. This Branch is concerned with activities in the combat theatres. Most of its current work is of a highly secret nature. It is preparing important staff studies, combat narratives, and policy books, all of which in time will be revised and fitted into a larger series of works, some of which may be published, others not. The Operational History Branch supervises the collection of historical data from overseas organizations.

c. The Sources and Editorial Branch. This Branch performs the very important functions of maintaining the Archives, and seeing to it that information of current value is quickly disseminated. This Branch also performs special reference and research work and edits and prepares for publication all production of the Division.

d. The smaller Branches are charged with the assembly of biographical information, the preparation of combat narratives, an overseas combat art project, compilation of data for motion picture histories, and special liaison work.

3. At the February 1944 Conference of General Officers held at Maxwell Field, the following paper was presented by the Assistant Chief of Air Staff, Intelligence:

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"There has never been written an adequate history of American military aviation in World War I. There was never compiled a solid record of experiences by reference to which we might have profited in preparing for operations in this war. The lessons learned in the selection, assignment, training, and disposition of personnel were lost because there was no adequate system established in time to build a scientific record. There was never written a usable chronicle of materiel development, or air service or any of the field services. There was never written an adequate history of air operations in World War I. There was practically nothing done on plans or on administration. The importance of air power was never fully realized outside of those few whose memories and experiences and intimate knowledge were born of first hand observation.

"It should be OF more than passing interest that one of the five divisions of the German General Staff for decades past, . . . is the Historical Division. The history of the RAF is being undertaken at the ministry level. It has long been realized abroad that politically and scientifically, solid, analytical histories must be planned and executed always with an eye to the future.

"I am glad to state that this time the Army Air Forces has under way an historical program which not only will result in the production of a solid record of our experiences in this war but which is designed to disseminate information useful in the present war effort.

"There has been established in Headquarters an Historical Division: there has been established in every Air Force and Command an Historical Section. Part time Historical Officers are being appointed in staff offices and in lower echelon organizations. Instructions have been issued, materials are being gathered or examined in files, and production is under way. I think I can promise you a real record of experiences of the AAF within two years after the War - a record fairly and scientifically balanced - a record of difficulties encountered and overcome - a record of your accomplishments. Besides the published volumes there will be a shelf of several hundred monographic studies being currently produced for staff use and collections of data to which special researchers may refer when needs of the future arise.

"It has perhaps been wondered by some of you why continental organizations are being called upon to get the histories of their domestic outfits written when most of the history is being made overseas. Here it must be observed that most of the history is not necessarily being made overseas - the final operational accomplishments - yes - the campaigns and missions which grab the present day headlines -

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yes - but the sweat and toil and headaches to make possible those overseas activities form a major part in the well-balanced historical perspective.

"What is this AAF? Congress authorizes the money to make it possible and then other authorization follows - legislation, executive orders, War Department directives. Then one day there are fighter actions and bombing raids. But in between those extremes - authorization and operations - are the vitals of the thing:

"Commands and domestic Air Forces are set up. They and Headquarters are administrative agencies. They in turn procure and assign personnel, establish training schools, build bases and depots, produce or authorize the production of materiel, establish servicing and transportation and maintenance agencies. And eventually there emerges a fighting machine. All that went into that process is a great and complicated story and not fully understood by any one of the two and a half million men who are the Air Corps.

"When the Air Staff, after important conferences, ordered this historical project to be undertaken "while it is hot" to use the words of the directive, there were important thoughts behind that action. It was not the brain child of one or two persons. It was the Air Staff which ordered this job to be done. Not only did it realize that it would one day be called upon for an accounting for the money spent and must be in position to present an accurate account of why it spent that money, but it also was thinking of the fact that in March 1942 it had gained a new position in American military history. It must now record for whatever use might be made in the future just how it used that position. It did not fear making a record. Sure, mistakes would be made but the Army Air Forces was big enough to let those errors be recorded too. It wanted to know those things too and profit by that knowledge. The end result would be justification enough. It was a unique note in military history when that directive stated: "This is a clear historians job without axe to grind or defense to prepare." The Air Staff wants that history to be complete and accurate and well written. It is not intended that all of it will be published.

"The Historical Officer has a rather tough job. He must have assistance, he needs some equipment, he must have access to classified information, he must be given the opportunity to interview busy personnel.

"In accordance with AR 345-105 unit journals or histories are being prepared and with supporting documents attached are being forwarded monthly through channels to Headquarters. Some clarification of what is expected of lower echelon Historical Officers is in order. A fuller explanation may be found in the Historical Officers' Circulars which have been issued to each domestic Air Force and Command.

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(1) The unit histories with their supporting documents are among the basic primary sources for the Command or Air Force histories.

a. They should be monthly chronicles of accomplishment, changes, and reasons for changes.

b. They should be brief resumes of major activities carried on in fulfillment of the unit's chief mission.

c. While information concerning the life of the personnel, including all kinds of human interest materials is wanted, it should not be thought of as a public relations job. It should be written in a clear concise style devoid of flowing language.

d. Primarily it should seek to present the

1. difficulties encountered
2. new techniques evolved
3. lessons learned which should be passed on to others.

e. Finally these lower echelon unit histories should contain, where available, the views and decisions of the Commanding Officer and his staff. ~~In one case I know an Assistant Chief of Staff A-2 who reads regularly the unit histories not only to get a resume of what's going on in the lower echelons but to find out what the boys down below are thinking and needing. Here is a valuable source of information which other staff officers should tap.~~

(2) As to what supporting documents are wanted, it must be recognized that no uniform procedure is in order. One very good rule to follow is that the Historical Officer should append those documents or copies thereof which substantiate key statements in his history. If he cannot obtain a copy of the needed document then he should at least identify it.

The submission of

a. Morning reports are not wanted. ~~An overall monthly or perhaps quarterly resume of strength is sufficient.~~ the monthly Form 127 is sufficient.

b. Copies of general and special orders are not wanted unless such orders produced a radical change in status of procedure.

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c. Photographs, maps, charts, and tabulations are desired but only those of significance should be selected.

(3) Higher echelon histories are of course much more important and should be undertaken with all feasible support of key personnel. They should tell a two-fold story: first, the processes whereby the Command or Air Force mission is being performed; and second, the administrative procedures necessary to set in motion those processes or to rectify conditions demanding change, or to meet and overcome obstacles. In the end it will be one narrative story woven together either chronologically or topically as you and your Historical Section see fit.

"While this Headquarters in Historical Officers' Circular No. 4 laid out a suggested outline form to be followed it is intended that the broadest latitude should be left to the respective Air Force or Command. As a matter of fact this Office had an important hand in the selection and assignment of full time Historical Officers and has the strongest confidence in nearly every one of them. They need little technical guidance from this Headquarters. Given the full support of their Commanding Generals and their staffs they will produce a record of experiences, of lessons learned, of unique services, of accomplishment, a history of which your Air Force or Command may in time be justly proud, and one from which the Army Air Forces may derive the greatest possible benefit politically and scientifically now and in the future."

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Chapter 3 - Final Objectives

1. The overall final objectives of the AAF historical program may be summarized as followed: While personnel are active, while files are intact or being accumulated, and while research talent is available in uniform for interviewing, for discriminate selection of the more important of the millions of documents being prepared, and for the presentation of scientific, on-the-spot evaluations by actual participants--to accomplish the assembly of factual and interpretive data on all phases of AAF activity--this is the major immediate objective. A program has been established whereby:

a. there may be disseminated now such data as may have an immediate effect;

b. there may be issued in the period shortly after the cessation of hostilities whatever type or types of compilation may then be deemed appropriate, whether a two or three volume popular history of the Army Air Forces, a detailed series of fifty or more volumes, or an American Military Aviation Encyclopedia;

c. there may be undertaken special research on any aviation topic: legislation and authorization; organization and administrative procedures; personnel, procurement, classification, assignment, and redistribution; training, flying and technical; materiel development, procurement, maintenance, and supply; air transportation; weather; communications; flying safety; aviation medicine; etc.

It is contemplated that the Historical Division will have assembled information concerning all U.S. air operations in all theatres; concerning overseas administration and logistics. There will be a history of AAF Headquarters. There will be approximately two hundred case histories on each of the most important airplanes and pieces of equipment. There will be assembled detailed information on each base and operational unit, on the lessons learned and new techniques evolved in the performance of their missions. There will be histories of troop carrier organizations, of antisubmarine activity, of AFTAC, the AAF Board, the Proving Ground Command, and all other domestic commands, of all Air Forces domestic and overseas and of all higher air headquarters. There will be assembled facts bearing upon our relations with plants, corporations, the Navy, other War Department agencies, our Allies and our enemies.

The Historical Division will be prepared in the postwar period to produce analytical monographs; to compile data for textbooks and lectures for future trainees and staff officers or for use in service schools; to issue

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magazine articles, radio talks, or interpretive data for use on lecture platforms or in the classroom; or to lend factual support to the possible necessity for soliciting national support for the continued advance of military aviation in a prospective period of retrenchment.

At the end of 1944 this historical program was in rapid process of fulfillment.

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Chapter 4 - The History of the Second Air Force
and its component Parts

1. The Second Air Force is a training organization and its history, therefore, in large part constitutes a scientific analysis of training. As such it will become one of the most important of field contributions.

2. This history will be based upon data gathered from two large sources: Headquarters and the operating agencies.

3. Lower echelon histories are not prepared for the sole purpose of providing the Air Force historian with his essential data. While a copy is retained at Air Force Headquarters the original with its supporting documents are almost immediately forwarded to Washington where they are carefully studied for the purpose of gleaning information needed in execution of the objectives set forth in Chapter 3 above. Having been accepted by the Commanding General, Army Air Forces, they become the permanent records of their respective organizations.

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Chapter 5

Responsibility of the Historian and his Commanding Officer

A historian is not just a writer; he is primarily a scientist - gathering the facts, weighing the evidence, presenting objectively the true, complete picture. In many respects he resembles a physicist or chemist or engineer. In addition, though, he must present his analysis as an attractively written and illustrated story. He must always remember that if his history is to be widely read it must be readable, but if he violates the spirit of truth in any sense, either through improper emphasis or through omission or distortion, he has failed. It is the responsibility of the Commanding Officer in whose name the historian acts to see to it that he does not fail (AAF Reg. 20-8, Par. 2 and 3, and Historical Officers' Circulars issued by Command of General Arnold).

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#071

HEADQUARTERS and HEADQUARTERS SQUADRON

CONTINENTAL AIR COMMAND

HISTORICAL REPORT

APRIL, MAY, and JUNE 1950

Compiled by:

Mary J Marshall

Mary J. Marshall
Private USAF
Historical Clerk

Supervised by:

Sidney S. Hirschberg

SIDNEY S. HIRSHBERG
Captain USAF
Adjutant

Approved by:

Riley N Whittington

RILEY N. WHITTINGTON
Major USAF
Commanding Officer

[redacted]

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CHAPTER I

ORGANIZATION AND MISSION

Continental Air Command, charged with the air defense of the continental United States, consists of three sub-commands, Tactical Air Command at Langley Air Force Base, Eastern Air Defense Froce at Stewart Air Force Base, and Western Air Defense Force at Hamilton Air Force Base and five numbered Air Forces; the First, Fourth, Ninth, Tenth and Fourteenth. Their headquarters are, respectively, at Mitchel, Hamilton, Langley, Selfridge, Brooks, and Robbins Air Force Bases. These, and the twenty-two smaller bases assigned to them, are administered by the Headquarters of Continental Air Command at Mitchel Air Force Base.

Organizational Position of Squadron

The manpower and the logistical support for ConAC Headquarters are provided by Headquarters and Headquarters Squadron, Continentd Air Command.[1] Major Riley N. Whittington, USAF, is Commanding Officer of Hq and Hq Sq ConAC and is directly

1. See organizational chart, Hq & Hq Sq Continental Air Command.

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Major Whittington is shown decorating Sgt Roy G. Hawkins with the Bronze Star.

The following is quoted from Sgt Hawkins' citation:

"The Bronze Star Medal was awarded for exemplary conduct in ground combat against the armed enemy while assigned as Private First Class, 359th Inf Regiment on or about 21 Sep 1944, in the European Theater of Operations.

AUTH: Par 15 1c AR 600-45 as amended, base upon GO 161 Hq 359th Inf Regiment dtd 11 Oct 1944.

The Commanding General, Philadelphia Quartermaster Depot, Philadelphia, Pa. forwarded an engraved Bronze Star Medal to him on 1 May 1950, eff date 21 Mar 50."

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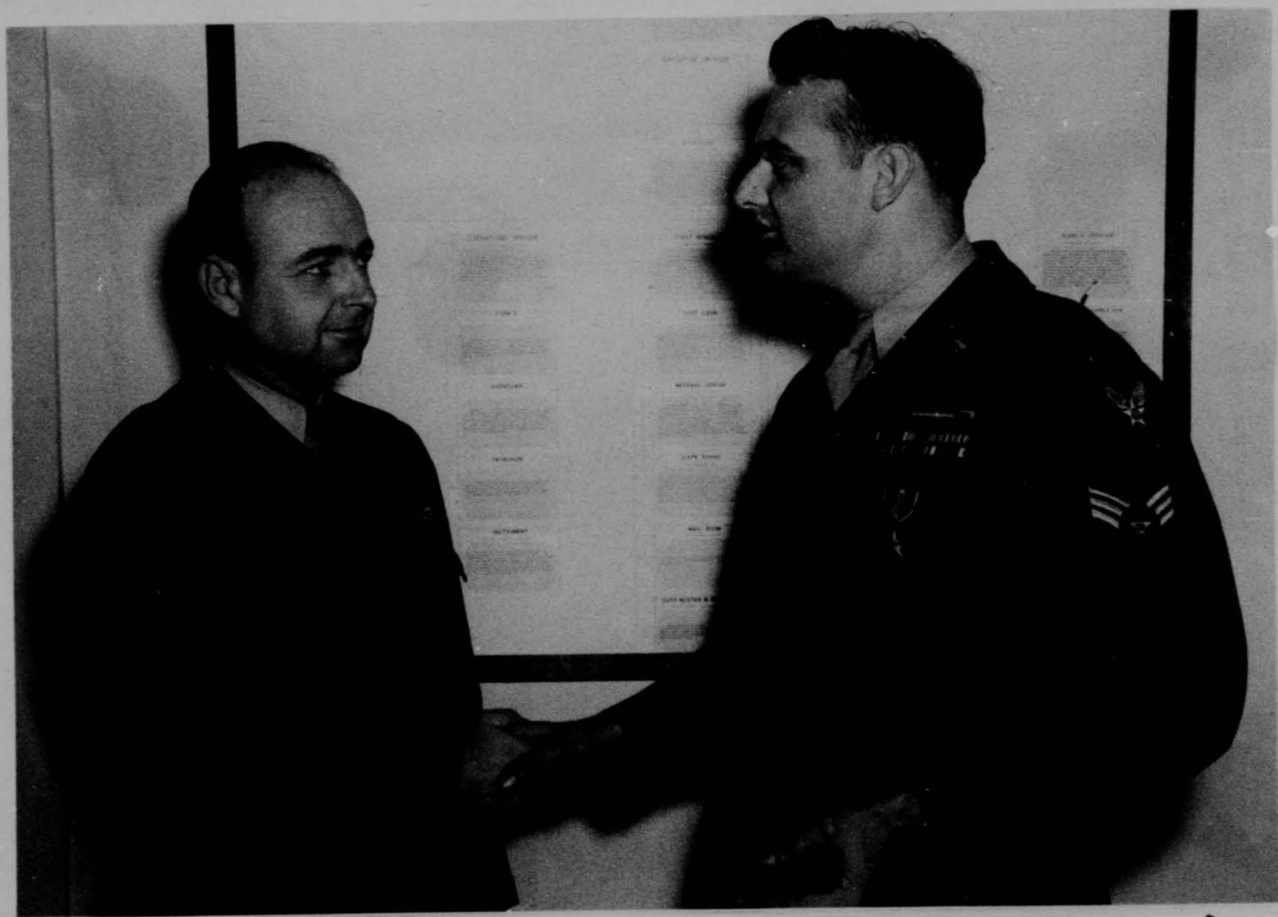

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Sgt James F. McGrath Jr receives the Bronze Star Medal from his Commanding Officer, Major Whittington.

"The Bronze Star Medal was awarded for exemplary conduct in ground combat against the armed enemy to Corporal (then Private) McGrath, on or about 6 June 1944, in the European Theater of Operations.

AUTH: Par 15 le AR 600-45, based upon GO 13, Hq 12th Inf, dtd 18 Aug 1944. The Medal was forwarded to McGrath by the Commanding General, Philadelphia Quartermaster Depot 18 August 1949."

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responsible to the Vice Commander of Continental Air Command, Maj. Gen. Charles T. Meyers, USAF. The squadron's organizational position in the command is unusual, in that it is directly under the Vice Commander and, in turn, the Commanding General, Lt. Gen. Ennis C. Whitehead.

Specific duties of the squadron

In administering to the personnel who man the many directorates and activities [2] of ConAC Headquarters, the squadron does a most diversified job. In addition to the normal functions pertaining to the welfare and morale of the troops, the squadron performs the following duties: procuring and assigning airmen to the various directorates and offices, supervising the maintenance of the twenty-two buildings used by the headquarters, scheduling flights to conduct the command's business, maintaining the aircraft used for such flights, and providing the supplies and equipment needed by the headquarters.

2. See list of Headquarter's Activities Continental Air Command.

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Squadron Administration

Hq & Hq Sq ConAC operates under a table of distribution 3/ set up by the directorate of Military Personnel. The administrative pattern of the squadron departs only slightly from standard in that, in addition to a Commanding Officer and an Adjutant, the squadron is authorized 4/ an Executive Officer and a Personnel Officer.

The size of the Squadron, which averages about seven-hundred sixty-five airmen 5/ would suggest that administrative difficulties might be proportionally large. However, the squadron has only normal problems, the greatest being the volume of routine work -- scheduling of duty rosters, issuing passes, and approving furloughs.6/

The only unusual phases of the administration are the added responsibilities of conducting the sections which support the headquarters and the

3. See Table of Distribution, Hq & Hq Sq ConAC.

4. See Organizational Chart, Hq & Hq Sq ConAC.

5. See Strength Report, for April, May, and June 1950.

6. Other squadron functions suggested by "administration" are handled by Unit Personnel. See Chapter II.

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expansion of all squadron routines adequately to govern so large a body of men.

WAF personnel assigned

There has been an average of thirty-one WAF assigned during this period. These airmen are attached to the 2243d WAF Sq for quarters, supply, and disciplinary administration. Pay, promotions, and assignments for these troops are handled in the same manner as for the male airmen. For the purposes of this report WAF personnel will be included only as airmen.7/

Cooperation among sections within the squadron

The five working sections within the squadron, since their mission of supporting the headquarters is mutual, find many opportunities to assist one another. As an example, the survey for the new uniforms 8/ was planned at a meeting of all the squadron section heads. This "round table" planning permitted the sections to know when their men would be absent and enabled supply to get the troops in and out in good time.

7. Air Force Regulation 39-36, dated 20 February 1950.

8. Discussed more fully in Chapter III, under supply sub-sections and projects.

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Relationships with other organizations on Mitchel AF Base

ConAC squadron's relations with the other organizations on the base are well ordered and profitable. The 2500 Air Base Group is responsible for many problems worked out and much assistance given.

Mess facilities for the post are operated by the Air Base Group in their consolidated mess hall. Both Group and ConAC are attemping to improve the fare and the service by exchanging suggestions, interviewing the troops, and making frequent inspections. ConAC Hq & Hq Sq, the largest on the post, assigns special meal time to its troops to avoid the congestion caused by everyone demanding chow at once. Officers from the Hq & Hq Sq eat in the enlisted mess periodically to check for proper diet, cleanliness, etc. While there is much room for improvement, officers of the various squadrons that are messed there are still meeting with food service directors and some progress is being made.

ConAC supply section deals with 2500th Maintenance and Supply Group as their first source of supply. Materiel used by ConAC Head-

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quarters, while handled by squadron supply, must be procured from 2500th Maintenance and Supply Squadron. The simplicity of this set-up is somewhat deceiving. The few items which may be in stock are easy to come by, but the large percentage of items that the headquarters requires, which are not in stock, present a different problem. The constant coordiantion between the two supply units is valuable as far as it applies, but most of the responsibility remains with ConAC Supply.

Court-martial charges are drawn up and forwarded within twenty-four hours after an infraction or a violation by any member of Hq Hq Sq is reported. Hearings are arranged by the legal office of 2500th Air Base Group. The time element involved between the occurrence of an alleged offense and the actual forwarding of charges is the shortest in ConAC Hq Sq of any organization on Mitchel Air Force Base. The extremely low court-martial rate 9/

9. See Report to Vice Commander dtd 9 June 1950, topic "b", paragraph "1"; IRS, dtd 15 June 1950, from the Vice Commander, and Mitchel Air Force Base Monthly Courts-Martial Statistics for April and May.

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for the squadron keeps problems of this nature at a minimum and the few legalities that do require attention are handled promptly and efficiently.

ConAC Squadron and Base Air Installations have a great deal of business to accomplish for ConAC Headquarters. All work orders for the headquarters are processed through the squadron and such jobs as can be done by the squadron carpenter shop are accomplished at that level. Larger projects are channeled to Air Installations.

The squadron is dependent on the Base Motor Pool for all transportation equipment. The cooperation achieved in this respect is more than meets the eye. Not only the squadron's own business, but the hauling done by the squadron for ConAC Headquarters is handled by squadron drivers and men using base vehicles.

Base finance also cooperates with Hq & Hq Sq, ConAC. Pay orders are made up by the squadron pay section and filled at the base finance office.

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Hq & Hq Sq ConAC relies on the 2500th Station Medical Sq for sick call and hospital facilities. Male airmen go through sick call at the hospital and WAF members of the squadron share the services set up for dependents at the out-patient clinic. While the medical service at the hospital is thorough and adequate, it is felt that the administrative aspects are subject to improvement.

These sections, whose cooperation the squadron enjoys, not only endeavor to fulfill the duties required of them but have shown their willingness to discuss mutual problems to improve the inter-organizational coordination.

The most important units with which the squadron deals are the Headquarters Directorates.10/ Several instances reveal the type of coordination achieved here. Section heads

10. See list of Headquarters Activities ConAC.

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throughout the Headquarters have agreed to assist the squadron personnel section in maintaining the extremely close check kept on the progress and efficiency of the airmen. This is a reciprocal arrangement since the squadron demands an equally close check on promotion opportunities for the men and on working conditions in the sections. A discrepancy, in charting the skill achieved by on-the-job trainees, has been observed among the employing sections. This project remains the responsibility of the orderly room.

Such an office as the Directorate of Materiel, and their offer to follow up transactions 11/ on which depots had been remiss, shows the type of backing that the squadron receives.

Custodial Services

The custodial services of Hq & Hq Sq, ConAC for the period April-June, reflected the usual seasonal change. The pressure for the mainte-

11. See "Changes in Supply Procedure" Chapter III.

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nance of adequate heat in the buildings slackened and plans were drawn to meet the necessary increased maintenance of lawns, shrubs, trees, grounds, and buildings.

Along these lines a request for a heating, and ventilating specialist was made to the Director of Air Installations to assist in conducting a survey to establish a long range planning program for proper ventilation of ConAC buildings. This survey resulted in a more equitable and mechanically efficient distribution of the ventilating equipment on hand.

The routine custodial and utility responsibilities were heavy during this period. These responsibilities may be roughly divided into three categories: janitorial, heating, and repair and utilities.

1 Janitorial

a. Cleaning of all buildings, latrines, windows, and floors assigned to Hq ConAC.

b. Policing of grounds around all buildings.

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c. Maintenance of lawns, shrubbery, and trees in Hq ConAC area.

d. Moving of office equipment for ConAC.

Performing these tasks utilized the services of fifteen civilians and three airmen.

II Heating

The heating of all Hq ConAC Buildings required the constant attention of twenty-two airmen. The transitory status of the airmen necessitated the constant training of new personnel and added immeasurably to the difficulties surrounding this task. This situation existed until heating was discontinued 26 May 19[illegible].

III Repair and Utilities

This category was responsible for the bulk of the custodial duties of Hq Sq ConAC. Approximately two-hundred work orders were handled during this reporting period. These requests were for all repairs and new work necessary to Hq ConAC Buildings.

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The multiplicity of these requests called for a high degree of coordination with many base facilities. It was due to this condition that a new work order system was initiated, to take effect 1 June 1950. The base of this system is a work order request log.[12]

It is expected that this log will aid in the proper channelling of all work order requests, facilitate cost accounting reports, follow work orders through, and be of value in checking and coordinating with Base Air Installations.

Many work order requests were channelled to the squadron's carpenter shop. Examples of this type were:

1. Minor repairs to buildings -- doors, windows, etc.
2. Building of office partitions, fan shelves, magazine racks, etc.
3. Installation and repair of buzzer systems and locks.

12. See Outline of Information for work order request log.

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Other requests were forwarded to Base Air Installations and Base Communications.

Occasionally a work order will require the services of both Base Air Installations and the squadron carpenter shop. An example of this type of cooperation, plus volunteer work on the part of the airmen, is the proposed building of cubicles and painting of the airmen's living quarters. The plan calls for Base Installations to furnish pre-cut lumber to be installed by the ConAC Squadron carpenter shop. The painting will be done by the airmen living in each barracks.

During this period the responsible officer for custodial services, Captain Raymond E. Wilson, was transfered and Captain Albert C. Craft assumed his duties.

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CHAPTER II

UNIT PERSONNEL

Strength and "overages" discussion, April

Authorized strength 13/ for airmen in April was six-hundred sixty-two for Headquarters and Headquarters Squadron, ConAC. Assigned strength shows seven-hundred nineteen with a margin of fifty-seven. This seeming overage is planned deliberately to cope with two major problems characteristic of this organization. Firstly, even the most qualified personnel in many SSN's may be unfamiliar with the application of their specialty to the needs of a command headquarters. A Clerk-typist (SSN 405) at squadron level, despite his skill in typing, needs a period of familiarization to assume such new duties as staff stenographer or staff correspondent with the Director of Intelligence. This creates a need for a wider choice of men within each SSN.

13. See Strength Report Hq & Hq Sq ConAC, April to 30 June 1950 and Table of Distribution Hq & Hq Sq ConAC, dtd 3 November 1949

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Procurement of personnel had to allow for such anticipated vacancies as those noted during May and June when research of forms 20 revealed that many of the men eligible for discharge were not reenlisting for their own jobs. Out of the forty men who came up for discharge twenty re-enlisted for their own vacancies, leaving twenty positions to fill.

Analysis of decisions by dischargees

Various reasons were given by those who did not reenlist, the best being offered by the two men who reenlisted for overseas. Five airmen re-enlisted elsewhere, presumably at bases nearer to their homes. Of the thirteen men who returned to civilian life, three had requested dependency discharges and two would have been subject to loss of pay under the new pay system. Two decisions to stay out were in protest to jobs outside of the airmen's assigned SSN's. One dischargee took advantage of the expiration of his term of enlistment and returned to school. Four others returned to their civilian jobs and one objected to having "too many bosses."

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Strength, May

In May, still with an authorization of six-hundred sixty-two,[14] assigned strength went down to six-hundred eighty. This left a lee-way of only eighteen airmen. By the end of May the strength reached seven-hundred one and a difference of thirty-nine. The absorption, by 1 May, of the overage for 30 April, illustrates what scant coverage was provided for a squadron that must meet the demands of Hq Continental Air Command for new personnel, cover shipping orders, (PCS and overseas) and fill vacancies as they occur.

Strength, June

Seven-hundred eleven men were carried as assigned 30 June.[15] This variance of forty-nine airmen is again gueged to meet the flucuating table of distribution for ConAC Hq.

Officer Strength

Sixteen warrant officers [16] were assigned during this quarter -- the total reaching seventeen on 31 June. Discussion of shortages or overages of warrant officers is not within the scope of Headquarters and Headquarters Squadron,

14,15,16. See Strength Report Hq & Hq Sq, ConAC 1 April to 30 June 1950.

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Continental Air Command. These assignments are handled, not at squadron level, but by the Director of Military Personnel, ConAC. Likewise for the other commissioned grades,[17] comparison between authorized and assigned strength is under the jurisdiction of Personnel Section, Headquarters, ConAC. This squadron shows a decrease from three-hundred six to two-hundred ninety-five in the commissioned personnel assigned.

Attached units, Eastern Air Defense Force

On 1 September 1949 Headquarters and Headquarters Squadron, Eastern Air Defense Force was attached to Hq Sq ConAC for administrative and logistical support.[18] As of this reporting period they are authorized fifty-six enlisted men -- assigned strength varying from forty-three on 1 April to fifty-three on 31 June. At present EADF personnel arrive on orders assigning them directly to Hq & Hq Sq EADF. Unit personnel Hq Sq ConAC is no longer charged with the procurement of airmen, only with their processing as they are assigned.

17. See Strength Report Hq & Hq Sq, ConAC 1 April to 30 June 1950.

18. See General Order 94, dtd 31 August 1949, paragraph 1.

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42d Communication Squadron

The 42d Communications Squadron was assigned to Hq & Hq Sq ConAC for administration, quarters, and rations on 10 April 1950.[19] An emergency requisition was immediately placed with the airmen assignment branch of the Director of Military Personnel to man the squadron made up almost entirely of critical SSN's. The strength of the 42d has increased from eleven to fifty-six during this quarter and does not yet meet the authorization of eighty-two shown on their table of distribution. The original requisition is still in effect. In view of the success, during April, May, and June in securing such critical personnel, the squadron promises to be fully manned by August when it departs for Stewart Air Force Base.

Personnel problems

This unit's most crying problem is the adaptation of available clerical personnel to the intricacies of their SSN's at command level. Two procedures are used to cope with this situation -- on the job training and screening

19. See General Order 12 dated 29 March 1950.

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of personnel. Sections training personnel are counseled, concerning proper training and cooperation with the squadron, to see that trainees become fitted for vacancies existing under the various deputies and directorates. Forms 20 are screened, not only with an eye to a man's SSN and his efficiency, but with special concern as to where his duties were performed. During this quarter forty-five individuals have received OJT for jobs in the many sections using ConAC squadron personnel.

Discussion of shortages and overages by SSN

Clerical personnel seems always to be at a premium. Out of the squadron's authorization of six-hundred sixty-two a total of three-hundred nine airmen are required in SSN's 502, 405, and 055. The rate at which clerical help is consumed by Hq ConAC is a primary problem for unit personnel. While the squadron shows three hundred sixteen assigned in these specialties, 15 of them are trainees or semi-skilled workers. This is not due to faulty training but to the peculiarly specialized jobs prevalent at this level. The shortage, then, is perhaps a short-

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age of unusual skills rather than a scarcity of men. Again the matter of extreme care in placement and the adaptation of partial skills is the answer. The training program aids in utilizing the airmen on hand for the jobs to be done. The dearth of highly skilled personnel results not only in some difficulty filling requisitions but, more important, in an exorbitant work-load falling on the more qualified people.

Effect on the unit's mission

Adequacy of training personnel

The success of training personnel would, in all cases, depend on the adequacy of the training program. The coordination achieved with the sections doing the training exploits every advantage for the trainee. Activities using ConAC Squadron personnel appoint their own training officers and it is their responsibility to see that the trainees succeed. Personnel thus trained for [illegible] will have proved their adequacy in the course of serving their assignments.

Improper classification and resulting reclassification

Improper classification is not prevalent to any significant extent. The squadron's policy of extreme care in classifying incoming personnel keeps mal-assignment at a minimum. During this

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Sergeant Armen K. Halagean, Hq & Hq Sq ConAC, is Airman No. 1,000 to be interviewed by ConAC's fast-working Airmen's Career Program Classification Board, since it began function in February. Here, the Sgt. reports to Board President Lt. Col. F. H. Shipley Jr., Director of Personnel and Procurement. Other members of the board are (L to R): Captains Joseph V. Matilla and Philip A. Grey, Lt. Col. Shipley, Lt. Col. Philip D. Engle and 1st Lt. Herbert S. Sakerowitz, Hq & Hq Sq Personnel Officer.

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(L to R) Captains Joseph V. Patillo and Philip A. Grey, Lt. Col. F. W. Shipley (Pres), Sgt. A. H. Malagean and 1st Lt. H. S. Soberowitz. Sgt. Malagean gets a briefing on just what the Airman's Career Program is and where he'll fit best on the career ladder in his particular field. Discussions are informal. The airmen, much at ease, talked freely about problems and desires. Members of the board particularly cautioned airmen to "be ready to prove and justify" their new MOS by taking basic USAFI courses in their selected career fields or by off-duty study.

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period there have been only five such cases, two of which are rather interesting. One man arrived from school as a 405 wondering why he disliked his assignment. It was found that he had eight years of experience as a printer. Having reached so skilled a level in his civilian occupation, he was justifiably harrassed by the tedium of a beginner's job in typing. His reassignment to the print shop at A G Publications gave the section the benefit of the man's civilian experience and provided more agreeable opportunities for the airman's progress. A discontented member of Statistical Control had been assigned there because no vacancies existed for a photographer. Since the man was an expert in photography, several related SSN's were open to him. His skill is now being utilized by the base photo laboratory.

On 7 June one thousand [20] airmen had been converted to the new career field program. This project began in February and was accomplished in

20. See Work Load of Unit Personnel Section 1 January 1950 to 31 May 1950.

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strict accordance with pertinent regulations 21/ and the squadrons policy of special care in placement.

Troop morale

The usual symptoms of a poorly administered squadron, AWOL's, courts martial, and the sick-book are kept to a wholesome minimum 22/ by Headquarters and Headquarters Squadron, ConAC.

There have been only nine AWOL's, or an average of three per month, during this quarter. This shows scant evidence of discontent among seven hundred sixty-five troops and indicates that morale influencing factors are treated with proper consideration. The sick-book pictures a remarkably healthy squadron 23/ with an average of only four airmen per day requiring medical attention. This low, of five one-thousandths of a percent, indicates that the men are not using sick call as an excuse for malingering.

21. AF Regulation 35-391, dtd 29 July 1949.

22. See Monthly Courts-Martial Statistics for April and May 1950.

23. See Report to the Vice Commander, dtd 9 June 1950, topic "c", paragraph "1".

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Recreational opportunities

Personnel services for all of Mitchel Air Force Base are handled by the 2500th Air Base Group's Personnel Services. The base gymnasium its adjoining swimming pool, the post library, and the tennis court, are among the recreational facilities available. A generous program of activities is offered by the Airmen's Club, Mitchel's equivalent of a recreation hall.

Athletic equipment belonging to the squadron may be checked out by the men who enjoy sports during their off duty hours. Golf clubs, basket balls, and baseball equipment are available for personal use and as an aid in fulfilling weekly requirements of four hours physical training per airman.

Troop welfare is a prime concern to everyone and is maintained in a multitude of ways. Time to find at least temporary quarters is arranged for married airmen when they report to the squadron. Sections utilizing squadron personnel are monitored to ascertain that proper surroundings are provided and adequate breaks allowed.

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Mitchel Air Force Base Bowling Champions

Caruso, [illegible], [illegible], [illegible], [illegible], and [illegible] surround the trophy they brought home to ConAC Hq [illegible] for the [illegible] season.

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CHAPTER III

SUPPLY AND EQUIPMENT

Important shortages and progress toward their elimination

Scarcities in property class 40 A [24] constitute the most painful shortages [25] with which ConAC squadron supply has to deal. These shortages are recent and are due to the sudden expansion of all sections under ConAC. Equipment for which local purchase can be authorized is handled most rapidly once word is received, through Base Supply, that no Materiel depot has the desired item in stock. Such purchases are made through the cooperation of the Base Purchasing and Contracting Office.

One request for desks and chairs, made in February, has been followed up by four tracers and has not yet received even a negative reply. This particular case has been turned over to the Deputy for Materiel, Continental Air Command. Since the required items are in short supply at base level and at supply depots,

24. Property class 40 A is that division of Air Force property, designated by AF Manual 67-1, as office furniture -- desks, chairs, file cabinets and related items.

25. See list of shortages, Headquarters Supply ConAC.

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little more progress can be made toward eliminating such shortages by an activity at squadron level.

Reasons for shortages

The nation's present state of emergency and the Air Force's corresponding increase of activity have stimulated demands for equipment. This newly created need has exhausted stocks. Coincident with this "sell out" the depots are stating, in their replies to requisitions, that contracts for the merchandise have expired and that the material, since it is not on consignment, cannot be back ordered.

Effects of shortages on units mission

These shortages detract from the efficiency of the work performed and hinder the headquarters in the accomplishment of its mission. Equipment failure within a section can, at times, cause complete work stoppage and a corresponding loss of man hours.

Changes in supply procedure

Procedure in supply has undergone few changes during this quarter. Requisitioning has been accelerated and follow-up procedure intensified to solve the shortage problem. Follow-ups are sent out every fifteen to twenty

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days when replies are not received within a reasonable period. The Directorate of Materiel has offered the ConAC supply section an extra measure of assistance in solving the shortage problem. Sections experiencing difficulty when their requisitions cannot be filled are counseled by the Director of Materiel. Inquiries and requisitions, to which supply agencies have failed to respond, are now channeled to the directorate level.

Instances of outstanding speed and efficiency

Stitching wire may be unheard-of, or at least an insignificant item, until it causes a work-stoppage. When AG Publications came to a standstill with their binding machines shy of stitching wire, ConAC supply section produced the needed item in two hours. The wire had been on order for several months -- both publications and supply believing that it was forthcoming through normal channels. When the "emergency" stage was reached, authorization was granted to purchase the item locally. Local purchase, at its fastest,

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involves a ten to fifteen day bidding period. Permission was granted to waive the publication of bids and the requisition was "hand-carried" through. Providing, in two hours, an item that threatened two weeks of production illustrates the supply section's ability to assist the thirty-one ConAC Hq sections with whom it deals.

This is one of innumerable instances when more than "routine" effort was put forth in cooperating with the activities that rely on ConAC squadron supply.26/ The hand-carrying of such emergency requisitions is incidental to the regular business of the local purchase section.27/ Primarily the section is set up to buy non-stock-listed items from commercial dealers. The total monetary value, of the supplies procured through these two types of transaction, averages over twenty-four thousand dollars per month.

26. See list of Headquarters activities ConAC.

27. See Local Purchase Section, page 2, Work Load Report for Hq Supply ConAC, 1 February to 31 May 1950.

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Several times during this quarter the Squadron Commander has been complimented by Col. [illegible] C. [illegible], Assistant Vice Commander, Continental Air Command, concerning the neatness and cleanliness with which ConAC Supply is maintained.

Three airmen handle transfer and storage for ConAC Supply Section. Normally this job consists of picking up the section's issues from Base Supply and delivering equipment to the headquarters sections. If one of these offices must be moved to a new location on the base, the hauling is done by ConAC Supply's truck-crew. It was for accomplishing such a project as this that Major Burgess Gradwell of Personal Services commended the squadron in May.28/

Supply agencies from which relief is sought

Closer coordination is being sought with the Middletown Supply Depot, ConAC's first source of supply, and with Air Materiel Command at Wright-Patterson AFB. The support

28. See letter, dtd 10 May 1950, from Major Burgess Gradwell, Personal Services.

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given the supply section by the Director of Materiel has been most helpful.

Time lag involved

The time-lag involved is not so much a "lag" as an impasse. Returned requisitions, marked "contract expired," "items not on consignment," and "reorder in one-hundred twenty days," indicate scant basis from which to compute the date when procurement might be achieved.

Supply sub sections and projects

A new service within the supply section was instituted on 1 May 1950 when a typewriter repairman was assigned here.

Minor repairs and preventive maintenance are performed on the five-hundred forty typewriters for which supply is accountable. An average of six to eight machines are cared for daily.29/ This prevents the loss of time that would result if each machine had to go through the base repair shop for such adjustment.

New uniform

The "new blues" furnished the largest single job that supply tackled during April. In two days time seven hundred airmen were

29. See page 3 Work Load Report Hq & Hq Sq ConAC Supply.

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measured for their new uniforms. Three stations were set up: at unit supply for personnel working near the squadron, at the squadron maintenance hangar for line personnel. Two measuring details and two recording details worked at each station. Schedules were posted so that the airmen could depend on prompt service and subsequent return to duty. The assembly line tactics employed in measuring the men and the "by-appointment" method of calling them kept the project moving and eliminated confusion.

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CHAPTER IV

ENGINEERING MAINTENANCE

Organization of unit

The Hq & Hq Sq Maintenance Engineering section consists of three flights under the direction of WOJG Donald E. Stevens, maintenance officer, and M/Sgt Peter Dunca, line chief. Four "work-horse" sections, inspection, hangar maintenance, communication, and a tool crib complete the compact unit.[30] The combined section has averaged one hundred five personnel during the months April through June.

ConAC flight section was activated 1 July 1949 and completed its first year's work of performing field maintenance as shown in this report. The efficiency of this section is apparent not only in the accomplishment of duties treated in ensuing paragraphs of this report, but was described as outstandingly effective [31] by Col. R. O. Warren, Asst Vice Commander, ConAC.

Maintenance problems

"Strictly normal" is the engineering officer's opinion of problems faced by his section. One

30. See Organizational Chart, Aircraft Maintenance Section.

31. See Report to the Vice Commander, 9 June 1950, and IRS, dtd 15 June 1950, from the Asst Vice Commander.

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identifying aspect of the maintenance installation in that eleven of the aircraft assigned are staff-modified.

Mission of section

Providing prompt service for general grade officers and members of the many directorates of ConAC Hq. demands that all aircraft be kept ready to fly with little or no notice.

Methods to increase efficiency

Special duty hours and pay service for maintenance personnel assure them of spending their duty hours actually on the job. Line personnel are paid at the hangar to prevent losing time waiting for the rest of the squadron to be paid. Duty hours in the hangar are from 0730 hours to 1630 hours. Since the majority of take-offs are scheduled for 0800 and 0830 hours, the early start gives crews a chance to get the planes set up for such flights.

Supply problems

Supply does not pose any unusual hardships, although prevailing scarcities are tightening up. This seems to be a difficulty for supply in securing parts rather than any sloth on their part in cooperating with maintenance.

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No new procedures have been considered since efficiency shows that no such changes are indicated.

Instances of outstanding speed and efficiency

Most outstanding among the achievements in maintenance during this quarter is the high average, 80%, of time in commission per aircraft.[32] This is 10% above what is usually termed "normal."

Flying safety

A perfect record of flying safety and no appreciable time lost due to infringements of ground safety is shown for April, May, and June of 1950.

TO compliance

Compliance with technical orders constituted a major part of the work load with the most progress shown in installation of radio sets,[33] cock-pit lights,[34] and modification of landing-gear warning systems.[35]

Account # 525, hand tools, is undergoing an inventory, begun 20 June 1950, and promises to show a minimum of shortages. This will be fully discussed in next quarter's historical report.

32. See Report to the Vice Commander, 9 June 1950, and IRS, dtd [illegible] June 1950, from the Asst Vice Commander.

33. T.O. 01-40N-89 dtd 26 June 1949.

34. T.O. 01-40N-94 dtd 21 March 1950.

35. T.O. 01-60GB-34A dtd 1 May 1950.

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CHAPTER V

OPERATIONS AND TRAINING

Problems encountered and policies evolved to solve them

A 2,976 hour allocation 36/ of flying time was the major problem over which ConAC Squadron's flight section triumphed during the period of April, May, and June. Of this allocation 1,7[illegible] hours were set-up for Military Individual Training and 1,2[illegible] as "administrative buffer." Since the volume of administrative flying so far exceeds the available time, it was decided to combine the two allocations and assign pilots such administrative flights as would fulfill their proficiency flying minimums.

Results of policies set up to meet problems

Extreme care in planning resulted in all required flights being made in such a manner as to complete the flying minimums of all pilots assigned. With this unusual supervision, arranging pilot time within the demands of official business flights, all requests were met and a residue of [illegible] hours, unused, [illegible] up.

36. See Letter ConAC, OT 360.1, Allocation of Flying Hours and Allocation Chart.

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The average number of pilots assigned during this quarter was one-hundred forty-nine per month. These officers all have duty assignments within the headquarters and must fulfil their flying requirements in addition to their normal duties.

This allocations system was initiated last November,37/ since which time ConAC Operations has flown 8,000 hours.

Responsibilities of the section

Routine duties of ConAC flight section are to arrange the necessary trips pertinent to conducting the command's affairs. Two flight clerks schedule flights and set up priorities according to the urgency of the transactions for which the flights are requested.

The operations officer, Capt. Zaccheus C. Richardson, is charged with instructing air crews prior to flights and coordinating staff and command missions. His duties concerning assigned pilots include securing and dissemenating new regulations and providing data on operations proceedure, radio facilities, etc. Reports on air-

37. See Letter ConAC, OT 360.1, Allocation of Flying Hours and Allocation Chart.

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craft requirements and utilization are supervised by the operations officer.

Forms 1, Aircraft Flight Record, and Forms 5, Report of Individual Flying time, are maintained by the operations section.

Capt. [illegible], in addition to his responsibilities as operations officer, is officer in charge of instrument flying for ComAF. This entails instruction, in accordance with ComAF Staff Memo [illegible]-2, of all pilots in instrument flying procedures. [illegible] the procedure for the renewal of instrument flying certificates. [illegible] additional duties [illegible] Flight Test Officer for maintenance. This requires test-flying all ComAF [illegible] aircraft after engine changes or major repairs.

Safety record

During its first year's history, complete with this reporting period, ComAF Operation's flight section has had only one "lost time" accident. This occurred while taxiing a C-47 and caused only the most minor damage to a wing tip. During April, May and June, covered in

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this report, there has been a perfect flying safety record -- no accidents, no damage.

Operations is the only section in Hq Squadron, ConAC that observes a seven day work week.

Training projects

Training projects range from accident study classes for pilots to a school for erring airmen.

Pilots assigned to ConAC flight section attend monthly accident study classes conducted by the command's Operations and Training Division.

Four lecture periods per month keep the squadron's airmen informed about current history and new plans on the Air Force. Two of these training periods are on alternate Saturday mornings and two on Tuesday evenings. During this reporting period airmen attendance at the Information and Education periods reached [illegible]% compared to an average, in February, of [illegible]%.38/

A major training item was completed when [illegible]% of the squadron fired a score of [illegible] or better on the rifle range.39/

38,39. Section "[illegible]" page 2 Report to the Vice Commander, 9 June 1950.

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In the air, land --any body can see. [illegible] proves the outfit battle-worthy [illegible]

These experts scored as follows on the firing range in June: [illegible]

Sgt [illegible], 125.

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[illegible]. Once a month Friday and Saturday evenings are devoted to a school for Airmen. This is a refresher course for airmen who tend to be slack about squadron duties and military courtesy.

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[illegible]

1. Roster of Key Personnel
2. Organizational Chart, [illegible]
3. List of Headquarters Activities
4. [illegible]
5. Strength Report [illegible]
6. [illegible]
7. [illegible]
8. [illegible]
9. [illegible]
10. General Orders [illegible], Headquarters Continental Air Command
11. General Orders [illegible], Headquarters Continental Air Command
12. [illegible]
13. [illegible]
14. [illegible]
15. [illegible]
16. Organizational Chart, Aircraft [illegible]
17. Letter, [illegible] Location of Flying [illegible]
18. Allocation Chart (Flying Hours)

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HEADQUARTERS AND HEADQUARTERS SQUADRON
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

30 April 1950

ROSTER OF KEYOFFICERS

Major Riley N. Whittington, Commanding
Captain William F. Boing Jr, Supply Officer
Captain Albert O. Craft, Adjutant
1st Lt Herbert S. Sekerewitz, Personnel Officer
Captain Zaccheus Richardson, Operations Officer
WO Donald F. Stevens, Maintenance Officer

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HEADQUARTERS AND HEADQUARTERS SQUADRON
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

31 May 1950

ROSTER OF KEY OFFICERS

Major Riley N. Whittington, Commanding
Captain William F. Boing Jr, Supply Officer
Captain Albert O. Craft, Adjutant
1st Lt Herbert S. Sekerewitz, Personnel Officer
WO Donald F. Stevens, Maintenance Officer

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WO Donald F. Stevens, Maintenance Officer

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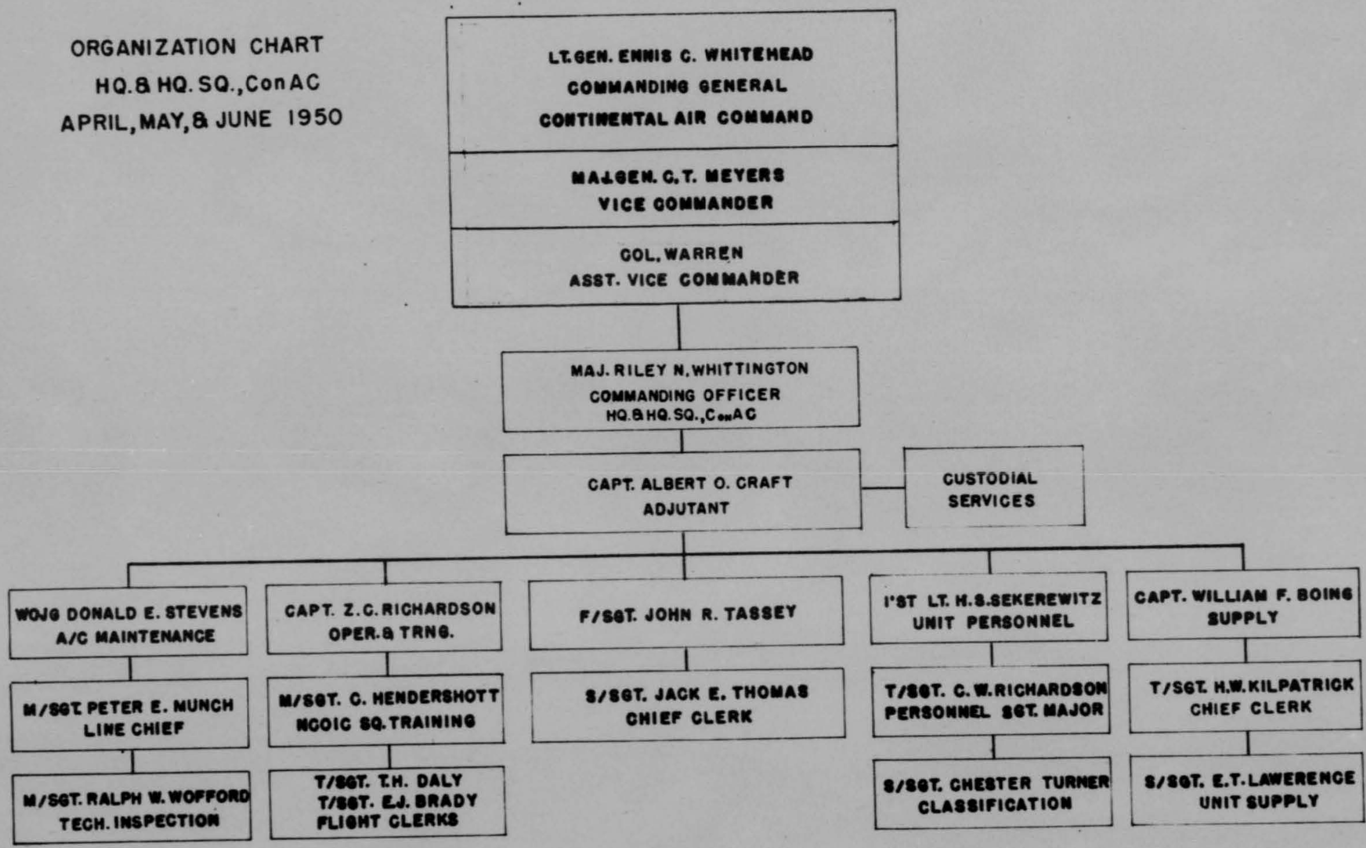
ORGANIZATION CHART
HQ.& HQ. SQ., ConAC
APRIL, MAY, & JUNE 1950



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HEADQUARTERS AND HEADQUARTERS SQUADRON
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

D I R E C T O R A T E S - O F - C O N A C

Commanding General
Vice Commander
Manpower Evaluation Board
Command Board of Appeals
Army and Navy Liaison
Air Adjutant General
Air Surgeon
Inspector General
   Air Inspector
   Dir of Flying Safety
   Air Provost Marshal
Public Information Office
Air Judge Advocate
Comptroller
   Dir of Programs and Costs
   Dir of Statistical Services
   Dir of Budget
   Dir of Audits
   Dir of Finance
Deputy for Personnel
   Air Chaplain
   WAF Staff Dir
   Dir of Pers Plan & Mgmt
   Dir of Mil Personnel
   Dir of Pers Mobilization Control
   Dir of Pers Services
   Dir of Air ROTC & Air Scouts
   Ground Safety
Deputy for Operations
   Dir of Operations & Training
   Dir of Programing & Organization
   Dir of Plans & Requirements
   Dir of Communications & Electronics
   Dir of Civil Air Defense
Deputy for Materiel
   Dir of Materiel Planning
   Dir of Supply
   Dir of Maintenance
   Dir of Services
   Dir of Transportation
   Dir of Air Installations

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TABLE OF DISTRIBUTION

Hq & Hq Sq ConAC (excerpt from) dtd 9 November 1949

SSN	Auth	SSN	Auth	SSN	Auth
050	3	754	3		
055	70	766	1		
067	1	791	5		
070	10	805	1		
076	2	815	2		
107	7	821	6		
117	21	822	2		
120	1	824	1		
144	1	826	15		
167	5	835	12		
212	23	852	1		
213	8	853	1		
237	3	890	1		
261	1	911	5		
268	4	925	4		
272	4	945	1		
274	5	953	1		
275	16	955	1		
279	2	965	1		
282	1	1824	1		
345	6	1945	1		
400	30	2274	1		
405	89	2747	2		
425	2	2756	4		
486	2	9014	1		
502	151	9268	5		
505	1				
528	2				
534	2				
542	2				
548	1				
555	2				
566	5				
574	1				
581	2				
590	4				
620	3				
622	3				
631	2				
648	2				
649	1				
673	1				
684 A	4				
685	2				
686	2				
687	2				
747 C	13				
747 D	2				
747 G	10				
747 I	1				
750	6				
750 A	2				
750 C	17				
750 D	2				
750 G	12				
750 I	6				

These figures (showing the authorized SSN's and the number of airmen allowable in each SSN) represent that part of the Table of Distribution, Hq and Hq Sq, ConAC (dtd 9 Nov 1949) that is referred to in the text of this report.

This chart is submitted, in preference to the heavily annotated photostatic document, for the sake of brevity, clarity, and accessability. It is presumed that this will be more valuable to the reader than the documentary strength of so complex and bulky an enclosure.

STRENGTH REPORT
HEADQUARTERS AND HEADQUARTERS SQUADRON
CONTINENTAL AIR COMMAND
and
ATTACHED SQUADRONS

April, May, and June, 1950

Continental Air Command	1 April 1950	30 April 1950	1 May 1950	31 May 1950	1 June 1950	30 June 1950
Officer	306	299	301	291	291	295
Warrant Officer	16	16	16	16	16	17
Airmen	719	731	680	701	705	711
Eastern Air Defense Force						
Officer	24	26	26	29	29	27
Warrant Officer	1	1	1	1	1	1
Airmen	43	40	40	41	42	53
42d Communication Squadron						
Officer	1	1	1	1	1	1
Warrant Officer						
Airmen	11	18	18	24	27	56

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HEADQUARTERS AND HEADQUARTERS SQUADRON
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

9 June 1950

SUBJECT: Headquarters & Headquarters Squadron, Continental Air Command

THRU : Vice Commander, Headquarters Continental Air Command, Mitchel Air Force Base, New York

TO : Commanding General, Headquarters Continental Air Command, Mitchel Air Force Base, New York

1. The following data is respectfully forwarded to you for your information. The figures herein noted are compiled from our files and cover the months of February 1950 thru May 1950 inclusive.

a. "Air Commission Rate", for twenty-one assigned aircraft.

February	82%
March	85%
April	87%
May	92%
Average	87% for one hundred thirty (130) days.

b. "Courts-Martial Rate", for seven hundred sixty-five airmen assigned to this squadron.

MONTH	104th AW	Summary	Special	General
February	5	5	0	1 *
March	4	0	0	0
April	5	2	0	1 *
May	3	1	0	0
Average	4.2	2.0	0.0	.50

*Airmen transferred to this squadron for courts-martial.

c. "Sick Book Rate", for seven hundred sixty-five airmen.

(1) Sick Call each day averages four (4) airmen.

February	.004%
March	.006%
April	.005%
May	.005%
Average	.005% for one hundred thirty (130) days.

(2) One infection in six (6) months.

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Subject: Hq & Hq Sq, Dated 9 Jun 50, (Cont'd)

d. Squadron Training. (1) Attendance has increased from 84% in February to 88% in May.

(2) Of the six hundred sixty (660) airmen required to fire in Small Arms Qualification, five hundred ninety-eight (598) airmen qualified a score 129 or better. (Average 91% qualified)

/s/Riley B. Whittington
/t/RILEY B. WHITTINGTON
Major, USAF
Commanding

A TRUE COPY:

William F. Boeing, Jr

WILLIAM F BOEING JR
Captain USAF

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FILE:

SUBJECT:

HEADQUARTERS
CONTINENTAL AIR COMMAND
INTEROFFICE ROUTING SLIP

NO	DATE	FROM	TO	Number and date each entry - show date of dispatch. Show staff division or office in FROM-TO columns. Sign each entry legibly - show actual signer. Draw a line across the page under each entry. Use full width of page for long entries.
1	15 June	VC	C.O. Hq & Hq Sq, ConAC	The Vice Commander has reviewed the attached memorandum on the activities of the headquarters squadron and desires to express his appreciation for what he considers an outstandingly effective result. FOR THE VICE COMMANDER: /s/William C. Warren WILLIAM C. WARREN Colonel, USAF Asst. to VC Incl. A TRUE COPY: ALBERT O. CRAFT Captain, USAF Executive Officer

HQ ConAC FORM 1-1
22 April 1950

Do not detach from correspondence

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MONTHLY COURT-MARTIAL STATISTICS For Period: 1 April to 30 April 1950

Organization	Sum	Spec	Gen	AW	Offense	Date of Restraint	Date Charges Preferred	Date of Trial	Elapsed Time (Days)
I -- 2500TH AIR BASE GROUP:									
2500th Base Service Sq	1			61	AWOL		26 Apr	28 Apr	2
" " " "	1			61	Fail to Repair		4 Apr	10 Apr	6
" " " "			1	58	Desertion	C-5 Dec-13Feb	16 Feb	11 Apr	54 #
" " " "		1		61	AWOL		4 Apr	14 Apr	10
" " " "		1		61	AWOL		7 Apr	14 Apr	7
" " " "		1		61	AWOL		4 Apr	14 Apr	10
" " " "	1			61	AWOL		13 Apr	14 Apr	1
" " " "		1		61	AWOL		10 Apr	19 Apr	9
" " " "		1		96	Dr & Dosord in Unif		11 Apr	27 Apr	16
" " " "	1			61	AWOL		24 Apr	27 Apr	3
2500th Maint & Sup Sq		1		96	Breach of Rest, Fraud, Use of Pass		23 Mar	10 Apr	18
" " " "			1	96	Taking G.I. Vehicle		30 Dec	13 Apr	104 *
" " " "	1			61	Fail to Repair		18 Apr	19 Apr	1
" " " "	1			96	Driving under inf of Alch		20 Apr	24 Apr	4
" " " "	1			61	AWOL		21 Apr	21 Apr	0
" " " "	1			61	AWOL		21 Apr	21 Apr	0
" " " "	1			61	AWOL		20 Mar	26 Apr	37***
2500 Medical Squad.	1			85	Drunk on Duty		5 Apr	10 Apr	5
AVERAGE DAYS: Sum - 5.9; Spec - 11.66; Gen - 79									
II -- OTHER UNITS:									
2230th AFRTC		1		61	AWOL	C-31 Mar	1 Apr	10 Apr	11
" "			1	93	Larceny		16 Apr	10 Apr	56--
2233rd AFRTC	1			61	AWOL		14 Apr	20 Apr	6
Hq & Hq Sq, FAF	1			61	AWOL		4 Apr	10 Apr	6
" " " "	1			61	AWOL		13 Apr	13 Apr	0
Hq & Hq Sq, ConAC	1			61	AWOL		10 Apr	12 Apr	2
" " " "	1			61	AWOL		13 Apr	14 Apr	1
" " " "		1		61	AWOL		10 Apr	19 Apr	9 *

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MONTHLY COURT -MARTIAL STATISTICS For the Period: 1 April to 30 Apr 1950

	Sum	Spec	Gen	AW	Offense	Date of Restraint	Date Charges Preferred	Date of Trial	Elapsed Time (Days)
II - OTHER UNITS (Cont'd):									
28th Comm Sq.	1			96	Dr & Disorderly		11 Apr	13 Apr	2
34th Comm Sq			1	93	Forgery				
				96	False Off Statement		9 Mar	17 Apr	39 ##
2102 A. W. Group	1			61	AWOL		.13 Apr	14 Apr	1
646th AC & W Sq	1			86	Sleeping on Post		13 Apr	17 Apr	3
1916th AACS			1	83	Damaging Gov't Prop				
				96	Viol of Orders		6 Mar	21 Apr	46 ###
" "		1		61	AWOL	C-19 Apr	20 Apr	27 Apr	8
12th Wea.Sq	1			61	AWOL		21 Apr	24 Apr	3

AVERAGE DAYS: Sum - 2.66; Spec - 9.33; Gen - 47

6 -

TOTAL AVERAGE DAYS: Summary Court-Martial cases - 4.36
Special Cpurt-Martial cases - 10.88
General Court-Martial cases - 59.8

\# - Franco - Awaiting service record -(Special Defense Counsel and witnesses) at request of accused
* - Sanders - Acquittal - Investigations
*** -Turner - EM in hospital for 37 days
-- - Brown - Investigation and absence of material witness
* - Pritchard - acquitted
\## - Horsman - Investigations, depositions
\### - Jaekley - Investigations (Special defense counsel) Request of accused

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MONTHLY COURT-MARTIAL STATISTICS For the Period: 1 May to 31 May 1950

Organization	Sum	Spec	Gen	AW	Offense	Date of Restraint	Date Charges Preferred	Date of Trial	Elapsed Time (Days)
I --2500th AIR BASE GROUP:									
2500th Base Service Sq	1			96	Impersonating NCO		2 May	3 May	1
" " " "	1			61	AWOL		1 May	3 May	2
" " " "	1			61	AWOL		2 May	4 May	2
" " " "	1			86	Sleeping on Post		3 May	5 May	2
			1	96	Destroying U.S. Mail				
				93	Larceny		27 Mar	11 May	45*
" " " "	1			61	AWOL	C-9 May	10 May	12 May	3
" " " "	1			61	AWOL		17 May	18 May	1
" " " "	1			85	Drunk on duty		25 May	26 May	1
" " " "	1			61	AWOL		25 May	26 May	1
2500th M & S Sq	1			96	Disorderly Conduct		4 May	5 May	1
" " " " "	1			96	Disorderly Conduct		4 May	5 May	1
" " " " "	1			96	Disorderly Conduct		4 May	5 May	1
" " " " "		1		85	Drunk on Duty		4 May	9 May	5
" " " " "	1			61	AWOL		15 May	18 May	3
" " " " "	1			61	AWOL	C-16 May	17 May	18 May	2
2500th Medical Squadron	1			61	AWOL	C-13 May	16 May	17 May	4
" " "		1		61	AWOL		19 May	24 May	5.

AVERAGE DAYS: Sum - 1.78; Spec - 5; Gen 45

Organization	Sum	Spec	Gen	AW	Offense	Date of Restraint	Date Charges Preferred	Date of Trial	Elapsed Time (Days)
II - OTHER UNITS:									
28 Comm Squadron	1			61	AWOL		1 May	3 May	2
" " "	1			65	Threaten NCO				
				96	Disorderly Conduct		1 May	3 May	2
" " "	1			61	AWOL		15 May	16 May	1
" " "	1			61	AWOL		24 May	25 May	1
2233 AFRTC	1			96	Breach of Restriction		1 May	3 May	2

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MONTHLY COURT-MARTIAL STATISTICS For the period 1 May to 31 May 1950

	Sum	Spec	Gen	AW	Offense	Date of Restraint	Date Charges Preferred	Date of Trial	Elapsed Times (Days)
II - OTHER UNITS (Cont)									
Hq & Hq Sq 2102D AW Gp	1			96	Breach of Restriction		4 May	5 May	1
" " " " " " "	1			61	AWOL		18 May	18 May	0
1916 AACS SQ	1			61	AWOL		17 May	19 May	2
" " "	1			61	AWOL				
				65	Fail to obey NCO		26 May	27 May	1
Hq & Hq Sq ConAC	1			61	AWOL		8 May	10 May	2
12th Weather Sq		1		61	AWOL		26 Apr	9 May	13
2230th AFRTC	1			61	AWOL	C-16 May	17 May	19 May	3
1802D AAC Sq	1			61	AWOL		17 May	19 May	2
Hq & Hq Sq FAF		1		61	AWOL		12 May	24 May	12

AVERAGE DAYS: Sum - 1.41; Spec - 12.9

	Sum	Spec	Gen	AW	Offense	Date of Restraint	Date Charges Preferred	Date of Trial	Elapsed Times (Days)
III - CASUALS - (Here for trial)									
2500th Air Base Group			1	58	Desertion		1 Mar	2 May	62*
" " " "			1	58	Desertion		7 Mar	15 May	69*

AVERAGE DAYS: Gen - 65.5

TOTAL AVERAGE DAYS: Sum - 1.6; Spec 7.5 Gen 58.66

* Powell, Frederick M - Accused AWOL after charges preferred for 20 days - Obtaining M/R from Slocum
* Goldberg, George - Obtaining Depositions - OSI Investigation
* McDowell, Perry L - Obtaining M/R and SC from St Louis and other Depots

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OUTLINE OF INFORMATION FOR WORK ORDER REQUEST LOG

1. Squadron work order number.
2. Date received.
3. Brief job description.
4. Office making request.
5. Phone number of requesting office.
6. Building number.
7. Date request was forwarded.
8. Facility forwarded to.
9. Date approved.
10. Work order number assigned by other facilities.
11. Date completed.
12. Estimated cost.
13. Actual cost.
14. Remarks.

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HEADQUARTERS
CONTINENTAL AIR COMMAND
Mitchel Air Force Base, New York

GENERAL ORDERS)
:
NUMBER 99) 21 September 1949

ESTABLISHMENT OF AIR DEFENSE FORCES..............................SECTION I
AMENDMENT OF GENERAL ORDERS....................................SECTION II

SECTION I

1. Effective 1 September 1949, the following activities are established and assigned to Continental Air Command, with headquarters at locations indicated:

Establishment	Location of Headquarters
Eastern Air Defense Force	Mitchel AFB, New York
Western Air Defense Force	Hamilton AFB, Hamilton, Calif.

2. Obligate to the extent necessary the appropriate allotments in accordance with AF Manual 172-1, June 1949.

3. Authority: Letter, Headquarters USAF (AFOOR 327f), subject: "Establishment of the Eastern and Western Air Defense Forces," 7 September 1949.

SECTION II

Paragraph 3, Continental Air Command General Orders Number 94, 31 August 1949, is deleted and the following substituted therefor:

"3. a. Hq & Hq Squadron, Eastern Air Defense Force is attached to Hq & Hq Squadron, Continental Air Command for administration and logistical support.

b. Hq & Hq Squadron, Western Air Defense Force is attached to Hq & Hq Squadron, Fourth Air Force for administration and logistical support."

BY COMMAND OF MAJOR GENERAL WEBSTER:

CHARLES T. MYERS
Major General, USAF
Vice Commander

OFFICIAL:

/s/&/t/NEAL J. O'BRIEN
Colonel, USAF
Adjutant General

DISTRIBUTION:
A

A TRUE COPY:

Sidney S. Hirshberg
SIDNEY S. HIRSHBERG
Capt, USAF
Adj-Hq & Hq Sq ConAC

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HEADQUARTERS
CONTINENTAL AIR COMMAND
Mitchel Air Force Base, New York

27 March 1950

GENERAL ORDERS
NUMBER 18

ATTACHMENT OF 42D COMMUNICATIONS SQUADRON, COMMAND

Effective 1 April 1950, the 42d Communications Squadron, Command, is relieved from attachment to First Air Force and is attached to Headquarters and Headquarters Squadron, Continental Air Command, for administration.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

CHARLES T. MYERS
Major, General, USAF
Vice Commander

OFFICIAL:

/s/&/t/NEAL J. O'BRIEN
Colonel, USAF
Air Adjutant General

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A TRUE COPY:

Sidney S. Hirshberg
SIDNEY S. HIRSHBERG
Captain, USAF
Adj-Hq & Hq Sq ConAC

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HEADQUARTERS AND HEADQUARTERS SQUADRON
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

WORK LOAD OF UNIT PERSONNEL SECTION FOR THE PERIOD

1 JANUARY 1950 - 31 MAY 1950

The Unit Personnel Section, Headquarters and Headquarters Squadron, Continental Air Command, is composed of the following departments:

Personnel Officer
Personnel Sergeant Major
Classification and Assignment Section
File Section
Service Record and 201 File Section
Discharge Clerk and Insurance Specialist
Finance Section
Morning Report Section

Classification and Assignment Section

This section is manned by 4 airmen.

For the period 20 February to 7 June 1950, 1,000 airmen were converted to new Air Force Specialties under the Airmen Career Program. This section arranged for each of these 1,000 individuals' appearance before the board, counseled the airmen on their prospective career fields, issued Special Orders awarding new Air Force Specialties and Specialties Codes and made entries on each DA AGO Form 20. This included re-making approximately 250 Forms 20' due to insufficient space on the old record to record airman's conversion.

This section arranged for proper selection and processing of 102 airmen transferred overseas and 79 airmen reassigned to other ZI stations.

Suspense files and daily progress reports were maintained on approximately 80 individuals who acquired new SSN's through On-the-Job Training. Various sections were counseled on proper training of airmen, Special Orders were issued awarding new job titles and entries made on Form 20's.

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The following daily, weekly and monthly report are prepared by this section:

AF 127 Report (Separate reports are prepared for male, female, white and negro personnel assigned to Hq & Hq Sq, ConAC, EADF and the 42nd Comm Sq.)

Personnel Accounting Chart (Airmen)

Classification and Audit List (Airmen)

Monthly Overseas Screening Report (List all airmen by name, SSN, eligibility for overseas, Foreign Service Credits and date assigned to Mitchel AFB)

Weekly Report of Airmen Volunteering for Overseas

Monthly Flying Status Report

Three status boards are maintained daily by this section:

1. Showing airmen assigned and authorized by SSN to Hq & Hq Sq, ConAC. This board also shows airmen who are working in their primary SSN, secondary SSN or undergoing On-theJob Training.

2. Showing airmen authorized and assigned by SSN to EADF and to the 42nd Comm Sq. This board also shows airmen who are working in their primary SSN, secondary SSN or undergoing On-the-Job Training.

3. Showing airmen assigned by duty SSN to each Directorate within Headquarters ConAC.

NOTE: All 3 of these boards show the daily surplus and shortages of personnel within each SSN.

Daily routine work of this section includes processing incoming airmen and determining proper classification and duty assignment in accordance with individuals's qualifications. For the period 1 January 1950 to 31 May 1950, 376 incoming airmen were assigned. Airmen desiring school training were interviewed and counseled, and applications were prepared and forwarded. Other routine daily tasks include counseling of individuals on the Airman Career Program, issuing Special Orders effecting changed in SSN and Air Force Specialty Codes and dialy checking and maintaining of airman's qualification records.

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File Section

This section has 1 airmen. He is responsible for proper maintenance, posting and requisitioning of all Air Force and applicable Army directives, ConAC directives, base and miscellaneous directives.

Requisitions and distributes office supplies needed by the Unit Personnel Section.

Maintains correspondence and reports files.

Operates mimeograph machine.

Acts as messenger for the section when necessary.

Service Record and 201 File Section

This section is manned by 5 airman.

Section processed 326 outgoing airmen. Included indorsing each individual's Service Record, preparing departure certificate, extract of Service Record, preparing letter of transmittal of records, assembling and mailing all records and allied papers.

Checks Morning Report daily to determine entries to be made in Service Record such as leave, AWOL, confinement.

Prepared allotment forms to stop or start approximately 400 allotments, Each allotment change necessitated a Service Record entry and a letter of transmittal for the allotment form.

Made periodical check of Immunization Records to Determine immunization needed by airmen. Prepared roster of names with shots due and submitted to hospital.

Prepared approximatley 550 warrants attesting to the grade of airmen in grades E-4 through E-7. This necessitated checking approximately 800 Service Records to determine date of rank of each airman. Upon issuance of warrants, entry was made in each of the 550 Service Records giving the date the certificate was issued. This same procedure is necessary each time a grade change occurs in airmen of grades E-4 through E-7.

Daily routine work of the section included preparation of NME Form 93 (Record of Emergency Data), making Service Record entries pertaining

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to separate rations, quarters, taz exemptions, security clearances, name and birth data changes, screening and filing material in airmen field 201 Files, advising airmen of accrued leave, preparing extract copies of special orders to enable airmen to obtain transportation of dependents and household goods.

Made entry in approximately 800 service records that Articles of War were read 15 February 1950. This will have to be done again on 15 July 1950.

Prepares Courts Martial charge sheets when necessary.

Prepares List of Absentees Wanted by U. S. Army when airmen are AWOL.

Checks promotion eligibility of airmen in accordance with AFR 39-30, AFL 39-9 and ConAC Staff Memo 35-2. Prepares list of those airmen and requests recommendation for promotion from airman's section chief.

The Service Record section will encounter a tremendous work load the first of July when it becomes necessary to settle yearly clothing accounts and compute accrued leave balance as of 30 June 1950 for approximately 800 airmen.

Discharge Clerk and Insurance Specialist

This section has 1 airman. This airmen discharged 145 airmen during the period covered by this report. He arranged for individuals to take final physical examination, prepared discharge certificate (2 separate forms), prepared Military Pay Order from which Base Finance computes airman's final pay, prepared allotment discontinuance forms for airmen not reenlisting, prepared request for issuance of special orders on all discharges other than honorable.

Makes final entries and forwards service record and allied papers on discharged airmen in accordance with current regulations.

Counsels airmen on all matters pertaining to National Service Life Insurance and government Life Insurance. Prepares insurance applications, change of beneficiary requests change of optional settlements requests, application for conversion, application for reinstatement of lapsed insurance.

Prepares forms to stop, start or change premiums of insurance. Each allotment form requires a letter of transmittal to Base Finance.

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During the period covered by this report there were approximately 60 insurance renewals for airmen whose 5 year level term insurance has expired. Each case required a new insurance application, allotment form to change premium and letter of transmittal.

Approximately 50 letters were initiated to the Veterans Administration requesting various types of information pertaining to status of individual's insurance.

FINANCE SECTION

This section was manned by 2 airmen.

580 Military Pay Orders were prepared and submitted to Base Finance during the period covered by this report. These MPS's represented 6950 change in pay status of airmen (as many as 12 changeds were included on 1 MPO).

250 vouchers for payment of per diem and TDY travel were prepared.

200 vouchers for payment of travel by privately owned conveyance were prepared.

170 vouchers were prepared to enable airmen to collect authorized., travel allowances for dependents.

Submitted Military Pay Orders to Base Finance notifying them of 376 airmen gained and 32[illegible] airmen lost.

Pay records are screened monthly to determine increases in longevity pay.

Submits montly flight certificates to ConAC Flight Section to determine airmen eligible for flying pay each month.

Makes daily check of Morning Report to keep pay envelopes current and obtain data necessary to pay airmen leave rations, per diem, TDY travel, etc.

Submits report to Director of Programs giving pay data and pay date changes on all assigned airmen.

Assists pay officer in counting, checking, placing of money in envelopes prior to pay day. Also assists paying officer in payment of troops on pay day.

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Checks and transmits Montly Laundry Roster to Base Finance to effect monthly collection of laundry charges against airmen.

Prepares correspondence to approriate agencies relating to such pay matters airman's indebtedness to the government, shortages in pay of airman, etc.

Certificates for approximatley 210 airmen collecting monetary allowance in lieu of quarters must be submitted to Base Finance each 6 months. This certificate lists the airman's off-post address, airman's signature, and is necessary in order to reestablish airman's eligibility for this allowance during each 6 months period.

MORNING REPORT SECTION

This section is manned by 2 airmen.

This section prepares 10 morning reports daily. These 10 reports average an aggregate total of 16 pages daily.

A 5" x 8" card file system is maintained current each day with a card for each individual. From these cards, sign in and out registers, special orders, letter orders and daily personal checks with necessary individuals, information is obtained to prepare the daily morning report. This report reflects all changes in duty status such as leave, TDY, DS, sick in hospital, AWOL or in confinement.

This is the official daily strength report and duty status report for the organization and is used at many levels for planning and reporting purposes. Therefore, extreme caution must be used in obtaining recording accurate data for this report.

During the period covered by this report, the following statistics were compiled:

106 officers were assigned
137 officers were transferred
376 airmen were assigned
326 airmen were transferred

This section submits a daily strength report to the 2500th Air Base Group, and a daily ration report to the Base Food Service Supervisor.

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Personnel Sergeant Major

Supervises and coordinates the activities of the above sections. Prepares requests for Special Orders for airmen being reassigned, placed on TDY, etc. Personally handles correspondence and records in circumstances involving unusual complexities.

A Clerk-typist assigned to the Personnel Sergeant Major types all request for Special Orders, extract copies of morning reports and correspondence pertaining to transfers and discharges of airmen. Does all other typing assigned by the Personnel Officer or Personnel Sergeant Major.

Personnel Officer

Is responsible for all activities and personnel assigned to the Unit Personnel Section.

Personally interviews all incoming airmen and determines duty assignment of airmen. Maintains close liaison with various directorates to determine their personnel needs.

Is certifying officer for all pay documents pertaining to airmen.

Interviews and counsels airmen on duty assignments, job requirements, airman career program and all other matters pertaining to duty, health and morale of airmen.

Is recorder for the Personnel Classification Board.

Coordinated Effort

Many of the functions listed above which are specifically assigned to one section, require coordination with other sections before final action is complete. Such functions are preparation of allotments by the responsible section and coordination with Finance Section to make sure that appropriate action is taken in the pay of the individual; coordination between Morning Report, Service Reocrod, Finance Section to insure that leaves are properly charge to airman in his service record and leave rations are paid the airman.

One of the most important jobs of coordination is effected between Classification and Assignment Section, Unit Personnel Officer and the

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various directorates when a proposed or known loss of an individual occurs. This coordination insures that the directorate knows of the loss, can make arrangements for airman's departure, and permits the Unit Personnel Section to determine if a replacement is required and take necessary action to obtain that replacement.

Notification is required to all sections when an airman is assigned to or transferred or discharged from the organization. This is accomplished by means of the Incoming and Outgoing processing sheets which are attached hereto.

All personnel functions listed herein are performed for Hq & Hq Sqd, ConAC, EADF and the 42nd Comm Sq.

It is desired to point out two of the outstanding policies in effect in the Unit Personnel Section:

1. It is the policy of this section that all airmen are invited and encouraged at any time to visit the section to check his records, make reasonable complaints or suggestions and check or discuss any personnel matter pertaining to him as an individual.

2. Every individual with a personnel problem is immediately taken care of. All possible action is taken to alleviate the airman's problem at the instance it is known to the personnel section.

Strict adherence to the above policies involves an untold amount of the daily work load of this section. However, the resulting morale, value and current recognition of the airman's problems provide adequate compensation for the work involved. These policies are felt to be most necessary and desirable and will be continued.

This is a true copy.

HERBERT S. SEKEREWITZ
1st Lt, USAF
Personnel Officer

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The important shortages in this Headquarters are as follows;

3500-193000 Chair metal side armless type A-2

3500-194000 Chair metal swivel arm exec. type olive green adj. seat and back, health posture

3500-194400 Chair metal swivel type B-1

3500-194800 Chair metal typist swivel armless adj back

3500-280800 Desk flat-top single steel 45" long x 34" wide x 30½" high olive green finish

3500-281200 Desk flat-top single steel 60" long x 34" wide x 30½" high

3500-281430 Desk flat-top single steel 66" long x 36" wide x 30½" high double pedestal

3500-284200 Desk T/W steel 45" long x 34" wide x 30½" high bed at left side olive green

3500-284600 Desk T/W steel 60" long x 34" wide x 30½" high comp in left pedestal

3500-284800 Desk T/W steel 60" long x 34" wide x 30½" high comp in right pedestal

3500-713000 Section bookcase steel 33x13x16-3/4"

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HEADQUARTERS AND HEADQUARTERS SQUADRON
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

WORK LOAD FOR HEADQUARTERS AND HEADQUARTERS SQUADRON SUPPLY CONTINENTAL AIR COMMAND FOR PERIOD

1 FEBRUARY 1950 - 31 MAY 1950

The supply Section, Headquarters and Headquarters Squadron, Continental Air Command is composed of the following departments:

Non-Expendable Supply Section
Expendable Supply Section
Property Book and Inventory Section
Local Purchase Section
Typewriter Repair
Unit Supply Section

Non - Expendable Supply Section

This section is manned by 4 airmen, including the truck driver.

During the period 1 February 1950 thru 31 May 1950, this section received 420 requests for supplies from the 31 sections of Headquarters Continental Air Command. These requests were consolidated with anticipated requirements into 310 issue slips which were processed through Base Supply this Base. Property received on these issue slips was picked up and distributed among 31 sections of this Headquarters. During the same period this section processed 151 turn-ins for property that was either worn out or not needed. These turn-ins were processed through Base Supply and the property turned in to receiving section there. This section also processed 120 typewriters to be turned in to Base Repair Shop. These typewriters were picked up from the various sections and returned to the proper section after being repaired.

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Expendable Supply Section

This section is manned by 3 airmen.

During the period 1 February 1950 thru 31 May 1950, this section prepared and processed through Base Supply 105 issue slips requesting office and drafting supplies. Supplies received were stored and issued as needed by the 31 sections of Headquarters Continental Air Command. These 105 issue slips were drawn up from 2,850 requests submitted by I.R.S. and from the various sections of this Headquarters plus anticipated requirements. All expendable supplies issued are charged to the various sections as issued and at the end of each month this cost report is submitted to Cost Control Section of Programs and Cost Directorate, the total monetary value of supplies issued by this section from 1 February 1950 through 30 June 1950 was $25,099.22.

Property Book and Inventory Section

This section is manned by 2 airmen.

During the period 1 February 1950 thru 31 May 1950, this section posted to property book records the following: 310 issue slips both Base and inter-organizational, 151 turn in slips both Base and inter-organizational, and 120 typewriter repair slips, all inter-organizational. This section also completed inventories of the following sections of Headquarters Continental Air Command, Chemical Division of Operations and Training, Headquarters and Headquarters Squadron Supply, Statistical Control, Vice-Commander, Adjutant General, Eastern Air Defense, Operations and Training, Intelligence, Chaplain, Director of Welfare, and Surgeon. A new consolidation of the Memorandum Receipt Property on Account #501, which has 9,299 items, was processed and accepted. Two Hand Receipt Accounts with Headquarters Continental Air Command, were closed with the property being re-issued to other divisions. The file system for maintaining records of property was screened for improvements and reorganized.

Local Purchase Section

This section is manned by 1 airman.

During the period 1 February 1950 thru 31 May 1950,

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this section processed 137 issue slips through Base Supply for local purchase. The total monetary value of supplies received through local purchase during this period was $98,832.82. Of these 137 issue slips 30 were hand carried and the items picked up by this section. Ordinarily the processing time for a local purchase request is ten days but by hand carrying the request it can be processed in less than one day. During this four month period the Local Purchase clerk made trips as listed:

Washington D. C.	1 trip
New York City	6 trips
Brooklyn, New York	8 trips
New Rochelle, New York	1 trip
Mount Vernon, New York	1 trip
Freeport, New York	2 trips
Roosevelt, New York	3 trips
Long Island City, New York	2 trips
Mineola, New York	4 trips
Hempstead, New York	Almost daily

Typewriter Repair

This airman was assigned 1 May 1950.

During the period 1 May 1950 thru 30 June 1950 this airman made minor repairs on an average of eight typewriters per day. He makes such repairs and adjustments as: Ribbon throw, line space, main carriage, motion & shift, ring & cylinder, paper feed, margin stop, escapement rocker, space bar, ribbon feed, key set, and back space. If this man cannot repair the machine it is sent to the Base Repair Shop.

Unit Supply Section

This section is manned by 5 airmen including 1 truck driver.

During the period 1 February 1950 thru 31 May 1950, this section maintained clothing records for 800 men, processed at Brooklyn Army Base, individual laundry, sheets, pillow cases and supplied clothing as needed for approximately 800 men assigned to Headquarters and Headquarters Squadron, Continental Air Command. During this period records were processed on 326 men transferred, 376 assigned and 145 discharged. Also during the month of April, all men, present for duty were measured for new Blue Uniforms and issue slips for same processed through Base Supply.

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HEADQUARTERS
CONTINENTAL AIR COMMAND
Mitchel Air Force Base, New York

10 May 1950

SUBJECT: Commendation

TO : Commanding Officer, Headquarters and Headquarters Squadron, Continental Air Command, Mitchel Air Force Base, New York

1. It is desired to express our most sincere appreciation for the very valuable assistance this office received in moving our equipment and facilities from Building T-147 to the basement of Building 104 on 10 May 1950.

2. The work performed by the detail of airmen under the direction of Captain Raymond D. Wilson, of your office, aided materially in effecting the required move and it enabled this office to become established in our new location with the absolute minimum loss of time.

3. The airmen comprising this detail, as well as Captain Wilson, are to be commended for the performance of duty in this instance.

/s/ Burgess Gradwell
/t/ BURGESS GRADWELL
Major, USAF
Director of Personnel Services

A TRUE COPY:

Sidney S. Hirshberg
SIDNEY S. HIRSHBERG
Captain, USAF
Adjutant - Hq & Hq Sq ConAC

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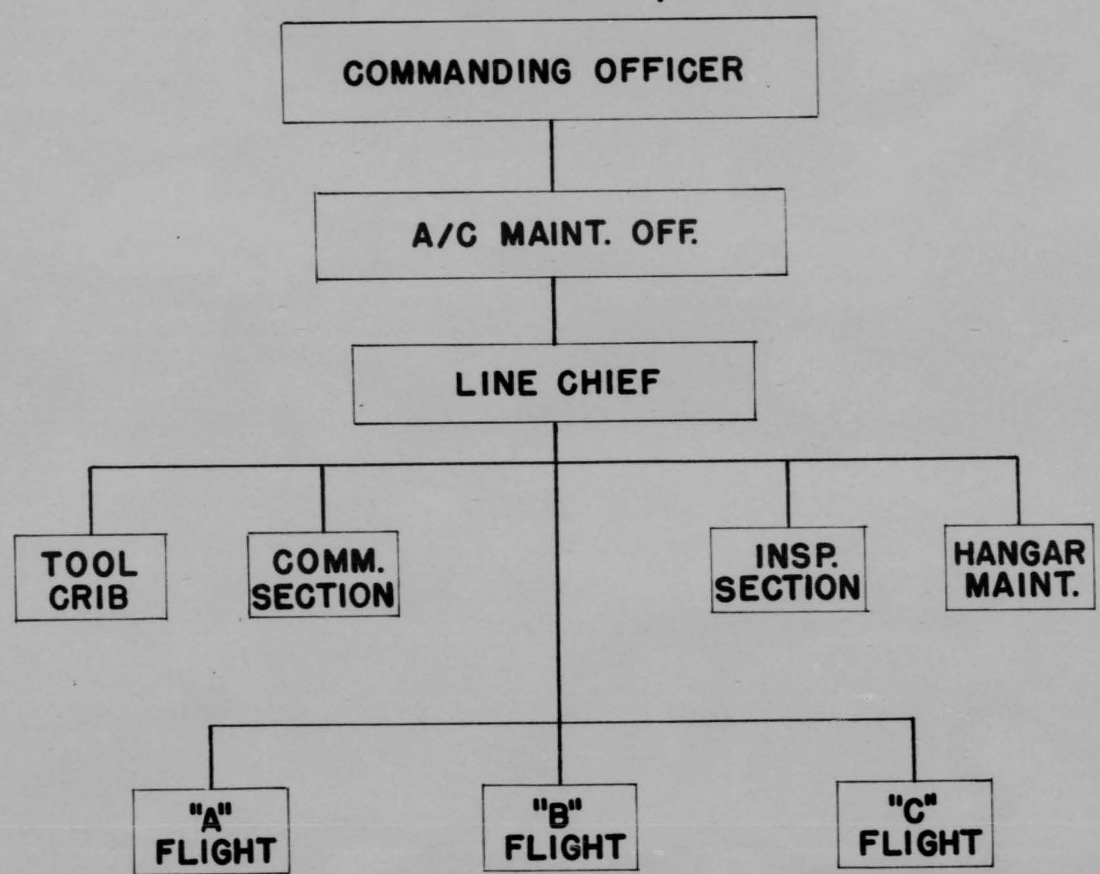
AIRCRAFT MAINTENANCE
HQ & HQ. SQDN., ConAC



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HEADQUARTERS
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

IN REPLY
REFER TO:

2 - DEC 1949

OT 360.1

SUBJECT: Allocation of Flying Hours

TO : ConAC Flight Section, Headquarters Continental Air Command, Mitchel Air Force Base, New York

1. Attached hereto is an allocation of flying hours by type aircraft, for the period 1 November 1949 to 30 June 1950 which supersedes the previous allocation furnished your section.

2. Stringent economies in the operation of the Air Force imposed for the current fiscal year has dictated the inauguration of a system of allocation of flying hours as a measure of control over the expenditure of funds allied therewith. A system should be established within your section for the sub-allocation of flying hours imposing rigid controls upon the individual operating unit to insure that the total allocated hours attached herein are not exceeded. A breakdown by quarters is provided as a planning factor only and need not be adhered to in sub-allocation. Flying hours allocated to a specific type aircraft may be exchanged between quarters but under no circumstances will flying time be exchanged between aircraft types. For example, B-25 time will not be used by B-26 aircraft.

3. The Continental Air Command flying hour program for Fiscal Year 1950 has been fixed by budgetary limitations. The allocation herewith represents in detail that portion of the command total flying hours which must be flown by your section. Should it be apparent that this allocation is in excess of your requirements and/or capabilities in any area, this Headquarters must be notified immediately and in detail. Should any addition to this allocation be required, it must necessarily be made at the expense of some other activity of this command. Any request for additional flying hours must be accompanied by full justification. Hq USAF has stated that no changes in this allocation will be made subsequent to 1 January 1950.

4. Minimum individual training flying (MIT flying) has been defined as that flying performed, on aircraft specifically allocated for that purpose, by those pilots who cannot reasonably be expected to obtain the minimum flying requirements of Air Force Regulation 60-2 in tactical aircraft.

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Under this definition, the maximum possible utilization of MIT time allocation should be made in conjunction with AIM flights. For those pilots whose flying must, of necessity, fall in the MIT category, a very rigid measure of control should be exercised in order to insure the closest adherence to eight (8) flying hours per month (four (4) pilot and four (4) copilot in dual controlled aircraft) allocated for personnel in this category. Continued supervision in the MIT category is most important since it is here that any further restrictions on flying activities of the command will first be imposed.

5. It must be emphasized that since the necessity for stringent economies in the operation of the Continental Air Command has required the imposition of controls over all types of flying, the resultant allocation of flying hours must be adhered to in detail both as a performance goal and as a limitation on total flying.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

1 Incl:
Allocation Chart
(in trip)

V. E. MURPHY
LT. COL., USAF
ASST ADJ GEN

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ConAC FLIGHT SECTION

TYPE A/C	NOV DEC	3RD QTR	4TH QTR	TOTAL
		MIT		
C-45	195	288	288	771
C-47	659	987	987	2633
B-25	328	492	492	1312
T-6	84	-	-	84
TOTAL	1266	1767	1767	4800
		ADM BUFFER		
B-17	86	130	130	346
C-47	500	750	750	2000
B-25	214	320	320	854
TOTAL	800	1200	1200	3200
GRAND TOTAL	2066	2976	2976	8000

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1949

RETURN TO:

Director
Research Studies Institute
Attn: Archives Branch
Maxwell AFB, Alabama

[redacted]

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Presentation on Air National Guard
by Maj Gen Kenneth F. Cramer

Group 4
Downgraded at 3 year intervals; declassified after 12 years

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Presentation on Air National Guard

by Major General Kenneth F. Cramer

before

The Ad Hoc Committee

Mr. Chairman and Members of the Ad Hoc Committee:

Pursuant to the instructions of the Chairman of this Committee at the last meeting, the following is submitted:

Although the Air National Guard is new in its present form, it is, however, only an extension of a tried and proven system of National defense. Few have taken the time or trouble to fully comprehend it.

Prior to World War II, air units of the National Guard consisted of 29 Observation Squadrons, which were largely a part of Infantry Divisions of the National Guard, with 232 aircraft and 4800 personnel. These 29 units came in to Federal service with the rest of the National Guard, and, in redesignated forms, saw duty throughout the conflict.

Even before the defeat of Japan, General Marshall, and other military leaders, foresaw the need for a Post War National Guard, and appointed a committee to study the problem. This study culminated in a plan known as "War Department Policies Relating to Post War National Guard", which was approved by the then Secretary of War on 13 October 1945. (Tab A).

Based on these policies the Air National Guard as it exists today was constructed, with a stated mission "to provide a reserve component of the Army of the United States, capable of immediate expansion to war strength, able to furnish units fit for service anywhere in the world, trained and equipped: (a) to defend critical areas of the United States against land, seaborne, or airborne invasion; (b) to assist in covering the mobilization and concentration of

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the remainder of the reserve [illegible] (e) and to participate, by unit in all types of operations, including the offensive, either in the United States or overseas [illegible] (overseeing supplies).

[illegible] approval of these policies, the National Guard Bureau and the Army Air Forces jointly prepared a plan for the Air National Guard. This plan took into consideration a number of factors. First, a balance between the Regular Air Arm, the Air National Guard and the Air Reserve as regards types of units, aircraft, and strengths in personnel. It was determined that the Air National Guard could support 514 units, [illegible] fighter and light bombardment type forces, supporting service units, Aircraft Control and Warning units, and certain Signal and Weather forces, with [illegible] of [illegible] officers and men (later increased to 58,[illegible]).

Secondly, the ability of the [illegible] to support the units was considered. It was determined that [illegible] should [illegible] at least one tactical unit, and the remainder should be distributed [illegible] to population ratio of [illegible] [illegible] Although the States [illegible] and fix the location of units of the [illegible] [illegible] they accepted the original [illegible] a tactical unit relocated [illegible] United States Air Force [illegible] the facilities to be adequate. [illegible] facilities [illegible] inadequate, the States [illegible] without exception agreed to [illegible] the United States Air Force.

In early 1946, a plan calling for the Air National Guard of twelve (12) Wings, twenty-seven (27) Groups, and eighty-four (84) Fighter and Light Bombardment Squadrons was completed, and the units were offered to the States. The States realized that the Air National Guard was not needed for State missions.

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It was an entirely new military organization which did not exist prior to 1946. With full knowledge of the great problems involved, particularly as to adequate facilities, recruiting of trained personnel, training, etc., the States, to their great credit, and as part of their contribution to the National Defense, promptly undertook to carry out the Air National Guard Program.

The States immediately began to organize their units. After a team of regular Air Force officers had inspected the facilities and personnel of the 120th Fighter Squadron, Colorado Air National Guard, and determined that they met the standards set by the Air Force, the National Guard Bureau, subsequent to approval by the Air Force, extended Federal recognition to this unit, effective as of 30 June 1946. That unit became the first unit of the Post War National Guard to be recognized. In the thirty (30) months since that time, 498 Air National Guard units have been federally recognized, eight (8) more now are in some phase of organization, and only eighteen (18) remain to be organized. Before 30 June 1949, the date long ago set, it is expected that all 514 units will be federally recognized. Realizing the importance of aircraft control and warning units, special emphasis was given this phase of the organization, to the end that forty-three (43) of the planned forty-eight (48) units of this type now have been recognized - thirty-four (34) of them within the last sixteen (16) months. Similarly, one hundred and seven (107) of the planned one hundred and eleven (111) service units have been recognized - thirty-two (32) of them within the last sixteen (16 months). In this manner, the Air National Guard has progressed as a balanced force.

After accepting Air National Guard units it became the responsibility of the several States to recruit qualified personnel for their manning. The Post war policy for the National Guard stipulated that officers of the Air National Guard be procured from "wartime officers who have clearly demonstrated their

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qualifications by actual performance in the grade or position contemplated . . .". Enlisted airmen must meet the same standards as are required for enlisted personnel of the regular Air Force.

With the exception of a few Doctors and Chaplains, all Air National Guard officers have World War II experience. A great proportion of officers and pilots [illegible] combat [illegible].

It [illegible] interest to review the process by which an officer is commissioned in the Air National Guard. An applicant for a position vacancy in the Air National Guard must submit his application to the State Adjutant General, who, if he deems him qualified, refers his application to a Board of Officers already [illegible] Air Force having jurisdiction. At the discretion of the Secretary of the Air Force, (Sec. [illegible]), this board may be composed entirely of regular United States Air Force officers. The examining board considers the qualifications of the applicant and forwards the Board Proceedings with its recommendations to the National Guard Bureau through the Adjutant General of the State. The National Guard Bureau refers the application to Headquarters, United States Air Force. There the Air Surgeon determines whether the applicant is physically qualified. The Director of Military Personnel, United States Air Force, determines whether or not the applicant is qualified for a National Guard of the United States commission, and/or aeronautical rating. Experience to date shows that the United States Air Force has rejected only [illegible] of the applications. After action by Headquarters, United States Air Force, the papers are returned to the National Guard Bureau, and Federal recognition is extended to the applicant if he has been found fully qualified. Ninety-seven percent (97%) of the officers of the Air National Guard have had no previous National Guard commissioned service.

It should be emphasized at this time that the United States Air Force has

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the capability, at a number of points along the line, to determine that any applicant is not qualified, and thereby prevent the commissioning of officers not fully acceptable to it.

Further, at any time after appointment, an officer's Federal recognition may be withdrawn upon recommendation of an efficiency board. This board of officers is appointed by the Secretary of the Air Force and, as in the case of the original examining board, may be composed entirely of Regular Air Force officers, although generally Air National Guard officers are appointed along with regular officers. (Section 7[illegible], [illegible], Tab 1).

Despite the rapidly expanded Air National Guard, the Bureau has found no difficulty in recruiting qualified personnel, and in a short span of thirty (30) months have recruited [illegible] of the total [illegible], or [illegible] officers and airmen of the authorized strength of [illegible],1[illegible].

This phenomenal record has been attained under the National Guard system of recruiting, which does not include a central recruiting agency, any full-time recruiting personnel, or the advantage of an element of automatic enlistment in the Air Force Reserve. Air National Guard recruiting is a State responsibility, and is accomplished almost entirely at the unit level. Every Air National Guardsman takes a personal recruiting interest, making National Guard units almost self-perpetuating. This tried and tested method of recruiting has proven very effective in securing personnel for the Air National Guard.

While procurement of qualified Air National Guard personnel presented no difficulty, the provision of adequate facilities for Air National Guard units has presented a very real problem.

Between the wars, National Guard observation squadrons, twenty-nine (29) in all, were based principally upon municipal airports, in hangars which had been constructed by the States or municipalities, with limited support from

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other sources. The airplanes were used under loan agreements between the States and the operators of the aircraft.

The flying fields themselves were nothing like those with which we are dealing [illegible] paved runways, but were simply sigh-[illegible] weights and types of aircraft [illegible] was no control tower operation, [illegible] of the other services and safety [illegible] airfield.

The [illegible] facilities. Instead of [illegible] flying units, [illegible] operating from [illegible] flying facilities with [illegible] aircraft as [illegible] to the [illegible] in the [illegible] National Guard air [illegible]. One hundred and three [illegible] These air-craft [illegible] require the very best available flying facilities [illegible] runways, [illegible] towers, crash-fire fighting equipment [illegible] gasoline storage, and [illegible] by the pre-war National Guard observation [illegible], these air facilities must be located in the vicinity of large metropolitan [illegible] sufficient population to man air National Guard units. [illegible] real estate is more expensive, [illegible] competition from other aeronautical [illegible].

Due to the high cost of modern flying facilities, the War Department, in "War Department Policies Relating to Post-war National Guard", dated 13 October 1945, assumed the responsibility for providing "outdoor training facilities". This term later was defined, in War Department Memorandum [illegible], dated 12 July 1946, (Tab E), as including facilities utilized by the Air National Guard.

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Early in 1946, it was found that only sixteen (16) of the pre-war National Guard facilities were available for the use of the postwar Air National Guard, and it became necessary for the States in conjunction with the National Guard Bureau to provide all others. The first source of facilities was the list of those which had been declared surplus by the Air Force and placed under the jurisdiction of the War Assets Administration. To the extent required and available, such facilities, after being approved for Air National Guard use by a board of Air Force officers, were withdrawn from surplus, through the United States Air Force and the Corps of Engineers, and made available to the respective States. Rights to the use of flying fields, or other [illegible] facilities, were provided by leases entered into by the States and the various airport operators.

Where surplus facilities were not available, other existing structures were leased at nominal cost from airport operators, and rights to the use of flying facilities also were acquired by lease.

In numerous cases facilities, other than those required for the operation of aircraft, did not exist, and it then became necessary to construct the required buildings, rights to the use of the airfield being provided by lease, in the manner outlined above, and a [illegible] secured for the property upon which construction was to be performed. In cases where facilities are only partially existant, construction is being accomplished to round out the complete installations.

Of the seventy-eight (78) airfields now operated by the Air National Guard, sixteen (16) are federally-owned, eight (8) are State-owned, forty-one (41) are City-owned, eight (8) are County-owned and of the remaining five (5), one (1) is owned by a private corporation and four (4) by other local governmental agencies. The replacement value of the structures and flying facilities owned

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by the States is estimated at $[illegible] (Tab F). The estimated [illegible] value of flying facilities at fifty-four (54) public (all other than federally-owned or State-owned) airports is [illegible]. Additional construction [illegible] during Fiscal Years 1947 and 1948 and scheduled for completion [illegible] 1949 approximates [illegible]. Budget estimates for Fiscal Year [illegible], submitted by this Bureau provide for total construction [illegible]. Construction required after Fiscal Year [illegible] [illegible] minimum facilities to all Air National Guard units, in [illegible]. [illegible] is planned, at this time, [illegible] withdrawn from service [illegible] in an advanced state of [illegible] life span, [illegible]. Cost of these [illegible] rated [illegible] relatively uniform annual basis.

[illegible] costs of [illegible] are materially [illegible] the present [illegible]. The Air Department, therefore, [illegible] of these costs. This is [illegible] of Service Contracts which provide that the States will be responsible for all operation and maintenance activities, being reimbursed [illegible] of their actual costs (within limits established by the National Guard Bureau).

An analysis of the ninety-[illegible] service contracts in effect during Fiscal Year [illegible], covering all types of facilities of the Air National Guard, including [illegible] aircraft control and warning installations, separate Group and Wing headquarters, etc., shows an average annual cost to the [illegible] of $[illegible] each. Contrasted with the average cost of $[illegible],800.00 per year for operation and maintenance costs of Air National Guard installations under State control, are the annual costs for Air National Guard installations at three air bases

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where Air National Guard units are in joint occupancy with Regular Air Force and Air Force Reserve units. At these three places, the Air National Guard has been billed for its share of the maintenance and operation expenses for [illegible], as follows:

Ellington Field, Houston, Texas . . . . $[illegible],000.00

Hensley Field, Dallas, Texas . . . . $[illegible]

Memphis, Tennessee . . . . $32,[illegible]

It [illegible] cost for [illegible] Air National Guard [illegible] about [illegible] cost of operation of a similar [illegible] Air Force [illegible].

[illegible] the Federal Government provides [illegible] facilities for the Air National Guard, and the States take over [illegible] operation and maintenance. [illegible] has proven that [illegible] operation is satisfactory and economical. Most States are doing a [illegible] job of operation and maintenance. The [illegible] of this [illegible] to the Air Facilities problem has [illegible] demonstrated.

It can be seen that facilities for the Air National Guard, while presently adequate, [illegible] continuing [illegible] Federal and State authorities in view of [illegible] aircraft development. With State assistance, cost to the Federal Government of [illegible] has been held to a minimum. At thirty-two (32) locations, leases [illegible] by the Federal Government provide [illegible] for the use of facilities by the National Guard of the State concerned. At twenty-two (22) others, while the restriction is less specific, use by the State is provided for and the negotiations were conducted with the understanding that National Guard use was contemplated. With this understanding the States cooperated in determination of the availability of facilities for leasing and assisted in many ways in the successful consummation of the agreements.

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Equipment for Air National Guard units is provided for under Sections 82 through 88 of the National Defense Act, (Tabs 1 to 9), and War Department Policy for the Post War National Guard. Generally, these laws provide that this equipment will be the same as that provided to the Regular Air Force. The equipment is issued to the State concerned, which has appointed a United States Property & Disbursing Officer, subject to the approval of the Secretary of the Army. (See 67, NDA, Tab 7). The United States Property & Disbursing Officer receipts and accounts for all funds and property belonging to the United States in possession of the National Guard within his State, and makes such returns and reports concerning the same as may be required by the Secretary of the Air Force and the Secretary of the Army. He is responsible for the safekeeping and proper disposition of Federal property entrusted to his care. Whenever an Air National Guard Unit is called into Federal Service, all of its equipment moves with the unit, and the State is relieved of responsibility and thereafter from accountability. (See 87, NDA, Tab 8).

To facilitate issue of supplies and equipment to Air National Guard units, a system of initial automatic supply has been established. Briefly, when a unit is federally recognized, the Technical Services and the Air Materiel Command are notified by the National Guard Bureau and T/O & E items of equipment are forwarded by these agencies to the unit concerned, a copy of the shipping ticket being sent to the United States Property & Disbursing Officer. Replacement items of the Air Force and Technical Service supplies are obtained by direct requisition to the agency concerned, thru the United States Property & Disbursing Officer. Initially, it was planned that the Air National Guard would be completely equipped from Army and Air Force surpluses earmarked for that purpose. Changing supply priorities within the National Defense structure have made this impossible and the Air National Guard presently is equipped with 67% of the required Technical Service items and with 70% of the required Air Force

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equipment, exclusive of aircraft [illegible] aircraft [illegible]. Eighty percent (80%) of the [illegible] authorized aircraft [illegible] and 100% of [illegible] aircraft engines. [illegible] limitations [illegible] provided 100% [illegible] 1/3 [illegible] items of equipment which [illegible] in short supply. [illegible] value of [illegible] Service equipment issued to units of the Air National Guard by the end of 1947 was in excess of [illegible] million dollars. Air Force equipment, exclusive of aircraft, was [illegible], and aircraft [illegible] were worth [illegible].

[illegible] aircraft [illegible] Air National Guard, [illegible] figure [illegible] [illegible] are on hand. [illegible] of these are [illegible], [illegible] total of [illegible] aircraft. A directive from the [illegible] Department required the Army Air Forces to furnish Air National Guard [illegible] from surplus stocks in storage, without reimbursement. [illegible] in the Army Air Forces, however, [illegible] from the National Guard Bureau to provide an amount sufficient to pay for processing these aircraft through the depots.

So far [illegible] Air National Guard [illegible] have been converted [illegible] F-[illegible] aircraft. [illegible] conversion to jets as [illegible].

To provide for [illegible] of Air National Guard equipment, air [illegible] authorized by Section 90 of the National Defense Act [illegible] and Public Law 706, [illegible]. Although employed in a civilian status, these air technicians must be members of the Air National Guard. A detachment of [illegible] air technicians, under the supervision of a Base Detachment Commander at an installation, are employed on a full time basis in their military occupation specialty, to support a fighter squadron and its attached service detachment, weather station and utility flight. Similarly, light bombardment squadrons are authorized 70 air technicians, other

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units are authorized from three (3) to fourteen (14) air technicians depending on the type of organization.

[illegible]

[illegible] Thus, the full [illegible] utilized to the fullest [illegible] World War II [illegible] in training young [illegible] in the new Air National Guard.

A total of [illegible] air technicians [illegible] authorized for the [illegible] unit program. With [illegible] units [illegible], [illegible] currently [illegible] employed.

Policies and regulations are prepared by the Air Staff Committee on Air National Guard policy, [illegible] submitted to the Secretary of the Air Force. The Chief of Staff, United States Air Force [illegible] the Secretary in regard to these policies and regulations, and after action by the Secretary of the Air Force serves as his agent in carrying them into effect. (See 5, Bla, Tab I) (Chart I).

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The National Guard Bureau is the official channel of communication between the headquarters, United States Air Force, and the Air National Guard of the several States not in Federal Service. [illegible] (Tab [illegible]).

The National Guard Bureau also is charged with promulgation of directives and regulations applicable to the Air National Guard including those relating to training. [illegible] the National Guard Bureau [illegible] adjutants general to the Air National Guard units.

The United States Air Force is [illegible] to determine whether or not the Air National Guard is meeting prescribed standards through a system of inspections authorized [illegible] regulations. The inspections are conducted by regular United States Air Force inspectors.

The procedure for Federal recognition of Air National Guard units is as follows: The unit submits a request for Federal recognition inspection to the National Guard Bureau, which requests the United States Air Force to inspect the organization. The United States Air Force causes a complete inspection to be made, and after it advises the National Guard Bureau that the unit is qualified, the Chief [illegible] Federal recognition.

Section [illegible] of the National Defense Act (Tab [illegible]) prescribes that Air National Guard units be inspected at least annually. In addition, there are [illegible] inspections, field inspections, special inspections, informal inspections, State inspections, property inspections, and command inspections. Most of these inspections are performed by regular United States Air Force inspectors. Special inspections may be performed as deemed necessary by the United States Air Force. If unsatisfactory conditions are discovered in a unit, the proper authorities (unit commanding officers, Adjutants General, etc.) are notified and a reasonable time allowed for their correction. As a last resort, failure

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[illegible] in the Chief, National Guard Bureau withdrawing Federal recognition from the deficient unit. Field training inspection reports [illegible] National Guard Bureau show that during the Fiscal Year [illegible], [illegible] air National Guard units were inspected by United States Air Force [illegible], all [illegible] satisfactory rating. [illegible] 1949, [illegible] air National Guard units [illegible] inspection. [illegible]

[illegible] air National Guard [illegible] air instructor [illegible].

Selected [illegible] United States Air Force [illegible] duty with the air National Guard [illegible] fully [illegible] air National Guard [illegible] air National Guard units [illegible] instructors are performing [illegible]. Unfortunately, [illegible] in the air National Guard. The air Force [illegible] officer instructors and [illegible] airmen instructors. Only [illegible] presently are assigned to such duty with the air National Guard. Particularly in the aircraft control and warning units is the shortage of qualified instructors acute. This is a considerable handicap in the accomplishment of the training mission of the air National Guard.

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Training of Air National Guard units presently is conducted in accordance with a Training Directive, prepared by the United States Air Force, and promulgated by the National Guard Bureau to the Air National Guard in the period between December, 1946 and September, 1947. This directive was predicated upon the assumption that all Air National Guard personnel would be World War II veterans. [illegible] acquisition of seventeen (17) and eighteen (18) year old recruits and other personnel with no previous military experience, has emphasized the need for [illegible]. The National Guard Bureau has [illegible] with all Air National Guard commanders with a view toward obtaining their recommendations for a new Training Directive, and early completion of a [illegible] is anticipated. (Chart 11).

The primary responsibility for training of Air National Guard units rests with the individual unit commander. He is advised and assisted by the unit Air Instructor, who, however, has no command function in the Air National Guard and is responsible solely to the United States Air Force.

The Adjutant General also is concerned in seeing that the training mission of the Air National Guard units in his State is accomplished in the proper manner.

Headquarters, United States Air Force, has the responsibility for establishing the overall policy on Air National Guard training. After that policy has been enunciated it is the task of the National Guard Bureau to promulgate to Air National Guard units the directives and guides necessary to enable the unit commanders to discharge their training responsibilities effectively.

It has been realized, from the very beginning, that effective training of air units as a combat team required that training command channels would cross State boundaries. The normal command channel, with respect to training, is from Wing to Group to Squadron, regardless of State location.

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During Fiscal Year 1948, unit training had progressed to such a point that air units in six (6) wings conducted exercises and operated on a wing basis during the field training period. The 67th Wing, a New England wing, held an exercise in which Air National Guard units from the States of Maine, Vermont, Massachusetts, Connecticut and Rhode Island participated. The 52nd Wing, including the States of New York, New Jersey and Delaware held an effective exercise as a wing. The [illegible] wing had units from Tennessee, Georgia, North Carolina, South Carolina, and Florida taking part. The States of Pennsylvania, Maryland, Delaware, Virginia and the District of Columbia participated in wing exercises of the 53rd Wing at Dover, Delaware. The 71st Wing utilized organizations in Missouri, Iowa and Wyoming for their exercises. The [illegible] wing, comprising the States of Nebraska, Colorado and Kansas also operated a wing exercise. So far during Fiscal Year 1949, the 56th wing has been joined by units from the 54th and 53d wings in a wing exercise and the 67th New England wing also has operated on a wing basis.

A further outstanding example of the ability of the Air National Guard to function without restriction of State boundaries was the combined Air National Guard Field Training wing maneuver held from [illegible] August 1948 to 5 September 1948 in the New York and New England area involving a complete Aircraft Control and Warning system with associated communication networks including radio, telephone and teletype necessary to control the fighter and light bombardment aircraft offensive and defensive missions over the seven (7) States in the maneuver area. Units from New York, New Jersey, Massachusetts, Connecticut, Maine, Rhode Island, and Vermont participated. Five (5) National Guard Radar stations and three (3) National Guard control centers located in New York, Massachusetts and Connecticut were tied in with a regular USAF radar station in New Jersey. The plans and preparations were made and the maneuver executed

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by and through the commanders of the 52nd and 67th Fighter Wings, Air National Guard. The entire maneuver was rated excellent by Headquarters, First Air Force. Here again the Air Technicians in the Aircraft Control and Warning units received "[illegible]" training of inestimable value.

The conduct of these Wing exercises allowed Wing and Group commanders and Aircraft Control and Warning units to operate as a coordinated team and freely discharge their intended command responsibilities. They proved that the Air National Guard can work as a coordinated team, without regard for State boundaries. [illegible], the States and the United States have executed a formal agreement which provides for the following:

1. Chief of Staff, USAF, [illegible] designated commanders, to exercise training supervision over Air National Guard units by means of normal military channels.

2. All Air National Guard unit commanders may exercise training supervision over subordinate units and personnel within their respective units in all matters pertaining to training for their Federal mission, regardless of whether or not subordinate units and personnel are assigned to the same State in which the commanding officer is so assigned.

3. Air National Guard Wing, Group and Squadron Commanders may exercise supervision over training of subordinate assigned and/or attached units and personnel within States other than their own when Wing, Group, or other joint training exercises or maneuvers are involved.

4. When Air National Guard units and personnel engage in joint training exercises or maneuvers in conjunction with units and personnel of the United States Air Force and/or United States Air Force Reserves, the Air National Guard units and personnel involved will be under the command jurisdiction of the United States Air Force, Air National Guard or United States Air Force Officers who

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would normally exercise command by virtue of office, rank and assignment within a unified military organization.

5. Copies of all correspondence originating at the lowest unit level affecting organization, operation and training as applied to preparation for readiness for their Federal mission must be forwarded to all higher headquarters within the chain of command, and these copies will go through the normal military channels of communication inside or outside the State. Correspondence relative to organization, operation, and training, as applied to the readiness for their Federal mission, originating at Air National Guard wing, group, or higher United States Air Force level will be forwarded through the normal technical channels to each subordinate Air National Guard unit.

6. All Air National Guard commanders are required to conduct such training inspections of subordinate units as are necessary to determine the qualification [illegible] for readiness for Federal mission of the units, regardless of whether or not such subordinate units are located in a State or States other than that in which the officer responsible for the training inspection holds his commission.

As of 28 December 1948, all 48 States, the District of Columbia, Puerto Rico and Hawaii [illegible]. Under this policy, close cooperation can be developed between the State adjutants general and the Commanding Generals of the Air Force commands.

Appropriations for the support of the Air National Guard for the fiscal years 1946 through 1949 totaled $[illegible]. This money already has provided 4[illegible] federally recognized Air National Guard units, with over 36,000 personnel, occupying flying facilities valued at $774,000,000.00; Air Forces and Technical Services equipment, less aircraft, worth $52,000,000.00; aircraft and spare engines worth $226,480,000.00 and a "going concern" value impossible to estimate.

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The facts and figures presented in this report prove that in the short time since 1946 when the first unit was recognized, the Air National Guard has become a potent force in being, strongly backed by community pride, effort, and tradition, with a record of definite accomplishment.

The economy and efficiency developed, and the results obtained would warrant this Committee using the Air National Guard as the basic foundation upon which to build.

I now propose, gentlemen, that two additional steps be taken. First, that the United States Air Force provide the Committee with a "blueprint" of its planned reserve structure, with particular reference to mission, units, officers and airmen, equipment and facilities. Secondly, that we be furnished with an evaluation, similar to what we have attempted this morning, as to the assets currently on hand in the United States Air Force Reserve.

I believe that such a presentation will provide us with a proper point of departure looking toward future conclusions of a definite and constructive character.

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CLASSIFICATION:

NO. OF DOCUMENT: MC-34038-C

TITLE: Presentation on Air National Guard

AUTHOR: Major General Kenneth F. Cramer

AU-5341 1535--GAFB--2 Sept 48--6M

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MISCELLANEOUS DOCUMENTS

Relating to the Air National Guard

1946 - 1949

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WAR DEPARTMENT
War Department Special Staff
Office of the Chief of the National Guard Bureau
Washington 25, D. C.

Feb. 1946)

9 February 1946

SUBJECT: Organization of Air National Guard Units

TO: The Adjutants General of all States, Hawaii, Puerto Rico, and the District of Columbia.

1. In order to accomplish the mission of the Air National Guard and for preliminary planning purposes, the guiding principles to be followed in the organization of the Air Arm of the National Guard are set forth herein.

2. The National Guard is charged with the following postwar air missions:

a. To provide the Army Air Forces with a first line reserve component for the postwar military establishment capable of rapid expansion to war strength and able to furnish air units fit for immediate service anywhere in the world.

b. To provide sufficient organizations in each state so trained and equipped as to enable them to function efficiently in cooperation with the ground forces in the protection of life, property, and the preservation of peace, order, and public safety under competent orders of the state military authorities.

3. The organizations and units offered to the several states will be those which are required together with regular Air Force, to provide an M-Day Air Force capable of the accomplishments of their mission. The Air National Guard will consist of:

a. Fighter squadrons, with a utility flight attached.

b. Light bombardment squadrons with a utility flight attached.

c. Aircraft warning and control headquarters.

d. Fighter group headquarters

e. Light bombardment group headquarters.

f. Wing headquarters.

g. Squadron sub-depot detachments. (attached to each bomber and fighter squadron)

(Tables of Organization and Equipment for each of the above units with exception of equipment tables for Utility Flight and Sub-Depot Detachments are attached.)

5-2176-1

Organization of Air National Guard units are on the first priority list as set forth in Section III Par 3a (1). War Department Policies relating to Postwar National Guard and the organization air units will be accomplished as expeditiously as possible.

4. The allocation of units was based on the ratio of males, age 18 to 35, residing in the state to the total population of the country in that age bracket. Some flexibility in interpretation of this principle will be allowed so that when a state is unable to absorb its allotment, the excess may be taken by another. A tentative station list of the National Guard Air Units is attached. (Appendix I)

5. It is to be noted that the geographical locations set forth in the attached list are only suggested locations based on the overall defense plan and the availability of flying and maintenance personnel. Final selections of unit sites will be made on recommendation of the state authorities subject to approval of the Secretary of War.

6. Squadrons will be wholly within one state. Where groups or wings, of necessity, are allocated to two or more states, these elements will be allocated so as to furnish a balanced workable team, (i.e., fighter squadrons and aircraft warning and control units) to each state. The headquarters of such groups or wings may be reallocated within the states upon recommendation of the governors concerned and approved by the Secretary of War.

7. Personnel procurement and minimum personnel qualifications will be governed by conditions set forth in Appendix II.

8. Minimum air field requirements shall meet the standards prescribed in Appendix III.

9. The guiding principles of the organization of the Air National Guard as set forth above are as yet tentative in nature, but is expected that these principles will be generally approved and are sufficient for preliminary planning.

10. In view of the above, you are requested to effect preliminary plans as to the organization within your state of the Air National Guard and to submit these plans for review and coordination to this headquarters at the earliest practicable date, but not later than 20 March 1946. This headquarters will at all times welcome any request for assistance in perfecting and aiding in the organization of the Air National Guard. If necessary, a representative of the Bureau will be made available to confer with the Adjutant General of the state concerned to survey facilities and make recommendations concerning organizational plans.

s/t/ BUTLER B. MILTONBERGER
Major General
Chief, National Guard Bureau

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Organization of Air National Guard Units.

G325 (9Feb46) 1st Ind

HQ AIR DEFENSE COMMAND, Mitchel Field, New York. 20 August 1946.

TO: Commanding Generals, First, Second, Fourth, Tenth, Eleventh and Fourteenth Air Forces.

1. For information.

2. Tables of Organization and Equipment for units listed in paragraph 3, basic letter, are not available.

BY COMMAND OF LIEUTENANT GENERAL STRATEMEYER:

C R Landon
C. R. LANDON
Colonel, AGD
Adjutant General.

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Col Sweetser/bs/72396
(wtn 5 Apr 46)

8 April 1946

Honorable Joseph C. O'Mahoney

United States Senate

My dear Senator O'Mahoney:

Reference is made to your request for information concerning the Army Air Forces plan for the Air National Guard.

Based on the presumption that Air Forces' responsibilities for the ensuing years are global, and with considerable part of the Regular Army Air Forces establishment to be located outside of the United States, the mission of Air National security for the continental United States has been assigned in a large measure to the Air National Guard.

Both General Arnold and I recommended to the War Department that, based on the mission, dispersal of aircrew population density, and presumed support from the states and territories, that 72 fighter squadrons, 12 light bombardment squadrons, 27 group headquarters, and 12 Air National Guard wing headquarters be allocated to the states. In addition, it was recommended that each of the 12 wings be supported by the required services; namely, air service groups, aircraft control, and warning groups, and air engineers.

While this proposal changed the entire prewar Air National Guard concept (in order to meet current and presumed future requirements), the War Department approved the Air Forces proposal and warning orders were dispatched to the states on 9 February 1946. I am inclosing a copy of the warning orders which contains the breakdown of units by states and territories.

By reason of the presumed increasing importance of Air civilian components, i.e., Air National Guard and Air Reserve, it was necessary to assign the specific mission and responsibility to one commander. Using lessons learned in this war, I have appointed Lt. General Stratemeyer as Air Defense Commander and have assigned him the overall mission as set forth in my letter dated 12 March 1946, a copy of which is inclosed for your information.

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Perhaps you might also be interested in just what progress is being made in actual activation of the Air National Guard. Major General Miltonberger, the Chief of the National Guard Bureau, WDSS, has informed me that 20 states have indicated initial acceptance and the routine steps necessary for activation of the units in these states have already begun. As you already know, the interest in all states in Air civilian components (Air National Guard, Air Reserve, and Air ROTC) is tremendous and I anticipate nearly all the 48 states and territories will accept at least a portion of their proposed units.

Your interest in this matter is particularly appreciated. You of course understand that civilian components play a tremendous part in my plan for international and national Air security. Now that the activation of the Air National Guard is progressing satisfactorily, I am again proposing to the War Department that the Air Reserve portion of our plan; namely, the training of 22,500 Reserve pilots annually plus the supporting personnel and services, be activated and implemented commencing next August. Again, in the interest of security and economy, I have assigned this mission to General Stratemeyer so that all of the civilian components' striking effort and training will be in the hands of one commander. After this second phase has been accomplished, the remaining civilian components' step is Air ROTC, in order that I may fill the pipeline with suitable college graduate Air Civilian component officers in the grade of second lieutenant. what?!

May I again thank you for your interest and continued support of Air Forces regular and civilian components programs.

Sincerely yours,

CARL SPAATZ
General, U.S.Army
Commanding General, Army Air Forces

2 Inclosures
1 - Org of Air NG Units, 9 Feb 46
2 - Interim Mission, 12 Mar 46

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MEMORANDUM)
No. 130-5-2)

WAR DEPARTMENT
Washington 25, D. C., 25 July 1946

REIMBURSEMENT FOR SUPPLY TO NATIONAL GUARD UNITS

1. Issues of all types of supplies to the National Guard will be accomplished within the following approved policy:

> The Commanding General, Army Air Forces, and the chiefs of administrative and technical services will issue, without reimbursement from National Guard funds, all requirements of the National Guard within authorized allowances, both initial and replacement, to the extent such supplies and equipment are available and required within approved War Department priorities. Where procurement is necessary to meet National Guard requirements, costs will be borne by National Guard funds.

2. Policy set forth in paragraph 1 above was adopted when it became apparent that a complete initial issue of supplies and equipment to the National Guard, without reimbursement, would necessitate drawing on stocks needed for the active Army and thus result in procurement of replacement items with War Department funds.

(AG 461 (15 May 46))

BY ORDER OF THE SECRETARY OF WAR:

DWIGHT D. EISENHOWER
Chief of Staff

OFFICIAL:
EDWARD F. WITSELL
Major General
The Adjutant General

DISTRIBUTION:
War Department General and Special Staff Divisions
Commanding Generals:
Army Air Forces
Army Ground Forces
All armies, ZI
Military District of Washington
Chiefs of administrative and technical services

Copies of this memorandum are furnished only to agencies listed above.
See paragraph 6, AR 310-20.

Incl #2

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6 August 1946

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HEADQUARTERS
AIR DEFENSE COMMAND
Mitchel Field, New York

ADC LETTER 20-4A

21 August 1946

SUBJECT: Air National Guard, Organization and Procedures.

TO : Commanding Generals, First, Second, Fourth, Tenth, Eleventh and Fourteenth Air Forces,
Commanding Officer, Mitchel Field, New York.

1. As authorized by the Commanding General, Army Air Forces, in TWX AFCRN 210, 7 August 1946, the inclosure to ADC Letter 20-4, 1 August 1946, is amended by adding the following paragraph:

"14. Duties with respect to repairs and utilities.

Administration and execution of repairs and utilities responsibilities at National Guard Installations and facilities retained under Commanding General, Air Defense Command, will be accomplished in accordance with the provisions of AAF Letter 85-49, 13 June 1946."

BY COMMAND OF LIEUTENANT GENERAL STRATEMEYER:

CHARLES B. STONE III
Major General, USA
Chief of Staff

OFFICIAL:

C R Landon
C. R. LANDON
Colonel, AGD
Adjutant General

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GES-A-29

25 September 1946

General Carl Spaatz, U.S. Army
Commanding General, Army Air Forces
Washington 25, D.C.

Dear Toohey:

During the Wings Club luncheon in New York on 11 September, My Symington inquired of me about the National Guard program and asked for my comments. I am therefore furnishing them herewith, but bearing in mind your desire to avoid any action or words which might indicate a disunited front in War Department matters, including those of the Army Air Forces, I am writing direct to you. If there is anything I have said that runs counter to your policy, please return this paper with your comment and I shall have it rewritten. If you concur, may I ask you to hand the following information to Mr. Symington?

The inclosures, particularly Inclosure #1 (Steps in the Creation of an Air National Guard Unit), are furnished to clarify the following statements:

a. All States have accepted their Air National Guard allotment. (Step 2)

b. Of the 494 units of the Air National Guard thus far allotted (Step 3), 178 are in process of organization (Step 4). Inclosure #2 shows a breakdown of allotment by States; also, those units that have been inspected and those Federally recognized.

c. A considerable number of States have not requested inspection for Federal recognition (Step 5) within the sixty day period. Inclosure #3 indicates the individual States that are delinquent and the number of units involved. I know of no policy or intention by the War Department to hold the States to this sixty day period.

d. Thus far, Air National Guard units that have been Federally recognized (Step 8) are shown in Column 5, Inclosure #2.

It would seem that the Air National Guard program is progressing rather slowly. Certainly the Air National Guard does not constitute at present a ready force to back up the Regular AAF in emergency, either at home or abroad. For that matter, the Regular Army itself is in a weak

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position in this respect. The explanation for the slowness of the Air National Guard program is found in many factors:

a. First, there is a divided authority in our present political organization. The national defense is a Federal responsibility. The National Guard is a state agency until called into Federal service. Until the National Guard is called into Federal service, its administrative, organizational and training activities are not subject to the usual directives of the War Department or Army Air Forces, but these later must be transposed into National Guard regulations. This not only takes time, but in many vital cases the control which the Army Air Forces has set up for the economical, efficient and safe conduct of air training operations are not acceptable to the National Guard. This factor, however, while important, is not a major deterrent to prompt accomplishment of the Air National Guard program.

b. Perhaps the greatest factor in delaying the creation of an effective Air National Guard is the difficulty in obtaining air fields, hangars, and other facilities for Air National Guard units. During the war such facilities as were owned by the States and used by the National Guard units were turned over to the Federal Government. Thereafter funds were spent by both the War Department and municipal and private interests in improving these facilities and increasing the value of the land or structures that belonged previously to the States. The adjudiction of differences among conflicting interests takes a long time. The Army Air Forces, and particularly the Air Defense Command, is making every effort to remain aloof from controversial matters of this kind, even at the cost of delay in providing national air defense, which is predicated on a ready Air National Guard.

c. A shortage of qualified personnel, both with general combat and specialist experience which the Army as a whole is feeling as a result of the abrupt demobilization ("disintegration", General Marshall called it) is felt in the creation of Air National Guard units and the assistance which the Air Defense Command can give in this connection.

I believe the Army Air Forces is doing its best in applying its very limited personnel to its various missions. Whether or not it is trying to do too much with its present resources is not for me to say. I think the States are unjustifiably slow in acquiring facilities for Air National Guard units and organizing the latter. I velieve that if a State does not ask for Federal Recognition of allotted units within the sixty days provided after the authorization (Step 4), the War Department should withdraw the authorization and allocate the units to some other State. It is my understanding that some States have requested more air units than were allocated.

Our present national security, and particularly our security

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five to ten years hence, depends to a large extent on States accepting the responsibility for creating Air National Guard units which can be immediately called into Federal service for effective use on the outbreak or threat of hostilities. If, as happens to be the case at present, they are not disposed to accept this responsibility I believe the War Department should recommend another system for providing national defense in the air.

Sincerely,

GEORGE E. STRATEMEYER
Lt. General, U. S. Army Air Force
Commanding

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Steps in the Creation of an Air National Guard Unit

Step 1. A tentative allocation of Air National Guard Units is tendered by the National Guard Bureau to the State Adjutant General.

Step 2. The State Adjutant General, in turn accepts or refuses the allocated units and returns the correspondence directly to the National Guard Bureau.

Step 3. Upon acceptance of the allocated Air National Guard Units by the State Adjutant General, a formal allotment is made by the National Guard Bureau. The letter of allotment contains an authorization from the National Guard Bureau to organize or activate the units accepted by the State Adjutant General.

Step 4. Receipt of the letter of authorization from the National Guard Bureau by State authorities constitutes the basis for their selection and appointment of State National Guard Officers and the organization of units separately in sufficient strength to meet the percentage requirements for Federal Recognition which were communicated to them in the "tentative allocation of units" letter. Having been authorized to activate Air National Guard Units, the State has sixty (60) days in which to prepare the units and request an inspection of them for Federal recognition.

Step 5. During this sixty (60) day period, the State authorities must apply to the National Guard Bureau for the inspection of their units for Federal Recognition or forfeit their authority to activate. National Guard Bureau transmits the application for inspection through the Commanding General, Army Air Forces to Commanding General, Air Defense Command, who in turn directs the appropriate Air Defense Command Air Force to conduct the inspection.

Step 6. Air Force Commanders of the Air Defense Command and State authorities complete arrangements for the unit inspections and the inspections are made.

Step 7. The Inspection Report Forms are forwarded through Headquarters, ADC Air Force, and Headquarters, Air Defense Command, where cursory examinations are made. They are then indorsed to Headquarters, Army Air Forces where extensive screening of the forms is conducted. After Army Air Forces has indorsed the papers, they are forwarded to National Guard Bureau where a final perusal is made.

Step 8. If requirements are met, National Guard Bureau extends Federal Recognition to the inspected units as of the date of the inspection. Notice of Recognition is sent by National Guard Bureau to the State on Form 4-A.

Step 9. Requisitions for Federal Equipment from the States will be forthcoming when the States have been notified that their units are being inspected for Federal Recognition. Upon extension of Federal Recognition to and receipt of Federal Equipment by Air National Guard Units, actual training begins.

Inclosure #1

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MEMORANDUM FOR GENERAL MILTONBERGER o/a 1 October 1946

SUBJECT: Recommendations for Facilitating the Acquisition of Installations for Air Units of the National Guard

The following is a brief study of one of the more serious problems facing the Air Group of th s Bureau, as requested for presentation to Mr. Symington:

I. STATEMENT OF PROBLEM

1. It is becoming increasingly apparent that one of the narrowest bottle-necks in the orderly and timely development of the National Guard Program is the acquisition of facilities for air units of the National Guard. The difficulties faced by this Bureau, in the way of conclusive and prompt action to secure suitable facilities, group themselves into three general categories:

a. Lack of authority for necessary expenditures.

b. Inability to secure existing construction materials.

c. Extremely involved and devious procedures and channels through which virtually all negotiations must be conducted.

Unless these difficulties can be surmounted, in the near future, there is grave danger that the entire air program of the National Guard will experience serious set-backs which will destroy its ability to perform its assigned function as a vital force in the National Defense Program.

2. Lack of Authority for Necessary Expenditures. On 6 August 1946 directive from the Secretary of War was transmitted by The Adjutant Geneal which, in effect, prohibits the expenditure of Federal funds for construction projects for National Guard purposes through 30 September 1946. (Exhibit 1). This letter was supplemented by another letter of 8 August 1946, from The Adjutant General which similarly precludes further expenditure of funds for construction purposes until 1 April 1947. (Exhibit 2-4). The effect of these letters upon the National Guard Program, air and ground, is presented in the attached file.

(Exhibit 2). In addition to the construction projects included in Exhibit 2, there is a substantial number of cases where hangars and other buildings must be removed from existing locations and re-erected at installations where air units of the National Guard are to be based, if such units are to be organized, Federally recognized and placed in operation.

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3. Inability to Secure Existing Materials. An example of the inability of this Bureau to secure existing materials for the provision of facilities for air units of the National Guard is furnished by the attached copy of Disposition Form (Exhibit 3), from this office to the Commanding General, Army Air Forces, wherein it is pointed out that 44 hangars, now in existence, cannot be made available for National Guard purposes. Some of these hangars have been obligated to the Chemical Warfare Service, although they are buildings which were originally designed and procured for Air Force purposes, and are badly needed for the National Guard program.

4. Procedural Entanglements. This Bureau is currently wrestling with a number of extremely involved channels of communication and an interminable chain of agencies who have interests in the installations which are essential for National Guard use. These agencies include the Army Air Forces, Director of SS & P, Chief of Engineers, War Assets Administration, Veterans' Administration, Federal Public Housing Authority, and even the public Health Service, in some cases.

a. Most of the facilities required were released prematurely by Army Air Forces and the War Department, apparently without prior consideration of National Guard requirements, and they must now be recalled from surplus - an extremely involved and lengthy process which, to date, has yielded but one airdrome for use of air units of the National Guard, since May of this year. While close liaison is maintained at all times with the various agencies involved in this process, the prodigious amount of paper work and negotiation required is delaying seriously the accomplishment of the end result - the acquisition of airdromes.

b. One of the first steps required in the acquisition of an installation is the securing of a formal request from the Adjutant General of the State involved. This is relatively easy and requires little time. From that point onward, however, this Bureau encounters a multiplicity of procedural delays which are ham-stringing its best efforts.

c. The following is the channel it must follow normally, simply to get a recommendation from Headquarters, Army Air Forces as to the adequacy of an air facility for National Guard use:

Request for facility goes to AC/AS-3 of Army Air Forces

AC/AS-3 then sends it to AC/AS-4.

AC/AS-4 then requests the Air Defense Command to send an inspection team to the site for a report.

Air Defense Command inderses this request to the numbered Air Force in the area of the site.

Numbered Air Force sends out the inspection team.

Inspection Team reports to Numbered Air Force.

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Numbered Air Force forwards report to Air Defense Command.

Air Defense Command forwards to AC/AS-4 Army Air Forces.

AC/AS-4 forwards report to this Bureau with recommendations, usually through AC/AS-3.

This involved procedure is simply the first step in the process of acquiring an air facility:

d. If it is found by AC/AS-4, from the returning report of the inspection team, that the facility is adequate, action is taken, without further reference to this Bureau, to secure its assignment to the State concerned. In the case of an installation which has reverted to surplus, the procedure is usually as follows:

AC/AS-4 Army Air Forces forwards request to Director SS&P, War Department.

DSS&P forwards to Office Chief of Engineers, with request for withdrawal from surplus and permit to state

Office Chief of Engineers forwards to the local Division Engineer, requesting Form 1005 for surplus property disposal.

Division Engineer forwards to local District Engineer.

District Engineer sends his representatives to the site to secure data for Form 1005

District Engineer executes Form 1005 from their report.

District Engineer forwards Form 1005 to Division Engineer

Division Engineer forwards to Office Chief of Engineers

Office Chief of Engineers addresses request, with Form 1005, to the War Assets Administration.

War Assets Administration secures the approval of Surplus Airports Disposal Committee, which meets but one afternoon each week.

War Assets Administration advises Chief of Engineers of favorable decision and notifies of withdrawal from surplus.

Office Chief of Engineers directs Division Engineer to issue permit.

Division Engineer issues permit.

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It is to be noted that the latter items on this procedure are based upon pure theory because no case has yet developed into these stages.

e. In certain areas, where War Assest Administration has disposed to outside interests of the facilities desired for National Guard purposes, alternate propositions must be entertained, which means repeated retracing of portions or all of the channels outlined above, and often results in a well-nigh hopeless snarl. A similar situation results if any agency concerned fails to concur with original requests for facilities.

f. In a few cases, where the Army Air Forces or the War Department still retain control of the installations, only applicable portions of the procedure are followed.

g. In instances where air units of the National Guard are assigned space in a Regular Air Force "interim" station, no serious delays have been experienced.

h. Efforts have been made to try to take a short-cut, by having Division Engineers issue temporary right of entry, or by having Base Commanders make available to the States sufficient office and assembly space where units may set up offices and get their organizations under way. These have been consumated in a few instances, but the arrangement is far from satisfactory, and it takes a great deal of time to get even the temporary permit.

i. These involved procedural entanglements are the chief bottle-necks to the acquisition of airdromes, and acquisition is, in turn, one of the major problems facing this Bureau at this time and one which is likely to cause serious delay in the activation and operation of air units.

II DISCUSSION

1. It is not believed by this Bureau that the involved procedures which exist for handling this important phase of its business are the result of any wilful obstruction or inefficiency on the part of the agencies concerned - optimum cooperation is being extended on every hand - the machinery set up for the acquisition of facilities for the National Guard is simply so ponderous and clumsy that it is unable to adjust itself to the pressing requirements of this Bureau, and of the National Guard Program.

2. Unless these procedures can be simplified and short-cut, there is grave danger that air units of the National Guard will be unable to organize and secure Federal recognition within the forseeable future. The organized Reserve flying training program is already under way in many States - and it is absorbing many of the personnel and some facilities previously counted upon for air units of the National Guard - further delay is going to accentuate this situation and will bring many other distressing problems in its wake.

III RECOMMENDATIONS

1. That action be taken to permit this bureau to expend, for construction of vitally required facilities, funds which have been appropriated for that purpose by exemption from terms of letter of 8 August. (Exhibit 2-4).

2. That the National Guard Bureau be given top priority on all materials for construction of hangars and other airdrome and administrative facilities

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which are now under control of War Department agencies by directive to Commanding General, Army Air Forces and Chief of Engineers.

3. That this Bureau, which contains persons fully qualified and experienced in air facility selection, have direct control of the inspection teams of the Numbered Air Forces, and make its own inspections when necessary by directives to Commanding General, Army Air Forces and this Bureau.

4. That this Bureau be authorized to deal directly with the agency in control of air facilities, instead of following channels outlined in this study, and to deal directly with the Division Engineer involved by directive to Commanding General, Director Service, Supply and Procurement, Chief of Engineers arrangement with War AssetsAdministration.

5. That the Chief of Engineers be made the direct agent of this Bureau in all real estate matters concerning air facilities for the National Guard.

6. That the Commanding General, Army Air Forces be directed to assume local repair, utilities and management functions similar to those now performed by Base Air Installations Officers.

/s/ W. A. R. ROBERTSON
Colonel, NGB

3 Incls:
1. Ltr fr TAG re FY 47 constr dtd 6 Aug 46
2. Ltr fr Ch NGB re FY 47 constr dtd 16 Aug 46 w/ Comm #2 and incl
3. DS fr NGB to AAF dtd 13 Sept 46

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HEADQUARTERS FOURTH AIR FORCE
OFFICE OF THE COMMANDING GENERAL
HAMILTON FIELD, CALIFORNIA

4AFFS-4
325

01 Aug 1947

SUBJECT: Logistical Assistance to Air National Guard Program (ADC-MS-B3)

TO: Commanding General, Air Defense Command, Mitchel Field, New York

1. In compliance with the provisions of Air Defense Command Letter 65-25, dated 26 May 1947, the following information and recommendations are submitted:

a. The Air Instructor for the State of Arizona Air National Guard reported the following difficulties:

(1) Slowness of filling original issues is causing some difficulty in engineering, particularly engine kits for V-1650 and R-2800 type engines, wing and tail jacks for both P-51 and A-26 aircraft and certain scarse items such as aircraft insignia paint, prop parts, C-47 Bungee cords, etc.

(a) Information was furnished, by this headquarters, to the Air Instructor for Arizona as follows:

1. Special engine tool kits are not a part of the kits and sets of equipment as authorized by T/O&E 1-27R, therefore a special requisition should be submitted for those tools required as shown in Technical Orders 02-100A-40 and 02-55AC-4.

2. Set Aircraft Jacking, Technical Order 00-30-163 is authorized in T/O&E 1-27R. If advance information copies of shipping tickets listing this item have not been received, the U.S.P. & D.O. should contact Air Materiel Command for information as to shipping date.

3. Insignia paint and propeller parts required over and above those being shipped on special AAF projects should be requisitioned in accordance with the provisions of AAF Materiel and Service Directive 65-25.

4. Rings, Landing Gear Bungee, stock number 0106-2116986 required in addition to those shipped on Project 84172R0 should be requisitioned from the appropriate Air Materiel Area Depot.

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b. The Air Instructor for the State of California reported no difficulties other than that of improper channeling of requisitions which has been corrected.

c. The Air Instructor for the State of Idaho Air National Guard reported that lack of the following items was impeding progress of the units:

(1) Tractor, fuel servicing, type F-2A

(2) Typewriters

(3) Summer Clothing in proper sizes

(a) Information was furnished, by this headquarters, to the Air Instructor for Idaho as follows:

1. Truck, Tractor, 4x4, 4-5 ton, is an item of Ordnance Supply and should be requisitioned, quoting applicable T/O&E, from the Ordnance Supply Depot serving your area.

2. Typewriters are an item of Quartermaster Supply and should be requisitioned, quoting applicable T/O&E, in accordance with the provisions of AAF Materiel and Service Directive 67-65.

3. Clothing is an item of Quartermaster Supply and should be requisitioned, in the quantity and sizes required, from the Quartermaster Supply Depot serving your area.

d. The Air Instructor for the State of Montana submitted a negative report as units had not as yet been federally recognized.

e. The Air Instructor for the State of Nevada submitted a negative report as units had not as yet been federally recognized.

f. The Air Instructor for the State of Oregon reported that the following items were impeding the progress of the units:

(1) With the uniforms being issued to date, which are O.D. and old type, it is nearly impossible to outfit a unit with uniforms of the same type, cloth and cut.

(2) This unit is authorized two (2) C-47 type aircraft but as yet only one (1) has been received.

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(3) Accounting and requisitioning procedures are changed so often as to confuse those personnel charged with supply functions.

(4) Several items of aircraft parts are in such short supply as to require an excessive quantity of AOCP requisitions.

(a) Information was furnished, by this headquarters, to the Air Instructor of Oregon as follows:

1. The Adjutant General of the State of Oregon should be contacted with reference to the type and quality of uniforms being received as this is a matter for coordination between the National Guard Bureau and Office of the Quartermaster General.

2. Air Defense Command is being queried with reference to the availability of a C-47 type aircraft for delivery to the State of Oregon.

3. Headquarters AAF has advised this headquarters that AAF Regulation 65-30 and AAF Materiel and Service Directive 65-25, with reference to requisitioning and accounting procedures for AAF property issued to Air National Guard units, are being revised.

4. Quite a few items of aircraft spares are at the present time in a very critical short supply, and this information has been dissemated by Air Materiel Command to the Air Materiel Area Depots concerned.

g. The Air Instructor for the State of Utah reported that the lack of the following items were impeding the progress of the units:

(1) Items urgently required:

one each Trailer, semi, fuel servicing, type F2A
Vehicle, truck, 4-5 ton, 4x4 tractor
Trainer AN7-18
CO-2 Extinguisher (for use on flying line)

(2) Other items hindering operations:

Test Set I-100-A
Test Set I-139A
Test Set I-56
Components for I-56
Test Equipment IE-36
Components for Test Equipment IE-36

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Test Equipment IE-12A
Brake, sheet metal, 18 gage bench type 36"
Shear, squaring foot power, 18 gage
Aircraft towing bars
Stand assy., aircraft maintenance, fixed type
Stand assy., maintenance crew chief
Equipment set aircraft jacking
Radio Set SCR 573
Radio Set SCR 574
Radio Set SCR 575
Radio Set SCR 624
3/4 ton ambulance

(a) Information was furnished, by this headquarters, to the Air Instructor of Utah as follows:

1. Further information is requested for the authorization for issue of 1600-327799000 Test Set, 1600-327820020 Test Set, 1600-327808250 Test Set, 1600-327808252 Test Set Components, 1600-327148150 Test Equipment 1600-327148170 Test Equipment Components, 1600-327062000 Test Equipment, and 8200-857820 Stand assy., aircraft maintenance, fixed type as these items cannot be located in any applicable T/A, T/O&E or Technical Order.

2. Extinguishers, Fire, type CO-2, 15-lb., stock number 58-4276.200.150, are an item of Engineer Corps issue and should be requisitioned, quoting applicable T/O&E, from the Engineer Section, Ogden General Depot.

(3) Truck, Tractor 4x4, 4-5 ton and Truck 3/4-ton Ambulance, KD, are items of Ordnance Supply and should be requisitioned, quoting applicable T/O&E, from the Ordnance Depot serving your area.

(4) If items 5000-818000, Trailer, semi, fuel servicing, 1100-852300 Trainer, flying and landing, AN-T-18, 8100-131450, Brake Sheet metal 18-ga bench type, 8100-800000, Shear Squaring, foot power, 18-ga, 8200-061100, Bar, towing aircraft, 8200-275000, Bar, Towing aircraft, 8200-864000, Stand assy., crew chief maintenance, 00-30-163 Set aircraft jacking, 1700-265858000 Radio Set SCR 573, 1700-265870000 Radio Set SCR 574, 1700-265879000 Radio Set SCR 575, and 1700-266218800 Radio Set SCR 624 are not listed on advance copies of shipping documents, the U.S.P. & D.O. should be requested to contact Air Materiel Command through the Air Materiel Area Depot for information as to shipping dates.

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4AFFS-4, 325, Logistical Assistance to Air National Guard Program (ADC-MS-M3)

h. The Air Instructor for the State of Washington reported the following difficulties:

(1) Accounting procedure for Air National Guard units as outlined in TM 38-410 and TM 38-275 do not cover in detail the procedures to be followed by the Unit Supply Officer and the U.S.P. & D.O. concerning use of Stock Record Cards, AAF Forms 34 and 105, when the U.S.P. & D.O. and the Unit Supply Officer are located in different sections of the State.

(2) There appears to be a lack of sympathy and understanding on the part of some supply agencies as to their responsibility in the supply of the Air National Guard. This results in retarding the Air National Guard Program.

(3) In the case of flight communications, this unit has a request of early date for telephone connection from its operations room to drop on the AAF Military Flight Communications System. No action of a positive nature has been provided by Regular Army personnel toward the installation of this facility.

(4) The Air National Guard units to date have not received flying equipment or servicing units.

(5) Medical equipment has not been furnished for any emergency that may occur, either for crashes or injuries received by caretaker personnel.

(6) Lack of special tools is hampering first and second echelon maintenance.

(a) Information was furnished, by this headquarters, to the Air Instructor of Washington, as follows:

1. Headquarters Army Air Forces has advised this headquarters that AAF Regulation 65-30 and AAF Materiel and Service Directive 65-25, with reference to requisitioning and accounting procedures for AAF property, issued to Air National Guard Units, are being revised.

2. A complete detailed reply will be submitted by indorsement hereon as to the basis for the statement that: "There appears to be a lack of sympathy and understanding on the part of some supply agencies as to their responsibilities in the supply of the Air National Guard".

3. Flight and other communications are a function of the individual state concerned and the Adjutant General of the state should be contacted concerning any installation required.

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4. T/O&E equipment for the 116th Fighter Squadron and the Detachment "B", 242d Air Service Group, was ordered shipped by Air Materiel Command on AAF special projects 73451-HO and 73454-HO respectively, with a delivery date of not later than 29 June 1947. If flying equipment and servicing units have not been received, the U.S.P. & D.O. should contact the appropriate depot for further information as to delivery dates.

5. On Requisition 49-008-10757-47, dated 25 April 1947, the National Guard Bureau requested the Surgeon General to ship to Detachment "B" 242d Air Service Group twenty (20) each Kit, First Aid, Motor Vehicle 12 unit, complete with a delivery date of not later than 25 May 1947. If these kits have not been received, the Adjutant General should be requested to contact the National Guard Bureau for further information as to delivery dates.

6. On Requisition 49-008-10750-47, dated 25 April 1947, the National Guard Bureau requested the Surgeon General to ship to the 116th Fighter Squadron all medical items authorized by T/O&E 1-12R with a delivery date of not later than 25 May 1947. If these items have not been received, the Adjutant General should be requested to contact the National Guard Bureau for further information as to delivery dates.

7. Special tools or those tools not authorized by appropriate T/O&E or Technical Orders that may be required for maintenance of Aircraft should be requisitioned from the appropriate Air Materiel Depot.

i. All instructors have been directed that in all future reports, complete detailed information will be furnished this headquarters as to stock number and nomenclature, requisition number and date, depot on which requisition was submitted, action taken by depot or other sources, authority and/or detailed requirements for the item, the lack of which is hindering the Air National Guard Program.

k. It is recommended that Air Materiel Command be requested to furnish at least two (2) copies of AAF Form 104G to the U.S.P. & D.O. of each state and one copy of AAF Form 104G to this headquarters (Attn A-4) on all AAF Special Projects directing shipment of T/O&E equipment to the National Guard Units. On the shipping instructions issued by Air Materiel Command for AAF Special Projects of the 73000 series, it states in Paragraph 2a that a copy of the AAF Form 104G is attached, but copies have not been received by this headquarters. A copy of the AAF Form 104G would be extremely valuable in permitting this headquarters to evaluate the equipment shortages of the Air National Guard Units.

l. Inasmuch as the mission of the Air National Guard is the training of personnel in AAF procedures in order that they may be properly prepared upon call to active federal service, the following recommendations are submitted:

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(1) That the provisions of TM 38-410 and pertinent AAF Regulations and AAF Materiel and Service Directives be fully complied with. In order to accomplish this, it will be necessary that certain conflicting and borderline regulations be rescinded.

(2) That the U.S.P. & D.O. function substantially as the Base Accountable Supply Officer on a Class III Installation.

(3) That the Technical Supply Officer of the Air National Guard base function as the warehousing officer for the U.S.P. & D.O. and store and maintain the 45-day supply level for the assigned units.

(4) That the Unit Supply Officer function as any other squadron supply officer, i.e., be responsible for the T/O&E property issued to the unit and draw such maintenance spares and supplies as may be required from the Technical Supply Officer.

(a) The procedure as outlined above would permit the establishing of a 45-day stock, available to all units, and a 45-day stock level and a reorder point on AAF Form 105F1. Under present regulations, where all items are issued on memorandum receipt by the U.S.P. & D.O., it is almost impossible to establish a stock level and in most cases, no attempt has been made to do so.

m. Information is requested as to the availability of a C-47 aircraft for delivery to the state of Oregon.

FOR THE COMMANDING GENERAL:

H. B. HAILE
Major, Air Corps
Acting Asst. Adjutant General

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HEADQUARTERS
AIR DEFENSE COMMAND
INTEROFFICE ROUTING SLIP

SUSPENSE NO			REGISTER NO		
SUSPENDED TO					
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FILE:

SUBJECT: 12 Sep 46

NO	DATE	FROM	TO	Number and date each entry - show date of dispatch. Show staff division or office in FROM-TO columns. Sign each entry legibly - show actual signer. Draw a line across the page under each entry. Use full width of page for long entries.
1	12/9	CG	DC/S	In a discussion with Mr. Symington, Asst. Secretary of War for Air, yesterday, he made inquiry as to how we were getting along and I told him that insofar as the Air Reserve Program was concerned the bud was beginning to bloom, but that the Air National Guard Program was not progressing satisfactorily. I pointed out that this was political and that I was not surprised. I further stated that I was confident that some of the Governors eventually would not organize the Air National Guard units which they had accepted for their States. I pointed out that some Governors had asked for additional units and that I felt that an investigation should be made now to determine those States that do not intend to organize Air National Guard units and that those units be offered to the States who have requested additional units. Please have this problem investigated by the Staff and a letter prepared for my signature to Mr. Symington, with copy for General Spaatz, making some definite recommendation re this matter. /s/ G.E.S. G.E.S. Lt.Gen.USAAF Cmdg.

ADC Form Hq-AG 1 (Revised)
9 July 1946

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WAR DEPARTMENT
The Adjutant General's Office

AGAM-PM 353 (18 Oct 46) Washington 25, D. C. 29 October 1946
WDGOT

SUBJECT: Training Responsibility for Civilian Components

TO : Commander-in-Chief, U. S. Army Forces Pacific
Commanding Generals:
Army Air Forces
Army Ground Forces
Alaskan Department
Hawaiian Department
Antilles Department
Caribbean Defense Command
All Armies, ZI
Chiefs of Administrative and Technical Services

1. Pending the revision of WD Circular 138, 14 May 1946, as amended by WD Circular 170, 11 June 1946, the following directive clarifying the responsibility for the supervision of civilian components is published for the information and guidance of all concerned:

a. The Commanding General, Army Ground Forces, is responsible for the activation, organization, and training of all units of the Organized Reserves and ROTC within the continental limits of the United States except those units assigned to the Commanding General, Army Air Forces. The Commanding General, Army Air Forces, is responsible for the activation, organization and training of all air units of the Organized Reserves and ROTC, and such other units of the Organized Reserves as may be assigned or attached to the Army Air Forces.

b. The Commanding General, Army Ground Forces, is responsible for supervision of training, and for making the necessary inspections to determine whether the qualifications for Federal recognition prescribed by the Secretary of War have been met and for making appropriate recommendations thereon to the War Department for all units of the National Guard within the continental limits of the United States except air units, and associated aviation engineer, weather, and air service units. The Commanding General, Army Air Forces, is responsible for supervision of training and for making the necessary inspections to determine whether the qualifications for Federal recognition prescribed by the Secretary of War have been met, and for making appropriate recommendations thereon to the War Department for all units of the National Guard within the continental limits of the United States except air units, and associated aviation engineer, weather, and air service units. The Commanding General, Army Air Forces, is responsible for supervision of training and for making the necessary inspections to determine whether the qualifications for Federal recognition prescribed by the Secretary of War have been met, and for making appropriate recommendations thereon to the War Department for all units of the Air National Guard

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within the continental limits of the United States.

c. Matters pertaining to the civilian components within the several territorial departments are the responsibility of the theater commanders or department commanders directly under the War Department. In discharging this function, they will be guided by policies issued by Headquarters, Army Air Forces and Army Ground Forces for similar units within continental United States.

The Commanding Generals, Army Air Forces and Army Ground Forces, will furnish the Commander-in-Chief, U. S. Army Forces, Pacific and the Commanding Generals, Caribbean Defense Command, Alaskan Department, Hawaiian Department, and Antilles Department with copies of all Army Air Forces and Army Ground Forces instructions, respectively, affecting the civilian components.

2. The present responsibility of the chiefs of the technical and administrative services, War Department Staff Divisions, and other War Department agencies for the developmen t of doctrine for type units not normally assigned to a field army and for exercise of necessary technical supervision on a War Department level will not be altered by the policy outlined herein. In addition, the detail of instructors for such units will be coordinated with the chief of the agency having responsibility for technical supervision

3. In discharging the above delineated responsibilities, close coordination will be effected between Army Air Forces and Army Ground Forces. Special attention will be given to the coordination of actions relating to the assignment of ROTC instructors and other personnel.

BY ORDER OF THE SECRETARY OF WAR:

/s/ Edward F. Witsell
/t/ EDWARD F. WITSELL
Major General
The Adjutant General

Copies furnished:
Directors, War Department General Staff Division
Chief, War Department Special Staff Division

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HEADQUARTERS
AIR DEFENSE COMMAND
Mitchel Field, New York

ADC LETTER 20-4B

10 December 1946

SUBJECT: Air National Guard, Organization and Procedures

TO : Commanding Generals, First, Second, Fourth, Tenth, Eleventh and Fourteenth Air Forces.
Commanding Officer, Mitchel Field, New York.

1. The provisions of paragraphs 8 and 11h, "Functions of the Air Defense Command and its Numbered Air Forces with respect to Air Components of the National Guard of the United States," forwarded as Inclosure to ADC Letter 20-4, 1 August 1946, are rescinded and the following substituted therefor:

8. Organization and Channels of Communication:

a. Organization.

(1) The organization of the Air National Guard within a state is a function of the state authorities in conjunction with the National Guard Bureau. Normally, intra-state organization is as shown on the attached chart.

(2) Air National Guard units of one state which are assigned to a larger unit with a headquarters in a different state are under the control of that larger unit only:

(a) As agreed between the states;

(b) When in active military service of the United States.

(3) The organization of Regular Army instructors on duty with the Air National Guard within one state will parallel the organization of the Air National Guard within that state. A typical organization is shown on the attached chart.

(4) In each state the highest ranking AAF instructor within the state will be designated, in addition to his other duties, as the Senior Air Instructor. As such, he controls the activities of, and exercises command over, all Regular Army Air Instructors on duty within the state.

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b. Channels of Communication.

(1) Within the state, the channels of communication for the National Guard organization are those prescribed by the State military authorities. Normally, they follow the command channels of the National Guard as organized in that state.

(2) Channels of communication within the Regular Army Air Instructor group within the state will be the normal command channels of the Regular Army Air Instructor group as organized in that state. Normally, these will be from squadron or detachment instructor to group instructor to wing instructor to State Senior Air Instructor, to Air Force Headquarters. Exceptions to these channels are:

(a) Where the wing headquarters is in a different state from that of the group, squadron or detachment, communications will be forwarded by the group instructor through the State senior air instructor to the Air Force headquarters, and an information copy only will be sent to the wing instructor.

(b) Where the group and wing headquarters are in different states from that of the squadron or detachment, communications will be forwarded by the squadron or detachment instructor through the State senior air instructor to the Air Force headquarters and information copies sent to the group and wing instructors.

(c) Where there are two wing headquarters in the same state, communications will be forwarded through the wing instructor to the State senior air instructor to the Air Force headquarters.

(3) Official communications originating at Air Force headquarters will follow the same channels as specified in sub-paragraph (2) above, with the exceptions noted in sub-paragraphs (a), (b), and (c) thereof, in which instances applicable procedures as outlined will be followed:

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(4) Between Air Defense Command Air Force Commanders and State authorities:

(a) Communicating with State Adjutants General. The Air Force Commander is authorized to communicate directly with any State Adjutant General included within his Air Force area on matters relative to the National Guard on which he is authorized by law, approved War Department policies and regulations to act or make recommendations.

(b) The Air Force Commander will be included in the channels of correspondence between the War Department and the military authorities of a State as follows:

1. Communications which involve specifically prescribed functions of an Air Force Commander in connection with the National Guard when not in the Federal service.

2. Communications containing subject matter of which the Air Force Commander should have official knowledge as designated by the Commanding General, Army Air Forces.

(5) State Adjutants General.

(a) All communications from the War Department or an Air Force Commander intended for the National Guard of the State will be addressed to the State Adjutant General except such communications as the State Adjutant General especially requests to be otherwise addressed. (See paragraph 55, NGR #1).

(b) All communications originating with the National Guard of the State which require consideration by the War Department or by the Air Force Commander will be forwarded to the States Adjutant General, except as provided in paragraph 55, NGR #1.

(c) Communications relating to matters over which Air Force Commanders are not authorized to exercise control will pass directly from State authorities to the National Guard Bureau or vice versa. For

(c) Cont'd

all other communications, the channel of communications will be through the Air Force Commander, the Air Defense Command and Headquarters, Army Air Forces to the Chief of the National Guard Bureau or vice versa.

11. Regular Air Force Personnel on Duty with the National Guard.

* * * * * * * *

h. Efficiency reports of instructors.

(1) Efficiency reports on Senior Air Instructors will be prepared by the Commanding General of the Air Force to which assigned.

(2) Efficiency reports of Air Instructors on duty in the same state will pass through the normal chain of command, i.e. - Wing Instructors will prepare reports on Group Instructors; Group Instructors will prepare reports on squadron and detachment instructors. All reports wil pass through the Senior Air Instructor who will forwa them to the Air Force Commander.

(3) Senior Air Instructors will prepare reports on any air instructors of separate units that do not have a higher headquarters in the State.

(4) In the preparation and forwarding of Efficiency reports, care will be exercised by all concern to insure that justice is done to both the officer and to the service.

BY COMMAND OF LIEUTENANT GENERAL STRATEMEYER:

CHARLES B. STONE III
Major General, USA,
Chief of Staff.

OFFICIAL:

C R Landon
C. R. LANDON
Colonel, AGD
Adjutant General

DISTRIBUTION:
"P"
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Chart

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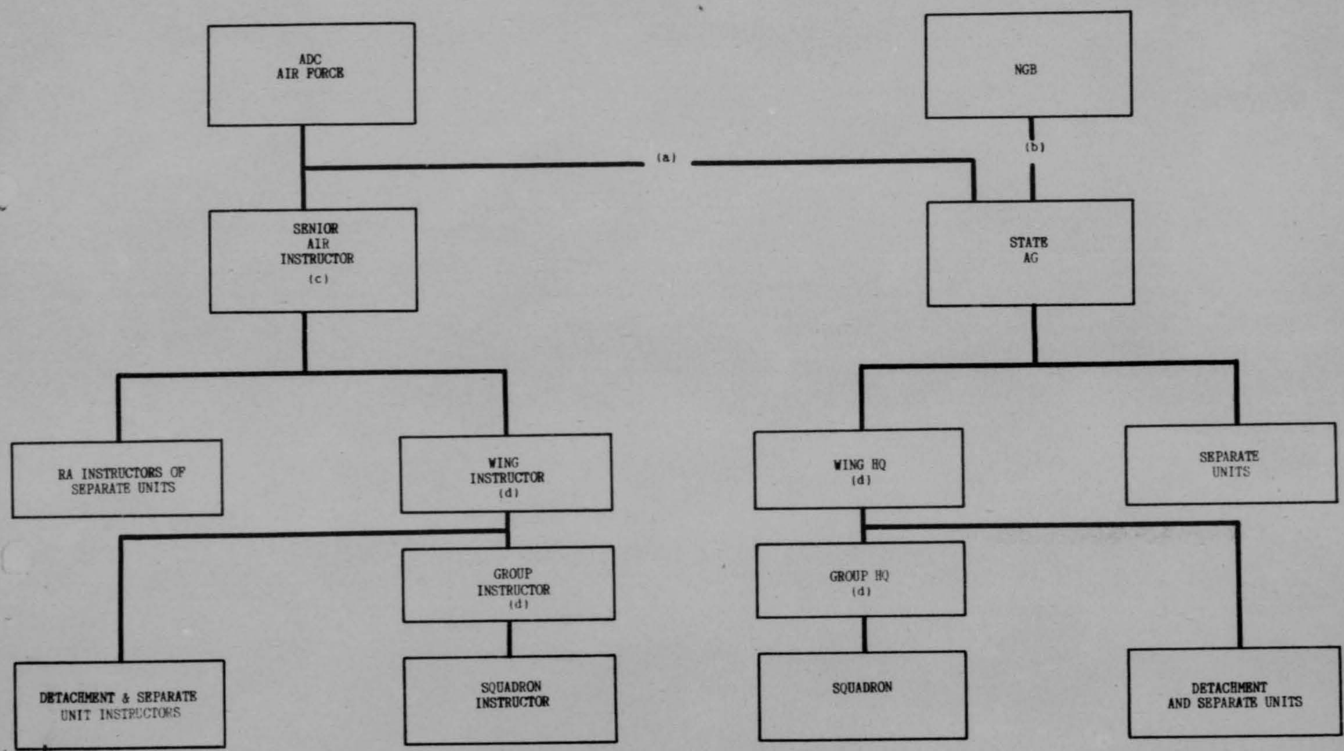
Attachment to ADC Letter 50-48

NORMAL NG ORGANIZATION WITHIN A STATE



(a) Channel for training and other matters which are ADC functions.
(b) Channel for administrative and other matters which are not ADC functions.
(c) Additional duty o[illegible] ranking AAF Instructor within the State.
(d) These echelons ar[illegible] existence in every State.

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WAR DEPARTMENT
WAR DEPARTMENT GENERAL STAFF
Organization and Training Division
WASHINGTON

WDGOT 325 (9 Oct 46) 20 December 1946

MEMORANDUM FOR ALL WAR DEPARTMENT AGENCIES:

SUBJECT: Clarification of War Department Policies Pertaining to the National Guard and the Organized Reserve Corps

1. The inclosed clarifying policy statements were approved by the Secretary of War on 13 December 1946 as a supplement to "Approved War Department Policies Relating to Postwar National Guard and Organized Reserve Corps", dated 13 October 1945, as revised.

2. War Department approval of these policy statements, for implementing purposes, is subject to the availability of funds, facilities, materiel and personnel.

3. Attention is specifically directed to paragraph 5.

BY ORDER OF THE SECRETARY OF WAR:

/s/ C. P. Hall
C. P. HALL
Lieutenant General, GSC
Director of Organization and Training

1 Incl
Policy Statements

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CLARIFICATION OF WAR DEPARTMENT POLICIES
PERTAINING TO THE NATIONAL GUARD AND ORGANIZED RESERVE CORPS

- - - - - - - - - - -

Supplement to Approved War Department Policies
Relating to Postwar National Guard and Organized Reserve Corps
Dated 13 October 1945, as Revised

13 December 1946

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CLARIFICATION OF WAR DEPARTMENT POLICIES
PERTAINING TO THE NATIONAL GUARD AND THE ORGANIZED RESERVE CORPS

1. a. The present mobilization plan of the War Department depends upon favorable legislative action in the matter of Universal Military Training.

b. The M-Day Force is defined as the total strength in units and in individuals required by the War Department and available and capable constantly of performing their wartime missions promptly.

c. Until mobilization plans are necessarily revised by requirements of the international situation or by scientific, legal, or fiscal consideration, the M-Day Force will be composed of the Regular Army, the National Guard, and such Organized Reserve Corps units and individuals as are necessary to provide an effective force with essential combat and service support.

d. The major effort of the War Department in matters pertaining to the reserve components will first be directed towards the organizing, equipping, and training of an effective M-Day Force.

e. The Organized Reserve Corps will supply within the M-Day Force only those units (A units) which the Regular Army and the National Guard cannot organize, equip, train, and maintain. If experience indicates the required divisions cannot be provided by the Regular Army and National Guard, they may then be included within the Organized Reserve Corps.

f. It is not contemplated organizing in an "A" status any Reserve divisions unless it is clearly demonstrated that requirements cannot be met by the National Guard.

2. a. All M-Day units, both combat and service types, will be fully manned and equipped and will receive such individual and unit training as to insure that they are capable of performing their wartime missions promptly.

b. Class B, Organized Reserve Corps units, both combat and service types, will receive such individual and unit training as to insure that they will be capable of expansion, after mobilization, to fully manned and equipped units, capable of performing their wartime missions within the period M plus 90 to M plus 180 days.

c. Class C, Organized Reserve Corps units, both combat and service types, will receive such individual and unit training as to insure that they will be capable of expansion, after mobilization, to fully manned and equipped units, capable of performing their wartime missions within the period M plus 180 to M plus 360 days.

d. Insofar as practicable, Class B and C Organized Reserve Corps units will be associated with units in the M-Day Force to facilitate their training.

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e. Failure to complete satisfactorily a prescribed training program will be considered as grounds for withdrawal of Federal recognition from National Guard units or activation authority from Organized Reserve Corps units, under regulations prescribed by the Secretary of War.

3. a. Priority in facilities, funds and equipment will be given the M-Day Force.

Prior

b. M-Day Force units will be equipped on a Table of Organization and Equipment basis.

c. Class B, Organized Reserve Corps units, both combat and service types, will be equipped with the essential individual and training equipment necessary to support their training objectives. In general, this equipment will be of the type required for classroom and theoretical instruction. Where practicable, arms and equipment necessary to maintain individual proficiency in weapons, and their care and maintenance, will be provided on a pool basis. Full advantage will be taken of facilities and equipment available to units of the M-Day Force.

d. Class C, Organized Reserve Corps units, both combat and service types, will be equipped within their needs on a basis comparable to Class B units.

e. Supply planning should provide sufficient equipment in Mobilization-Reserve to fully equip Class B and C Organized Reserve Corps units on a Table of Organization and Equipment basis according to planned schedules.

4. Subject to the enactment of appropriate legislation and available funds:

a. Personnel assigned to Organized Reserve Corps units will receive inactive duty (Armory Drill) apy comparable to the National Guard on the basis of equal pay for equivalent service.

b. All personnel of the M-Day Force will be authorized the same inactive duty (Armoy Drill) pay and administrative pay.

c. Personnel assigned to Class B and C Organized Reserve Corps units will be authorized Armory Drill pay, not to exceed 50 percent of the total annual pay authorized for personnel assigned to similar positions in the M-Day Force.

d. When fiscal considerations impose restrictions in pay, priority will be given to personnel assigned to M-Day Force, B and C Organized Reserve Corps units in that order.

5. Action will be taken immediately to amend all War Department plans and policies in accordance with the foregoing.

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APPROVED WAR DEPARTMENT POLICIES
RELATING TO THE POSTWAR NATIONAL GUARD AND ORGANIZED RESERVE CORPS

NATIONAL GUARD

I. BASIC ASSUMPTIONS

1. The postwar military establishment will consist of the Regular Army, the National Guard of the United States, and the Organized Reserve Corps.

2. Universal Military Training of one year for all able-bodied Americans.

3. After completing the prescribed year of training, each army trainee will become a member of the Organized Reserve Corps remaining in this status for a period of years. After their prescribed training they will not be subject to call for service or further training except during a national emergency expressly declared by Congress. In lieu of the prescribed period of years in a reserve status, a trainee may volunteer for service in the Regular Army, Navy or Coast Guard, in the National Guard, a unit of the Organized Reserve Corps, or the Organized Naval or Marine Corps Reserve.

4. The over-all balanced force for the postwar military establishment will be four and one-half million (4,500,000) men.

5. In general, no unit should be allotted to the Regular Army, other than required for its peacetime mission, providing it can be equipped, trained, and made ready for its mobilization mission in time of peace, at less expense and more advantageously, in the National Guard or the Organized Reserve Corps.

6. The army organization will continue to be predicated on the three Major Forces, namely the Army Air Forces, Army Ground Forces, and Army Service Forces.

7. The target established by the over-all troop basis for the Army of the United States automatically determines the personnel strength of the Active Reserve as that balance remaining after deduction of the combined strength of the Regular Army and the National Guard.

8. The War Department troop basis will establish the number and types of organizations and units required for an over-all balanced force. The types and numbers of organizations and units of the Active Reserve will be determined by subtracting the number of such organizations and units allotted to the Regular Army and the National Guard from the War Department troop basis.

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WAR DEPARTMENT POLICIES RELATING TO POSTWAR NATIONAL GUARD

SECTION I.

DEFINITION

1. National Guard. The National Guard of the United States will be an integral part and a first line reserve component of the postwar military establishment. The National Guard of the States and Territories will continue to exist in the postwar military establishment. All Federally recognized units and elements of the National Guard of the several States, Territories and the District of Columbia together will constitute the National Guard of the United States.

2. a. The use of the term "National Guard" throughout this paper will be understood to include both the "National Guard of the United States" and the "National Guard".

b. Hereinafter, where the term "State" is used, it will be understood to include the several Territories, the District of Columbia and Puerto Rico.

c. Where necessary to differentiate, the distinctive terms referred to in Par. 2. a. and 2. b. above will be used.

SECTION II.

MISSION

1. Mission of the National Guard of the United States.

To provide a reserve component of the Army of the United States, capable of immediate expansion to war strength, able to furnish units fit for service anywhere in the world, trained and equipped:

a. To defend critical areas of the United States against land, seaborne, or airborne invasion,

b. To assist in covering the mobilization and concentration of the remainder of the reserve forces,

c. To participate by units in all types of operations, including the offensive, either in the United States or overseas.

2. Mission of the National Guard of the several States.

To provide sufficient organizations in each State so trained and equipped as to enable them to function efficiently at existing strength in the protection of life and property and the preservation of peace, order and public safety, under competent orders of the State authorities.

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SECTION III.

STRENGTH, COMPOSITION, ORGANIZATION AND DISTRIBUTION

1. Strength

The strength of the National Guard will be the maximum which the States can recruit and maintain at a satisfactory standard. The initial procurement objective will be not less than 425,000 enlisted, this objective to be subsequently increased as circumstances warrant.

2. Composition

a. The organizations and units allotted to the several States will be those which are required for the accomplishment of the mission of the National Guard and when taken together with the units of the Regular Army and the Organized Reserve Corps will insure an over-all balanced force within the Army of the United States.

b. Within the total allotment, organizations of the proper type will be allotted to each State to enable it to accomplish the State mission.

c. Mounted or horsedrawn units will not be maintained. The hiring of mounts in limited numbers, for use in small elements of reconnaissance units during field training will not be prohibited.

3. Organization

a. In the reorganization of the Postwar National Guard the pride and traditions of old organizations will be utilized as far as practicable. The following principles will govern the type of units to be organized:

(1) First priority will be given to divisions and air units of an appropriate type. The maximum number of divisions which the States can maintain will be organized. The initial objective for divisions will be not less than 18.

(2) Second priority will be given to infantry regimental combat teams.

(3) Third priority will be given to antiaircraft artillery and signal aircraft warning units with the objective of providing the greatest practicable amount of antiaircraft protection to key industrial centers.

(4) Fourth priority will be given to non-divisional combat units of the type used generally to reinforce divisions.

(5) Units of other types needed to facilitate training or provide a better balance to the National Guard as a whole may be organized.

b. Except for purposes of combined training, organizations larger than a division will not be organized wholly within the reserve components.

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c. Whenever two or more separate battalions or similar units are allotted to a single State, an appropriate commander and headquarters will be included.

d. Units will be organized under applicable Regular Army Tables of Organization; provided that exceptions may be made with the ap-roval of the Secretary of War.

e. The Inactive National Guard, officers and enlisted men, will be eliminated.

f. Units up to and including regiments will be wholly within a single State. Where brigades or divisions of necessity are allocated to two or more states, brigade or divisional elements will be allocated so as to furnish a balanced combat team (or teams) to each State. The headquarters of such brigades or divisions may be withdrawn and reallocated within the States concerned by the Secretary of War.

g. Units of the National Guard will be maintained at sufficient strength to enable them to carry out the mission assigned. For planning purposes, this strength will be computed at 80% of enlisted strength and full strength in officers and warrant officers, based on appropriate tables of organization. Initial strength required for Federal recognition will be as prescribed by the Secretary of War.

4. Distribution

a. The strength of the National Guard within the individual States will be based on the ratio of males, age 18 to 35, residing in the State, to the total population of the country in that age bracket. Some flexibility in interpretation of this principle will be allowed so that when a State is unable to absorb its allotment the excess may be taken by another.

b. Organizations requiring technically trained personnel will be allocated to States where such technically trained personnel is available.

SECTION IV.

PERSONNEL

A. Officers

1. General

a. Qualification requirements for officers of all reserve components will be standardized in order that officers thereof may be readily interchangeable.

b. Waivers for physical defects will be authorized only to the extent prescribed for the Regular Army.

c. Professional and educational standards for the National Guard will be as prescribed by the Secretary of War.

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d. All boards of officers appointed to examine applicants for appointment, promotion, or to determine the efficiency of officers will be composed of an equal number of Regular Army and reserve officers appointed as prescribed by the Secretary of War.

2. Procurement

Officers and warrant officers of the Organized Reserve Corps assigned to the National Guard will be assigned in the same grade.

a. Initial Procurement

(1) In initial reorganization, initial appointments will be limited to those wartime officers who have clearly demonstrated their qualifications by actual performance in the grade or position contemplated, or who, through the satisfactory discharge of duties of corresponding and equal responsibility, have qualified for such appointment; Provided, that second lieutenants may be procured from among recent graduates of the Reserve Officers' Training Corps or Officer Candidate Schools.*

(2) Warrant officers and enlisted men of the first three grades, with war service, who may be nominated for appointment as second lieutenants may be exempted from attendance at an Officer Candidate School by examining boards when their wartime experience clearly satisfies the required standards.

b. Continuing Procurement

(1) After initial reorganization, commissioned officers will be obtained from the following sources:

(a) Individuals with honorable and creditable service as commissioned officers in any of the armed services of the United States.

(b) Graduates of accredited senior Reserve Officer Training Corps units.

(c) Graduates of Officer Candidate Schools and graduate aviation cadets.

(d) Flight officers who have served honorably and creditably in time of war.

(e) Specialists, such as ministers of the gospel, doctors, and such technical experts as may be essential, and as prescribed by the Secretary of War, regardless of previous military training.

*During the reorganization of the National Guard, Federal recognition and commissions in the National Guard of the United States above the grade of second lieutenant will be limited to those officers who have subsequent to 7 December 1941 served honorably in active federal service in the armed forces for a period of at least six months.

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(f) Officers of the Organized Reserve Corps.

(2) Warrant officers will be obtained from the following sources:

(a) Individuals with honorable and creditable service as officers or warrant officers in the armed services of the United States.

(b) Qualified noncommissioned officers with appropriate length of service.

(c) Graduate aviation cadets.

3. Maintenance of Efficiency

a. A mandatory age in grade provision as prescribed by the War Department will be adopted insuring appropriate age for the actual assignment of every officer.

b. An annual physical examination will be given all officers, by a medical board composed of equal numbers of Regular Army and reserve officers, as prescribed by the Secretary of War. The physical standards will be the same as prescribed for officers of the Regular Army. No waivers for physical defects will be authorized except to the extent prescribed for officers of the Regular Army.

c. Officers of the National Guard will be afforded the maximum opportunity for extending their professional education and experience by:

(1) Acceptance of temporary active duty in a position vacancy with the overseas or home forces.

(2) Attendance at service schools or local branches thereof, and at such other schools as may be made available to service personnel.

(3) Attendance of senior officers at schools up to and including the highest level.

d. Successful completion of an appropriate course at the Command and General Staff School, or a local branch thereof, will be a prerequisite to detail in the General Staff Corps, except for officers who by service and experience in time of war are qualified for such duty.

e. Successful completion of an advanced course of the appropriate service school, or a local branch thereof, will be a prerequisite to assignment to a position vacancy in field grade in a combatant arm; except for officers who by service and experience in time of war are qualified for such assignment.

f. Full opportunity will be given competent officers to acquire practical experience through temporary active service and to rise by successive steps to any grade for which they can qualify.

g. Efficiency reports will be rendered on each officer.

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4. Promotion

a. Promotion of commissioned officers will be based on:

(1) Length of service in grade.

(2) Efficiency.

(3) Demonstrated command or staff ability at the appropriate level.

b. The following minimum military educational requirements, other than an extension course, will be prerequisite for promotion, except where an officer has, in time of war, performed satisfactorily in the same or higher grade, or has clearly demonstrated his qualifications by actual performance of the duties for the higher grade:

(1) To general officer - the successful completion of an appropriate course of the Command and General Staff School, or a local branch thereof.

(2) To colonel of a combatant arm - the successful completion of an appropriate course of the Command and General Staff School, or a local branch thereof.

c. All officers nominated for promotion will be examined by a board of officers composed of an equal number of Regular Army and reserve officers, as prescribed by the Secretary of War.

d. Promotion of warrant officers will be based on efficiency and appropriate length of service in grade.

5. Separation

a. Resignations may be accepted for reasonable cause.

b. Any officer of the National Guard who has served time in grade and for whom there is no vacancy in the National Guard will, upon his request be transferred to the Organized Reserve Corps, and if qualified, will be promoted to the next higher grade therein.

c. Any officer who fails to maintain the required standard of efficiency or whose performance of duty is unsatisfactory will be eliminated as provided by law.

d. Any officer who is found physically disqualified because of correctible defects will be allowed a maximum of one year in which to correct same. Officers whose disqualifying defects are not correctible and those officers who fail to obtain correction of correctible defects within one year will be separated from the National Guard as provided by law.

e. An officer whose civilian profession is the same as the branch in which commissioned and who has been denied, for cause, by competent professional or legal authority the right to practice his profession as a civilian shall be discharged from his commission and separated from the service.

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B. Enlisted Men

1. General

a. Physical and educational standards for enlistment in the National Guard will be those prescribed for the Regular Army.

b. Waivers of physical defects or inability to meet educational requirements will be authorized only to the extent prescribed for the Regular Army.

c. Greater incentive than heretofore will be provided for men to enlist and serve in the National Guard.

d. The enlistment period will be two years for those who have served at least one year in time of war or who have completed the required period of universal military training; for all others the enlistment period will be three years.

e. Re-enlistment period will be for one or three years at the option of the applicant.

2. Procurement

a. Enlisted men for the Postwar National Guard will be procured through voluntary enlistment.

b. Aliens who have not declared their intention of becoming citizens will not be eligible for enlistment in the National Guard.

c. Age qualifications for enlistment and re-enlistment in the National Guard will be the same as prescribed for the Regular Army.

3. Maintenance of Efficiency

a. Selected enlisted men of the National Guard will be afforded the maximum opportunity for extending their professional education and experience by:

(1) Attendance at service schools.

(2) Detail to temporary duty with the training forces.

b. Selected enlisted men will be detailed to officer candidate schools and become eligible, on satisfactory completion, for appointment in the lowest commissioned grade.

4. Promotion

a. The grades and ratings for enlisted men will be identical with those prescribed for the Regular Army.

b. Regulations covering promotion and reduction of noncommissioned officers and privates first class will parallel the regulations prescribed for the Regular Army.

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5. Separation

a. Provision should be made for the discharge, prior to completion of enlistment, of enlisted men for fraudulent enlistment, undesirable habits or traits of character, inaptness, lack of required degree of adaptability or enuresis.

b. Discharge for reasons other than indicated above will be authorized for change of residence, convenience of the Government, hardship cases, incompatible occupations, or to enlist in the Army, Navy, Marine Corps or Coast Guard.

SECTION V.

TRAINING

1. Objectives

a. Individual:

(1) To develop and qualify personnel in all grades to perform all duties which reasonably may be assigned to them both in peace and for mobilization.

(2) To develop personnel who can be utilized as instructors.

(3) To develop personnel capable of applying the most up-to-date technique in the use of equipment assigned.

(4) To maintain such standards of mental and physical fitness as are necessary for active field service.

b. Unit:

(1) To ensure that all units will be capable of immediate mobilization and field service.

(2) In addition to its employment as a separate unit, to be capable of integration into any command in which units of that type reasonably can be expected to be employed.

c. Additional Objectives for Officers. In addition to the above, special objectives for National Guard officers will be:

(1) To prepare, by progressive selection and training, officers to assume command and staff responsibilities of all echelons up to and including the highest levels.

(2) To prepare those individuals who possess special aptitude for special or technical assignments in National Guard units and to make available the necessary facilities for the development of such individuals' military skills and knowledge.

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2. Methods of Accomplishment.

a. The training of the National Guard will be conducted by the National Guard organizations of the respective States under the supervision of the Commanding Generals of the appropriate Major Forces (Army Air Forces, Army Ground Forces, or Army Service Forces), in accordance with policies prescribed by the War Department. Such supervision will be exercised by:

(1) Preparation of training directives,

(2) Supervision of Regular Army instructors,

(3) Authority to conduct inspections,

(4) Conduct of tests,

(5) Furnishing the War Department with appropriate reports on state of training and recommendations for necessary remedial action.

b. Training will conform to War Department doctrines as prescribed for the Regular Army.

c. Training time devoted to each armory drill will be increased to a minimum of two hours. Additional drills which would permit field exercises in the vicinity of a unit's station will be authorized.

d. Whenever practicable, field training of units of the various components of the Army of the United States will be combined.

SECTION VI.

INSTRUCTORS

1. Under policies of the War Department, the control and supervision of all instructors of the National Guard will be vested in the Commanding Generals of the Major Forces (Army Air Forces, Army Ground Forces, Army Service Forces) concerned. The Commanding Generals of the appropriate Major Forces, with the concurrence of the state, will select commissioned and enlisted instructors from qualified Regular Army officers and enlisted men within their commands.

2. Normally, officers assigned to duty as instructors will remain on this duty for three years. They will not be eligible for an extension of this period of duty nor for re-detail to duty as instructor with any civilian component until three years shall have elapsed after termination of such detail. This limitation will not apply to a warrant officer or enlisted instructor.

3. The number of instructors on duty with the National Guard will be sufficient to efficiently instruct in the latest approved technical and tactical doctrines and correct administrative procedure. Enlisted instructors (Staff Sergeants or above) will be assigned in sufficient numbers so that one or more will be available to each officer where an officer instructor is provided.

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4. The primary duty of instructors will be to advise and assist responsible commanders in the attainment and maintenance of the state of efficiency prescribed by the War Department.

5. The activities of instructors will be inspected periodically as directed by the Commanding General of the Major Force concerned.

6. Instructors of the National Guard will not be detailed as federal inspectors of any unit or organization of the National Guard.

7. In their role as instructors for the National Guard, Regular officers so assigned will have no command status with National Guard troops or units, nor will they be subject to orders of the State military authorities.

SECTION VII.

ADMINISTRATION

1. The National Guard Bureau will be charged with:

a. Administration of approved War Department policies, other than those relative to training, for the National Guard not in the service of the United States.

b. The promulgation of War Department directives and regulations applicable to the National Guard, including those relating to training.

c. The general administrative control of all War Department activities incident to the relations established by law and regulation between the Federal Government and the National Guard, including all remedial action directed by the War Department, except when the Secretary of War definitely assigns such activities elsewhere. The Major Forces will be authorized to communicate directly with the State authorities in connection with routine matters involving training.

d. The keeping of War Department records pertaining to the National Guard except for current records in time of war or national emergency.

2. The National Guard Bureau will be headed by the Chief of the National Guard Bureau as provided in Sec. 81, National Defense Act. He will be charged with:

a. Close cooperation with other War Department agencies to the end that the National Guard will be maintained at that state of efficiency required for the accomplishment of its assigned mission.

b. The proper organization of the National Guard Bureau and the efficient administration of its duties.

c. The initiation of such proposals for changes in existing policies, regulations, or laws as appear desirable to him, and with making recommendations on all such proposals initiated elsewhere.

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d. The maintenance of mutual understanding between the War Department and the National Guard.

e. Serving as an advisor to the Chief of Staff and other War Department Agencies on matters pertaining to the National Guard.

3. a. All policies affecting the National Guard will be prepared by the General Staff Committee on National Guard Policy for action by the Secretary of War under normal War Department procedure.

b. Regulations to implement such policies will be reviewed by the General Staff Committee on National Guard Policy.

c. The General Staff Committee on National Guard Policy will be composed of a minimum of ten members appointed by the Secretary of War for individual terms of not to exceed three years. No member, so appointed, will be eligible for re-appointment until a period of time equal to the time he has served has elapsed. One half of the members will be from the Regular Army and one half from the National Guard. The Regular Army members and one National Guard member will be selected from officers on duty in the War Department General Staff. The remaining members will be selected from a list of officers whose names have been submitted by the Governors of the several States, Territories, and, for the District of Columbia, by the Commanding General of the District of Columbia National Guard. They will be ordered on temporary active duty for the purpose of attendance at the meetings of the Committee and while so serving, these officers will be additional members of the War Department General Staff.

d. The National Guard member on full time active duty in the War Department General Staff will be responsible for keeping the records of the Committee and will keep such members as are not on full time active duty informed on all pertinent matters.

e. The Committee will meet semi-annually and at such other times as may become necessary.

4. There will be not less than five officers of the National Guard on duty in the War Department General Staff exclusive of those members of the General Staff Committee on National Guard Policy. These officers will be placed on active duty and assigned in the various divisions of the War Department General Staff where, in addition to their other duties, they will serve as advisors to the Assistant Chiefs of Staff on matters pertaining to the National Guard. Officers assigned to this duty will serve for a period of not more than three years.

SECTION VIII.

STATE AND FEDERAL RESPONSIBILITY

1. General

a. The National Guard will be considered an integral part of the Army of the United States. Its success will depend upon the development of mutual confidence between the Federal Government and the States and Territories. Such confidence can only be inspired by

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the wholehearted efforts of both partners to maintain an effective National Guard.

b. The following general principles for the division of responsibility will be recommended by the War Department:

(1) The States will furnish the personnel, adequate armories, and storage facilities.

(2) The Federal Government will supervise the instruction and will furnish the outdoor training facilities, the pay, and all uniforms, equipment and ammunition.

(3) When the requirements for a balanced force in the Army of the United States necessitate the allocation to a State of troops or equipment, the housing or storage of which would impose an inequitable burden upon the State or Territory such allocation will be made with the understanding that the Federal Government will contribute its equitable share of the expense of constructing and maintaining the required facilities.

2. Armories

a. Except as noted in Par. 1. b. (3) above, the States will provide and maintain armories and storage facilities adequate for the housing of personnel and the storage of equipment. Such adequacy will be determined by Federal inspection and approval. The War Department will be responsible for timely inspections to insure subsequent satisfactory maintenance.

3. Personnel

a. Recruiting of personnel will remain a responsibility of the States.

b. Within the limitations of current tables of organization, the War Department will grant appointments and commissions in the Army of the United States to those officers of the National Guard of the States who shall meet the physical, mental and professional standards established by the War Department for reserve officers.

c. Whenever there is no qualified National Guard officer available to fill a position vacancy as commander of a regiment or larger organization, or as a staff officer of a brigade or higher organization, the Governor of the State concerned may request the War Department for authority to offer a National Guard appointment to a Regular Army officer in the same grade which that officer holds in the Regular Army. If approval is granted, the officer may accept and hold such appointment only until a qualified National Guard officer becomes available.

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4. Units and Organizations

a. Units and organizations of the National Guard will be allocated to the States by the War Department.

b. Home stations of units so allocated will be determined by the States.

c. Except as provided in Par. 3. f..of Section III hereof, for headquarters of brigades and divisions, units allocated to any State will not be withdrawn or changed in type without consent of the Governor of such State. However, no statement herein contained shall be construed as a limitation upon the War Department of its right to withdraw Federal recognition of any unit or individual in the event of failure to maintain required War Department standards of training or efficiency.

d. The War Department will prescribe the minimum strength and training standards required to be maintained in order to retain Federal recognition.

5. Pay and Allowances

Where assumptions are necessary for planning, computations will be based upon present Federal law regarding pay and allowances.

6. Training

a. The War Department will prescribe the standards and determine the efficiency of the units and personnel by inspections as provided in Sec. V "Training", hereof.

b. Periods of field training, attendance of personnel at schools, tours of duty with the Regular Army or installations or units of the Army of the United States will be conducted in the reserve status of the National Guard of the United States. Armory drill training will be conducted in the status of the National Guard of the States and Territories.

7. Supplies

It will be the responsibility of the War Department, within the limits of appropriations, to clothe, equip and arm the National Guard in the same manner as the Regular Army.

8. State Headquarters and Headquarters Detachment

Within each State, there shall be an administrative staff to be designated "State Headquarters and Headquarters Detachment" and which will be organized and federally recognized as a unit of the National Guard. The numbers and grades of officers, warrant officers, and enlisted men within the State Headquarters and Headquarters Detachment will be based upon the allotment of National Guard units to the state and in addition will provide a suitable number of officers and enlisted men for duties in connection with Selective Service and Internal Security.

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[32] In the <u>Army Times</u>, January 11, 1947, Major General Butler B. Miltonberger, Chief, National Guard Bureau, telling of the obstacles in the path of the National Guard program, asserted:

> Whatever restrictions have been imposed ~~xxxx~~ stem from the approved policies relating to the postwar National Guard dated Oct. 13, 1945. That document was drawn up by a committee headed by Gen. Milton A. Reckord of Maryland and Gen. Ralph Immell of Wisconsin, both distinguished Guardsmen of long standing and both active overseas in this war in positions of great responsibility.
>
> When the Secretary of War approved the policies, the paper, practically speaking, became a contract or agreement between the War Department and the National Guard, between the federal government and the state military authorities.

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ARMY TIMES, JANUARY 11,1947

NATIONAL GUARD TO BE YOUNG, FAST STRIKING FORCE
BY MAJ. GEN. BUTLER B. MILTONBERGER
CHIEF, NATIONAL GUARD BUREAU

Out of the interest and patriotism of citizens willing to give of their spare time, the governments of the states create the units of the National Guard. These local units are organized on a pattern suitable to supplement the Regular Army. When they meet federal standards they are "recognized" by the federal government. They are framed and are being trained and equipped to be fit for service anywhere in the world:

a. To defend critical areas of the United States against land, sea-borne, or airborne invasion.

b. To assist in covering the mobilization and concentration of the remainder of the reserve forces.

c. To participate by units in all types of operations, including the offensive, either in the United States or overseas.

Men commissioned or enlisted in this force take an oath in which they promise to serve both in the National Guard of their states and in the National Guard of the United States. Thus they form a reserve component of the federal military establishment.

This is not, however, a federal force. It is in a federal status only when "called" or "ordered" to active federal duty under very precise provisions of the Constitution and other legislation.

Its armory drill is in state service. So is its summer field training. Even when individual officers go off to attend federal service schools, they are in state service. The fact that their pay actually comes from federal funds does not change their status.

As such a state force, the National Guard is maintained, under approved

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policies, "to provide sufficient organizations in each state so trained and equipped as to enable them to function efficiently at existing strength in the protection of life and property and the preservation of peace, order, and public safety, under competent orders of the state authorities."

These basic conceptions have far-reaching effects on the control and training of the National Guard. Apportioned out among the states to be raised and ruled by them, and housed in armories by them, are all of these separate hometown units, which will reach an eventual total of about 6000, with a strength of about 680,000.

The National Defense Act placed certain administrative and supply controls over this force in the War Department and particularly in the National Guard Bureau. Field supervision of their training is placed by regulation in the hands of the various numbered Army and Air Force commanders, but it must be exercised with restraint. These National Guard units may be within their areas but they are not under their command.

The Constitution itself reserves to the states the authority of training this force, even though the training be "according to the discipline prescribed by Congress." The armies and the air forces are specially charged to "make certain that in the supervision of training proper coordination with the state military authorities is made."

Air Nat'l Guard

The National Guard now in process of organization will comprise air forces to a total strength of 58,377, including 12 light bombardment squadrons, 72 fighter squadrons, appropriate higher headquarters, and various supporting units. This will be a fighting force with high-speed planes, ready for instant action, and a far cry from the slow-speed observation squadrons of prewar days.

Ground troops of the National Guard will comprise 614,626, including 25

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infantry divisions, two armored divisions, 21 separate regimental combat teams, and a large number of supporting troops of the field artillery, antiaircraft artillery, tanks, ordnance, medical departments, engineer and transportation corps, and others which comprise 274,239 or about 45 per cent of the whole.

These are impressive totals. They mount to nearly three times the strength of the National Guard in 1940. They indicate how much more fully the federal government depends now upon state cooperation than it ever did in the past.

Serious effort is also being made to create a National Guard even better than that which came into federal service in 1940.

First and foremost it is provided that this force will be officered by war veterans. Positions will be filled by leaders who held the same grade and position in the wartime Army. It is recognized that a force "fit for service" instantly against invasion must be a better force physically. So the maximum age for original enlistment has been dropped from 45 to 35 years.

Also a rigid maximum age-in-grade policy has been adopted for officers to insure that youth in command which alone can stand the strains of modern war.

The basic difference between the National Guard and the Regular Army lies between the full-time character of the Regular Army and the part-time character of the Guard. It is necessary to include in any view of the National Guard the following major factors:

a. Appointment and recognition in the National Guard depends upon position vacancies in combat organizations.

b. These position vacancies are highly localized, and must be filled by residents of specific communities who are sufficiently free to assume these

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responsibilities.

c. An officer forced out a position vacancy in the National Guard could not under existing law be "carried unassigned" or assigned to noncombat duties as Reserve or Regular officers may be.

A Regular can be transferred hither and yon on orders from the War Department. The Guardsman must serve in the unit in the town where he lives. You cannot have over-all recruiting and shifts of personnel. This localized character is one of the great strengths of the National Guard, but it also makes difficult - and sometimes even impossible - the application of certain over-all rules that may easily be applied to the professional service.

For instance, all grades in the National Guard are based on position vacancies in a specific unit. When a man is of an age that makes him no longer fit for full service in a combat unit of the Guard, he is lost to the service altogether. He is not retained until he reaches the age of 60 as in the Regular Army.

Rules regarding service and promotions that can be applied to the Regular Army cannot be applied to the Regular Army cannot be as strictly applied to the Guard. They must be reinterpreted and adjusted in the light of the real character of the National Guard. It is within the limits imposed by these conditions that the new restrictions have been drawn up.

It is true that these restrictions make it somewhat harder to organize the units. But that is a difficulty which is accepted. They will make the units better for all purposes, state as well as federal.

Yet we must be careful how many obstacles we place in the way of organizing. We have to remember that, by and large, we are asking the states to raise troops for us and we cannot handicap them too much.

Whatever restrictions have been imposed stem from the approved policies

Policies

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relating to the postwar National Guard dated Oct. 13, 1945. That document was drawn up by a committee headed by Gen. Milton A. Reckord of Maryland and Gen. Ralph Immell of Wisconsin, both distinguished Guardsmen of long standing and both active overseas in this war in positions of great responsibility.

When the Secretary of War approved the policies, the paper, practically speaking, became a contract or agreement between the War Department and the National Guard, between the federal government and the state military authorities.

Lawyers would say that both parties to a contract must abide by its terms, that what is included must be done, that what is not included is excluded. Ordinary citizens do not get so technical, but they know that good faith is the essence of all cooperative effort. The creation of the new National Guard rests upon cooperation. The states furnish the troops and the armories; the federal government furnishes funds, uniforms, arms, and equipment. The two fit together to make a proper fighting force when technical requirements have been met and a unit is "recognized."

The year which has passed since the approval of the "policies" in October of 1945 has been a busy year. It was necessary to establish new procedures, to determine precisely what troops should be raised, and how equipment and supplies for them should be furnished.

The National Guard was in federal service and its units were being inactivated. Individuals were being discharged separately. The units did not come back to the states, except in name.

But since under the law they did revert to the states, even though in name only, it was necessary to get the consent of each of the governors to a new troop allotment.

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This process was in many instances violently disruptive of local traditions. For example, the state of New Jersey formerly had cavalry and infantry and now has an armored division. The state of Maine formerly had a part of the 43rd Division and now has a regimental combat team and an anti-aircraft group.

Kentucky no longer has its anti-aircraft, but has nearly three times the field artillery it had before, and a fighter plane squadron where it previously had no air units at all. Oregon now has an anti-aircraft brigade where it had none before.

To effect these and other disruptions required agreeable cooperation on the part of the states. The War Department pointed out the general needs of a balanced force and certain requirements in distribution to insure quick defense against quick attacks of the future. The states cooperated and agreed to the changes.

In general, however, the new National Guard has been built on the old, and for good reasons. Community support and community traditions are essential to its success. Communities have run to certain types of units and their residents have a background relating to these types. Their traditional skills must be employed so far as possible.

When the District of Columbia built its new armory, its drill area was arranged so as to be suitable for antiaircraft training; therefore, the District of Columbia was allotted an antiaircraft group in the new distribution.

The men of New Mexico are very proud of the record of its 200th Anti-aircraft unit, which made great history on Bataan, and that unit was reallotted to New Mexico. If a state previously had a 155mm. gun regiment, that would mean that its storage space and the strength of its armory floors would be suitable for that sort of heavy equipment.

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Thus we find North Carolina units of that type on both the old and the new dispensations; and similarly California, Colorado, Minnesota, Missouri, Kentucky, Ohio, Georgia, Virginia, and New York raising new tank battalions on the foundations of the old. It has not been possible to make an exact fit in all cases, but wherever it was possible - under the new demands - it was done. When it could not be done, the states loyally accepted the situation.

You cannot simply say "do this" and "do that" to the National Guard, for it is after all a state force and has its state requirements and state conditions. But when you make the situation plain, the National Guard cooperates as far as it can. After all, its personnel volunteer to serve in the Guard and want to serve and want to do the right thing.

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HEADQUARTERS
AIR DEFENSE COMMAND
Mitchel Field, New York

ADC LETTER 20-4C

24 January 1947

SUBJECT: Air National Guard, Organization and Procedures

TO : Commanding Generals, First, Second, Fourth, Tenth, Eleventh and Fourteenth Air Forces.
Commanding Officer, Mitchel Field, New York.

"Functions of the Air Defense Command and its Numbered Air Forces with Respect to Air Components of the National Guard of the United States", (the inclosure to ADC Letter 20-4, 1 August 1946), is amended as follows:

* * * *

"10. c. Delete and substitute the following:

The air force commander is responsible for the accuracy and expeditious dispatch of records of board proceedings and allied papers".

* * * *

"10. c. (2), Disposition of the Record of Proceedings. - The original and duplicate of the record of board proceedings together with the appropriate number of copies of all allied papers will be forwarded direct by the President of the Board to the State Adjutant General. The State Adjutant General upon completing the appropriate indorsement on the Form 62 will forward the completed file of the Board proceedings and all allied papers to the Chief, National Guard Bureau. The ADC air force commanders will maintain a record of the NGB Forms 62 and allied papers acted upon by boards appointed by them. This record will clearly indicate the name and other identifying data of each officer examined, the date of the examination, and the date the NGB Forms 62 and allied papers were returned to the State Adjutant General by the board, but will not include copies of the Forms 62 and allied papers. See also ADC Letter 20-4D".

* * * *

BY COMMAND OF MAJOR GENERAL STONE:

CHARLES B. STONE III
Major General, USA
Chief of Staff

OFFICIAL:

C. R. Landon

C. R. LANDON
Colonel, AGD
Adjutant General

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WAR DEPARTMENT
The Adjutant General's Office
Washington 25, D. C.

AGAM-PM 353 (24 Mar 47) 31 March 1947

SUBJECT: Training Responsibility of Civilian Components.

TO : Commanding Generals:
Army Air Forces
Army Ground Forces
All Armies, ZI
Chiefs of Administrative and Technical Services
Commander-in-Chief, Far East Command
Commanding Generals:
Alaskan Department
Antilles Department
Army Ground Forces, Pacific
Caribbean Defense Command
Seventh Air Force

1. Reference is made to WD letter (AGAM-PM 353 (18 Oct 46) WDGOT) 29 October 1946, subject as above.

2. Reference letter charges the Commanding Generals, Army Ground Forces, and Army Air Forces, respectively, with the activation, organization, and training of all units of the Organized Reserves and ROTC within the continental limits of the United States. Current budgetary limitations are such that the closest supervision of training activities and administration pertaining thereto are necessary to maintain a well-rounded Organized Reserve Corps program. This cannot be accomplished if a number of agencies share the responsibility for the program. Paragraphs 1a and 2 of reference letter are, therefore, rescinded and the following paragraphs substituted therefor:

1a (1) The Commanding General, Army Ground Forces, after consultation and in coordination with the chiefs of administrative and technical services to determine their respective policies, is responsible for the training and administration incident to training of all individuals and the activation, organization, and training of all units of the Organized Reserves and ROTC within the continental limits of the United States except those individuals and units assigned or attached to the Commanding General, Army Air Forces.

(2) The Commanding General, Army Air Forces, after consultation and in coordination with the chiefs of administrative and technical services to determine their respective policies, is responsible for the administration and training of all individuals for the administration and organization, and training of all six units

Inclosure 2

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of the Organized Reserves and ROTC and such other units of the Organized Reserves as may be assigned or attached to the Army Air Forces.

(3) Responsibilities for extension courses will be as designated in AR 350-3000, except with respect to Army Air Forces, responsibilities for extension courses in the Army Air Forces will be as directed by the Commanding General, Army Air Forces.

2a. The Chiefs of administrative and technical services, appropriate War Department Staff Divisions, and other War Department agencies will retain their present responsibility for the development of doctrine for type units not normally assigned to a field army or air force, will recommend to commanding generals, Army Air Forces, and Army Ground Forces, training policies and basic training plans for the training of individuals and units of their respective services or agencies; and will provide necessary assistance and available facilities for the implementation of these plans.

b. In addition, the detail of instructors for such units and individuals will be coordinated with the pertinent heads of War Department staff divisions and agencies.

c. Heads of War Department staff divisions and agencies referred to above will continue to be responsible for the exercise of technical staff supervision on a War Department level of all civilian components units and personnel,

3. The last sentence of paragraph 1c of reference letter is amended to read as follows:

The Commanding Generals, Army Air Forces, and Army Ground Forces, will furnish the Commanding Generals, Alaskan Department; Caribbean Defense Command; Army Ground Forces, Pacific; Seventh Air Force; and Antilles Department with copies of all Army Air Forces and Army Ground Forces instructions, respectively affecting the civilian components.

BY ORDER OF THE SECRETARY OF WAR:

s/t/ EDWARD F. WITSELL
Major General
The Adjutant General

Copies furnished:
Directors, War Department General Staff Divisions
Chiefs, War Department Special Staff Divisions
Commanding General, Air Transport Command.

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HEADQUARTERS, ARMY AIR FORCES
WASHINGTON

26 May 1947

SUBJECT: Policies Governing Organization of the Air National Guard

TO : Commanding General, Air Defense Command, Mitchel Field, Long Island, New York

1. This headquarters is in receipt of a copy of a directive from the Director of Organization and Training, War Department General Staff to the Chief of the National Guard Bureau, which establishes the policies which will govern organization of the Air National Guard during the balance of Fiscal Year 1947 and during Fiscal Year 1948. This directive supersedes and cancels policies established in the communication from the Director of Organization and Training, War Department General Staff to the Chief of the National Guard Bureau, subject: "Policies for Activation of Air National Guard Units," dated 28 March 1947. Further, the provisions of letter, subject: "Interim Ceiling on Air National Guard Organization," this headquarters, dated 14 May 1947 are rescinded by the above mentioned War Department directive.

2. The directive from the War Department General Staff to the National Guard Bureau states that the following policies will be implemented within available funds, and will govern organization of the Air National Guard during the balance of Fiscal Year 1947 and during Fiscal Year 1948:

a. There will be no inactivations of units Federally recognized as of this date, except for failure to fulfill minimum requirements for maintenance of Federal recognition or by joint agreement between the Governor of the State concerned and the War Department.

b. In so far as practicable, within funds available and within the attached 60 Tactical Squadrons Plan, Federal recognition will be granted in the following priority:

(1) Units Federally inspected, but not recognized (except 2 Wing Hq., 5 Group Hq., and 1 Hq Aircraft Control & Warning Group).

(2) Units that have requested Federal inspection.

(3) Units that have requested authority to organize but have not requested Federal inspection.

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(4) Wing and Group Headquarters inspected but not Federally recognized as indicated in (1) above.

(5) Other units necessary to provide a balanced force.

c. In the event a state or territory has not requested Federal inspection of a tactical unit prior to 30 June 1947, the units concerned will be placed in priority (5) above and continuation of the authorization to organize will be dependent upon funds available. Priority of Federal recognition of units mentioned in (1), (2), (3), (4), and (5) above will be determined as of the date the units were Federally inspected and approved by the Federal Inspection Board.

d. Within funds available, the Air National Guard school program will be carried out in accordance with the provisions of paragraph 3b, Chapter VII, "Army Air Forces Plan for the Air National Guard", dated January 1947.

e. The Air National Guard program and the policies set forth herein are subject to review at any time there is a change in total funds allotted for use in the Air National Guard program.

f. Any existing commitments of the National Guard Bureau in conflict with the above will receive War Department clearance prior to implementation by the National Guard Bureau.

3. The National Guard Bureau is temporarily withholding from dissemination to the several states and territories the policies contained in this letter. It is therefore requested the information contained herein be restricted to ADC channels until such time as it is announced to the states by the National Guard Bureau.

4. There is attached as Inclosure No. 1, a list by unit designation and state of those Air National Guard units proposed to be assigned within the 5 priority categories established in paragraph 2b above. It is particularly desired that the information contained in this inclosure be restricted to Army Air Forces channels.

5. The contents of this letter and Inclosure No. 1 may be considered firm for planning purposes.

BY COMMAND OF GENERAL SPAATZ:

THOMAS S. POWER
Brigadier General, USA
Deputy Asst. Chief of
Air Staff-3

1 Incl:
1 - List - ANG Units

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"Policies Governing Organization of the Air National Guard.

E325 (26 May 47) 1st Ind.
HQ, AIR DEFENSE COMMAND, Mitchel Field, New York 4 June 1947

TO: Commanding Generals, First, Second, Fourth, Tenth, Eleventh and Fourteenth Air Forces

1. Basic communication forwarded for your information and planning purposes only.

2. Reference paragraph 3 basic, this information will be restricted to your headquarters until such time as it is released to states concerned.

BY COMMAND OF LIEUTENANT GENERAL STRATEMEYER:

CRLandon
C. R. LANDON
Colonel, AGD
Adjutant General

1 Incl:
n/c

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C O P Y

PRIORITY I

NATIONAL GUARD AIR UNITS WHICH HAVE BEEN INSPECTED AND RECOMMENDED FOR FEDERAL RECOGNITION

Headquarters Detachment, 237th Air Serv Gp (Ftr)	Oklahoma
185th Fighter Sq (SE)	Oklahoma
Utility Flight, 185th Fighter Sq (SE)	Oklahoma
Detachment C, 237th Air Serv Gp (Ftr)	Oklahoma
185th Weather Station (Type A)	Oklahoma
181st Fighter Sq (SE)	Texas
Utility Flight, 181st Ftr Sq (SE)	Texas
Detachment A, 236th Air Serv Gp (Ftr)	Texas
181st Weather Station (Type A)	Texas
111th Fighter Sq (SE)	Texas
Utility Flight, 111th Fighter Sq (SE)	Texas
Detachment B, 236th Air Serv Gp (Ftr)	Texas
111th Weather Stn (Type A)	Texas
Hq, 106th Light Bombardment Group	New York
105th Radar Calibration Detachment	Ohio
Hq Detachment, 218th Air Serv Gp (Ftr)	Tennessee
105th Fighter Squadron (SE)	Tennessee
Utility Flight, 105th Ftr Sq (SE)	Tennessee
Detachment A, 218th Air Serv Gp (Ftr)	Tennessee
105th Weather Station (Type A)	Tennessee
131st Fighter Sq (SE)	Massachusetts
Utility Flight, 131st Ftr Sq (SE)	Massachusetts
Detachment B, 202nd Air Serv Gp (Ftr)	Massachusetts
131st Weather Station (Type A)	Massachusetts
601st Signal Light Construction Co, Avn	Massachusetts
112th Radar Calibration Detachment	California
112th Communications Sq, Wing	California
109th Radar Calibration Detachment	Colorado
109th Communications Sq., Wing	Colorado
138th Aircraft Control & Warning Sq (Large Scale)	Colorado
609th Signal Light Construction Co, Avn	Colorado
167th Fighter Sq (SE)	West Virginia
Utility Flight, 167th Fighter Sq (SE)	West Virginia
Detachment B, 223rd Air Service Gp (Ftr)	West Virginia
103rd Aircraft Control & Warning Sq (Forward)	Connecticut

Incl. #1

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PRIORITY I (Continued)

133rd Fighter Sq (SE)	New Hampshire
Detachment B, 201st Air Service Gp (Ftr)	New Hampshire
113th Fighter Sq (SE)	Indiana
Utility Flight, 113th Fighter Sq (SE)	Indiana
Hq Detachment, 222nd Air Service Gp (Ftr)	Indiana
Hq Detachment, 223rd Air Service Gp (Ftr)	Kentucky

TOTAL - 41

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C O P Y

PRIORITY II

UNITS REQUESTING FEDERAL RECOGNITION INSPECTION TEAMS

1.	114th Light Bombardment Sq	Mitchel Fld, Long Island, NY
2.	Utility Flight, 114th Lt Bomb Sq	Mitchel Fld, Long Island, NY
3.	Detachment B, 206th Air Serv Gp (LB)	Mitchel Fld, Long Island, NY
4.	114th Weather Stn (Type A)	Mitchel Fld, Long Island, NY
5.	169th Ftr Sq (SE)	Peoria, Illinois
6.	Utility Flight, 169th Ftr Sq (SE)	Peoria, Illinois
7.	Detachment B, 231st Air Serv Gp (Ftr)	Peoria, Illinois
8.	169th Weather Stn (Type A)	Peoria, Illinois
9.	Hq Detachment, 206th ASG (LB)	Mitchel Fld, Long Island, NY
10.	149th Fighter Sq (SE)	Richmond, Virginia
11.	Utility Flight, 149th Ftr Sq (SE)	Richmond, Virginia
12.	Detachment C, 213th Air Serv Gp (Ftr)	Richmond, Virginia
13.	149th Weather Stn (Type A)	Richmond, Virginia
14.	180th Weather Stn (Type A)	St. Joseph, Missouri
15.	126th Fighter Sq (SE)	Milwaukee, Wisconsin
16.	Utility Flight, 126th Ftr Sq (SE)	Milwaukee, Wisconsin
17.	Detachment B, 228th Air Serv Gp (Ftr)	Milwaukee, Wisconsin
18.	126th Weather Stn (Type A)	Milwaukee, Wisconsin
19.	186th Ftr Sq (SE)	Gore Fld, Great Falls, Mont.
20.	Utility Flight, 186th Ftr Sq (SE)	Gore Fld, Great Falls, Mont.
21.	Detachment C, 227th Air Serv Gp (Ftr)	Gore Fld, Great Falls, Mont.
22.	186th Weather Stn (Type A)	Gore Fld, Great Falls, Mont.

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C O P Y

PRIORITY III

NUMBER REQUIRED TO BE INSPECTED FOR FEDERAL RECOGNITION

1. Light Bombardment Group Headquarters

126th - Chicago, Illinois

2. Fighter Squadron

176th - Madison, Wisconsin
188th - Albuquerque, New Mexico

3. Utility Flight

133rd - Manchester, New Hampshire
176th - Madison, Wisconsin
188th - Albuquerque, New Mexico

3. Air Service Group Detachment (Fighter)

Detachment A, 222nd - Indianapolis, Indiana
Detachment A, 228th - Madison, Wisconsin
Detachment C, 228th - Albuquerque, New Mexico

9. Weather Station (Fighter)

190th - Boise, Idaho
165th - Louisville, Kentucky
175th - Sioux Falls, South Dakota
113th - Indianapolis, Indiana
133rd - Manchester, New Hampshire
167th - Charleston, West Virginia
176th - Madison, Wisconsin
188th - Albuquerque, New Mexico
148th - Reading, Pa.

2. Headquarters, Detachment, Air Service Gp (Fighter)

236th - Dallas, Texas
231st - St Louis, Missouri

1. Headquarters Detachment, Air Service Gp (LB)

226th - Chicago, Illinois

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C O P Y 372

22 November 1948

OC 353

SUBJECT: Supervision of Training of Units of the Air National Guard

TO : Commanding General, First Air Force, Fort Slocum, New York
(Identical letter sent to all numbered Air Forces)

1. One of the important missions of the United States Air Force is to defend the continental United States against air attack. The responsibility for accomplishing this mission has been delegated to the Air Defense Command. Each Air Defense Command Air Force is charged with this specific responsibility within a defined area. The majority of the units which will be provided to accomplish this mission will come from the Air National Guard. In view of this fact, it is imperative that all units of the Air National Guard be ready to operate effectively on very short notice. To effectively operate, a unit must be well organized, properly trained and adequately equipped.

2. In broad terms, National Guard Bureau regulations require that the Air Force furnish unit instructors to assist and advise unit commanders; inspect units and individuals for Federal recognition; and, conduct annual (armory) and field inspections. This is not enough. Air Force Regulation 20-13, 19 December 1947, as amended by Air Force Regulation 20-13A, 3 February 1948; charges the Commanding General, Air Defense Command, and the Commanding Generals of each of its subordinate Air Forces, with the following specific task:

"Supervise the training, and be prepared to direct operationally, as part of a defense force in being, the Air National Guard of the United States******.

It is essential that we be guided by the spirit and intent of this specific task and adopt a more positive and progressive attitude in our dealings with individuals and units in connection with the Air National Guard program. To this end, it is desired that you take more active and helpful action with regard to the organization, training and supply problems of units of the Air National Guard, by means of the following:

a. A minimum of two (2) staff visits by representatives of your Air Force Headquarters each year per unit, exclusive of annual and field training inspections.

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Supervision of Training of Units of the Air National Guard (Cont'd)

b. The completion of specific and concrete action on reports or requests from the Air Instructors and/or National Guard personnel.

c. Periodic conferences of Air Instructors and Air National Guard Commanders at your Headquarters or at some field installation.

d. Amplification of existing training directives where necessity or desire dictates.

e. Acceptance of responsibility to clarify the questions of National Guard Bureau and United States Air Force policy.

f. The conduct of Command Post Exercises.

g. Encourage and assist National Guard Commanders to plan and conduct group and wing missions; where possible, joint wing operations on an air force wide basis should be initiated.

h. An earnest and energetic effort in the procurement of bombing and gunnery facilities.

i. The inclusion of Air Instructors and Air National Guard personnel in any special courses or training programs which your air force might set up, e.g., Air Defense procedures, etc.

j. To assist in the technical field whenever necessary (particularly in the Electronics Field).

k. Demonstration of a helpful and positive attitude toward the solution of logistical problems.

l. Replacement of unqualified and non-productive Air Instructors.

3. This headquarters stands ready to help you in any way possible by exerting influence to eliminate obstacles which cannot be overcome by means at your disposal. Such requests for assistance must be accurate and timely.

s/t/ GEORGE E. STRATEMEYER
Lieutenant General, U. S. Air Force
Commanding

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[1] The National Guard owes its public favor to far deeper reasons than mere propinquity. During the Protectorate in England, the professional soldiers of Cromwell made themselves so unpopular that English-speaking nations have never since that time looked with favor upon the idea of a large standing army. Subsequent events in other lands served only to intensify the feeling, as when news of the defection of many units of the Regulars during the French Revolution (and later during the Russian Revolution) added fear to repugnance. Secretary of War Robert Patterson reflected this attitude when he said in 1946 that the National Guard was "... one solution of a problem that faces every democracy, namely, how to create an Army strong enough to defend the country, while at the same time making it the kind of an army that fitted properly into the institutions of democracy." ("Air National Guard," Air Force, XXIX (June 1946), p. 34.)

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[2] *Annual Report of the Chief, National Guard Bureau*, Fiscal Year Ending June 1948, p. 23. Not everyone knows that the National Guard was so named as a courtesy to the Marquis de la Fayette, who was commandant of the Garde Nationale of Paris. For many years four companies of the original 7th Regiment of New York (formed in 1806) claimed the name "National Guard" as their exclusive designation. In 1862 the State adopted the name for its entire uniformed militia, and subsequently it became the designation of the whole organized militia of the United States. (Will P. Kennedy, "Capital Sidelights," The Washington *Star*, 29 September 1946.)

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" Drawn up by a committee headed by Gen Milton A. Reckord of Md. and Gen. Ralph Immell of Wisconsin ...." # 34.
"... When S.W. approved (it), it became an ... agreement bet. WD and NG... or (contract)" # 34.

WAR DEPARTMENT POLICIES RELATING TO POSTWAR NATIONAL GUARD

Outlines responsibilities of the Nat. G. Bureau, the States, and the CG's of the appropriate Major Forces, but document is not explicit on matter of control

Approved By Secretary of War
13 October 1945

(Basic Assumptions - p 1 - inserted - issue memo)
These basic assumptions are also applicable to ERC - presumably

See "Clarification of WD Policies" - 13 Dec 46 - in 008

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HEADQUARTERS
CONTINENTAL AIR COMMAND
Mitchel Air Force Base, New York

3 May 1949

RG 325

SUBJECT: Proposed Mobilization Procedures for Units of the Air National Guard and Related Regulations and Plans

TO : Commanding General, First Air Force, Fort Slocum, New York
(Identical letter to all ConAC Air Forces)

1. This command is responsible for acting as the field agency of the Air Force for the mobilization, preparation for movement, and disposition of all units of the Air National Guard (Air Force Regulation 23-1, 11 January 1949). To be effective, the mobilization of units of the Air National Guard must be prompt and efficient. Current mobilization procedures contained in Army Regulation 130-10, 17 February 1948, are in many instances too unwieldy and time consuming to accomplish this objective. It is essential that mobilization procedures be simplified and streamlined to the greatest possible extent; that assigned manpower be efficiently utilized to insure prompt mobilization; and that plans and governing regulations be written to assist in the attainment of this objective.

2. Considerable study at this headquarters has indicated that a realistic approach to this problem would be the preparation of an ideal unit mobilization plan which, with minor modifications to fit the local conditions of the several Air National Guard units, could be utilized as a standard form by all Air National Guard units. The attached draft of a proposed model unit mobilization plan has been prepared in this headquarters as the initial step in this project. When this model has been completed by incorporating the recommendations submitted by lower echelons, it will be used as the basis for recommendations for an Air Force Regulation covering mobilization procedures for units of the Air National Guard or for amending Army Regulation 130-10 accordingly. Pursuant to such an improved directive, a model unit mobilization plan will be prepared for the information and guidance of all units of the Air National Guard.

3. It will be noted that certain features of the proposed model plan attached are in conflict, or not strictly in accordance, with current mobilization procedures directed by Army Regulation 130-10. It is anticipated that many of the provisions of the proposed Air Force version of Army Regulation 130-10 will be contrary to current procedures if we are to efficiently and promptly mobilize the Air National Guard. Any comments and recommendations should reflect this concept. However, it is emphasized that current induction procedures as outlined in Army Regulation 130-10, until amended, will govern induction procedures for Air National Guard units.

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Proposed Mobilization Procedures for Units for the Air National Guard and Related Regulations and Plans

4. In order that the proposed Air Force Regulation may represent an effective workable solution to the Air National Guard mobilization problem, it is requested that your headquarters take the following action:

a. Transmit the attached proposed model mobilization plan to at least one Air National Guard Wing, Group and Squadron headquarters within your area so that the unit commanders and staffs and the assigned Air Instructors may have an opportunity to examine the plan and recommend any additions, deletions or revisions that experience at their levels may dictate. It is recommended that the Air National Guard organizations be carefully selected for this project in order that the broadest coverage of conditions and thinking may be exemplified.

* * * * *

c. Submit specific recommendations pertaining to any desirable changes in Army Regulation 130-10 or matters to be covered in the Air Force version of such a regulation.

* * * * *

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

1 Incl
Proposed Model Mobl
Plan for Units of ANG
(12 cys)

st/ JAMES H. HACKETT
1st Lt., USAF
Asst Adj Gen

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Speech by Major General Kenneth F. Cramer, NGB, Chief, National Guard Bureau at Air National Guard Unit Commanders Indoctrination School, Brooks Air Force Base, San Antonio, Texas, 25 - 27 February 1948.

The last war proved that air power beings the scourge of war home to every city, every community, every village and hamlet in the world. There was no inch of soil in Europe, in North Africa, in China and the Pacific that was not hostage to destruction from the sky.

The development of air power, even since the end of the war, has shown that no part of this broad land of ours can be safe from the bombs of an invading air force. If war should come again to this country, it will come through the air - it will strike immediately at our factories and homes, the heart of our nation.

That is why the Air National Guard is a new concept of our military planning. Against the threat of invasion by air, we have a self-sustaining air force, manned by citizen soldiers, trained and equipped to be capable of instantaneous operations against an invader.

Thus, in the newest and most devastating element of war - war in the air - we follow our American tradition of depending upon a trained and alert body of citizens for our immediate defense.

In the first World War the prinicpal mission of aircraft was reconnaissance and observation. Only in its closing days did the tactical and strategic potentialities of aircraft begin to be developed.

In the re-organization of the National Guard in the 20's, the observation function of aircraft was carried on. In the years between the wars, the National Guard organized and trained some 27 observation squadrons. When the Guard was called into Federal Service in 1940 and 1941, those Guard squadrons were swallowed up in the expanding Air Force. As units, they never participated, in combat, in the type of operations for which they were trained.

The second World War proved the vision of our Air Force planners in developing the tactical and strategic striking power of aircraft. At the same time, it proved that air defense is imperative in modern warfare, defense <u>in</u> the air rather than defense <u>against</u> the air.

The air units of the new National Guard were organized for that purpose, to guard the nation against an attack by air, at the moment that an attack is mounted. The traditional minute-men of the Guard must be minute-men of the Air National Guard in a very real sense.

The mission of the Air National Guard, in the event of emergency, is specific. I quote:

"National Guard Air Units will provide a reserve component of the Air Force capable of rapid expansion to war strength, able to furnish air units fit for immediate service anywhere in the world, which, together with the Regular Air Force, will provide an M-Day Air Force capable of the proper conduct of air defense, air offense, and joint action with surface forces.

"a. To defend critical areas of the United States against land, seaborne, or airborne invasion.

"b. To assist in covering the mobilization and concentration of the remainder of the reserve forces.

"c. To participate by units in all types of operations, including the offensive, either in the United States or overseas."

An Air National Guard of 514 units was determined to be necessary for the accomplishment of this mission. This force was based on 72 fighter squadrons and 12 light bomber squadrons. These are organized into 24 fighter groups and 3 light bomber groups which are, in turn, organized into 12 wings. Each squadron has its own air service group detachment, weather station and utility flight. Each wing has a communications squadron, an aircraft control squadron, two aircraft control and warning squadrons, a signal light construction company, and an engineer aviation company.

This is a self-contained air force, capable of immediate operation. It has its own aircraft control and warning net which blankets the country. It has, within itself, the services necessary for maintenance and supply, for construction and operations. Its key personnel will all be trained in their jobs and in the team-work which makes their jobs pull together. Its units can be quickly expanded to full war strength without losing efficiency.

Two considerations were naturally uppermost in our minds, as we offered the units of the Air National Guard to the States. One was the location of the industrial centers of our nation, the targets at which an invader by air will strike immediately in the effort to paralyze our production. These need the greatest protection, the heaviest concentration of defensive power.

The second consideration was density of population, which is almost a corollary to industrial concentration. Areas of dense population will naturally have more qualified men available for the technical operations of air units.

The States in what might be called the industrial quarter of the United States - that is, the States from Minnesota, Iowa and Missouri east and from Kentucky and Virginia north - were offered and accepted more than half

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of the units of the Air National Guard. Of the 47 squadrons allotted to those States, 33 have been already Federally recognized. Of the 35 squadrons in the remainder of the country, 32 have already been recognized. Our two overseas squadrons, the 198th Fighter at San Juan, Puerto Rico, and the 199th Fighter at Honolulu, are federally recognized and in training.

This record of organization, 67 of the 84 allotted squadrons organized and federally recognized in a period of less than 18 months, shows that the States have solved the first major problem of the Air National Guard, the problem of organization. Of the remaining 17 squadrons, 3 are expected to be federally recognized before the end of this fiscal year on 30 June.

I cannot leave this point without pausing to pay tribute to the States for this impressive progress or organization. Considering the fact that air units of this size and character were foreign to the pre-war Guard, considering the fact that the expense of maintaining these air units is far beyond the experience of the pre-war Guard, I think that their achievement is nothing short of remarkable. It shows, above all, that they realize the importance of the air units in the defense of the nation and of their own peoples. I congratulate them.

This speedy solution of the problem of organization of air units by the States also points to the fact that the States will continue to give to these units that standard of administration which is necessary for the effective operation of a modern military force. The complicated processes of administering the personnel, equipment, supplies and facilities of up-to-date units are being taken in stride by most of the States.

Another attest to this fact is the employment of air units of the Guard for emergency relief work in disasters. The 122nd Bomb Squadron at New Orleans flew much needed supplies to Texas City during its disastrous explosion and fire and later operated in the same way within its own area after the hurricane of last fall. This type of operation has been repeated in State after State.

The second major problem of the Air National Guard is that of training. The training is the responsibility of the several States, but the supervision of that training is the responsibility of the Numbered Air Forces. Our experience in the past 18 months has shown that the cooperation between the two has been excellent, for the most part. The instructors assigned to National Guard air units have for the most part been of high caliber - careful and competent officers who take pride in their work with their units.

The acquisition of facilities and the supply of equipment has been going along at a rate which will keep up with training. The chief limiting factor in this is the lack of money. We hope to have enough appropriated in fiscal 1949 to equip three fighter squadrons with jets. We hope to have enough appropriated in succeeding years to keep our squadrons training with the latest equipment. But, regardless of this, our training will continue.

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The third major problem of the Air National Guard is operations. In the moment of an enemy attack, the National Guard will take to the air as an integrated part of the Air Force, under the control of the Air Defense Command. Naturally, in order to function smoothly on M-Day, air units of the Guard must have training and practice in such integrated operations. Our organization has progressed to the point where this integrated training can be accomplished in the not too distant future, as indeed it must be.

In essence, these three problems - organization and administration, training and operations - are the very basis of the Air National Guard. Responsibility for the first is solely that of the several States. Responsibility for the other two is divided between the Air Force and the several States. Working together, the several States and the Air Force will produce an Air National Guard in which the Nation can take both pride and a feeling of security.

It used to be, in days long gone by, that the individual was the most important factor in warfare. But now the most important factor is team-work, the team-work of individuals, of units, of services. Team-work will solve the problems facing the Air National Guard today.

I am particularly glad that we have this excellent representation at our conference this week. I know that General Spaatz's representatives have left busy desks to be with us. General Stratemeyer and his staff will give us valuable assistance and guidance in the work which lies ahead. The Adjutants General of the several States and their representatives here show their interest in the development of the Air National Guard.

That, gentlemen, is the thought which must remain uppermost in our minds.

That is the goal toward which we must constantly work. The planes of the Air National Guard must be ready to take the air at the instant that the threat of enemy aggression appears in the sky above our distant horizons. It is our job, gentlemen, here in this conference and at our home stations, to work out the means whereby they <u>will</u> take the air in that instant, to guard our Nation.

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FIELD TRAINING REPORT

DULUTH AIR NATIONAL GUARD UNITS

16-31 JULY 1949

A. FORWARD

The 179th Fighter Squadron, 179th Weather Station, Utility Flight, 179th Fighter Squadron, and Detachment "C", 233rd Air Service Group, were formally activated on the 17th of September 1948. The first aircraft were received in March of 1949. At the beginning of the period for this report these Units had 50% of authorized TO/E equipment on hand and 60% of authorized personnel strength. Many Airmen had no previous military experience while pilots were for the most part new to fighter-type aircraft tactics and techniques. During the period of Field Training the Units were to achieve the following objectives:

1. Individual.
   (a) To develope and qualify personnel of all grades to perform all duties which reasonably might be assigned to them during Unit operations.
   (b) To develope a thorough knowledge of up-to-date techniques in the use of equipment assigned.
   (c) Further, in the case of pilots, to acquire a thorough familiarity with the F-51 and other assigned aircraft, and to develope proficiency in all phases of their operation.

2. Unit.
   (a) To integrate individuals both rated and non-rated into an administrative and tactical Unit capable of accomplishing assigned missions.
   (b) To prepare the Unit by training for future operations with other units and commands.

B. INSPECTIONS AND VISITS.

See page three.

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Inspection and Visits

DATE	VISITOR	HEADQUARTERS	PURPOSE
20 Jul 49	Col. E. Berg	Commander Minnesota ANG	Informal Inspection of activities
20 Jul 49	Lt. Col. J. L. Laughlin	Headquarters 10AF	Informal Inspection of activities
21 Jul 49	Col. E. H. DeFord	Headquarters 10AF	Informal Inspection of activities
21 Jul 49	Lt. Col. J. B. Morehead	Senior Air Instructor Minnesota	Informal Inspection of activities
21 Jul 49	Lt. Col. J. R. Dolny	C.O. 133rd Fighter Group	Formal Inspection and Review of Troops
29 Jul 49	Brig. Gen. J. E. Nelson	AG's Office State of Minnesota	Informal Inspection of activities
29 Jul 49	Col. R. A. Rosborg	USP&DO State of Minnesota	Payment of Troops

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I. General Information.

As previously stated in the Forward of this report, the Units had been formally activated on the 17th of September, 1948. However, only during the four months just prior to the period of this report had the bulk of equipment on hand at time of Field Encampment been received. Conditions at the Home Station were such that the Units had inadequate administrative, supply, and maintenance facilities, which greatly complicated the problem of prior training of individuals or of the Units as a whole. Temporary administrative offices were in the National Guard Armory in Duluth. Supply Office and supply records were also in the Armory, but supplies were warehoused in the Armory Garage, the State-owned warehouse on Minnesota Point, and at the Airport proper. Maintenance was performed without benefit of hangers or other buildings, one of the taxiways serving as an aircraft parking ramp. Communications, Armament, and Transportation Section jointly occupied a small wooden shack at the Airport likewise under very unsatisfactory conditions. Operations and Engineering Offices were also housed in crowded, temporary wooden shacks at the Airport. The personnel situation was much better. Of the non-rated personnel approximately two-thirds could be classified as skilled or semi-skilled in job assignments or classification. Of the rated personnel, five could be considered as qualified in type aircraft.

Organization Commander, Major Ralph M. Jerome, joined the Unit 13 April, 1949.

The first assigned aircraft arrived at Duluth in March and others arrived subsequently until at the beginning of the Encampment period, 19 F-51s, 2 B-26s, . C-47, and 2 T-6s were assigned to the Organizations at Duluth.

II. Planning.

Preparations for the Encampment were well organized, co-ordinated and planned. Unit Training Assemblies for June and July were utilized to a great extent to allow Sections to plan and prepare their programs for the Field Training Exercise. Section Heads and Staff met with the Commanding Officer at other times to work out details.

Major preparations for the Field Training Exercise included:

(1) Assignment of all unskilled personnel to potential Military Occupational Specialties, and detail to a specific Section prior to Camp.
(2) Completion of immunizations on all Officers and Airmen.
(3) Inspection of clothing and equipage for completeness and suitability.
(4) Reduction of flying during July to Test and necessary Administrative flights in order that aircraft inspections and maintenance work-load would be reduced to some extent during the Field Training Exercise.
(5) Screening of all personnel to determine validity of excuses for not attending Summer Encampment and securing Military Leave from employers in some instances.
(6) Dispatch of an advance detail to Camp Williams to set up a Mess, assist in the preparation of the Camp area, and make arrangements with the USP&DO of the State of Wisconsin for drawing rations, tentage, and other equipment.

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An Information Guide on the Field Training Exercise was distributed to all personnel (Exhibit 1). Additionally a Training Schedule was prepared (Exhibit 2).

.I. Description of Facilities.

Facilities for the Field Training Exercise at Camp Williams greatly exceeded those at the Home Station of the Units. Camp Williams is located at Camp Douglas, Wisconsin, which is 85 miles Northwest of Madison on US Highways 12 and 16.

Airmen were quartered in pyramidal tents, Officers in two man wall tents. There were no frames, but the tents had concrete foundations and electrical outlets. Each area had stone-structure latrines with complete plumbing and shower facilities.

The Airmen's Mess Hall was likewise a permanent stone-structure with coal ranges, ice boxes, concrete floors, and bench tables. The Officers Mess was in the same type of building which was used jointly by the 176th Fighter Squadron and the 179th Fighter Squadron Officers.

An administration building located adjacent to the Officers' and Airmen's tent area was utilized as Squadron Headquarters and Orderly Room. Another wooden building also adjacent to the tent area was used as an Operations Office and Briefing Room. The Engineering Office as well as Transportation Dispatch and Maintenance were located in the Fire and Crash-fire Station immediately adjacent to the aircraft parking area. Three large wooden buildings were available for Communications, Supply, and Parachute affording ample space.

A Post Exchange operated by a civilian concessionaire was located on the Station with a branch of this Exchange adjacent to the Camp area.

Dispensary facilities, an Officer's Club, NCO Club, and an outdoor Theater were also located on the Station.

Ample parking space for the aircraft was available on the concrete apron, while three asphalt runways and taxiways gave excellent flying conditions. The one large permanent type hanger on the Field also housed a Base Operations Office and Tower with a direct line to Patterson Flight Service Center. The Wisconsin ANG Units operated and maintained these facilities.

A Crash Crew and equipment was furnished and manned jointly by the 176th and 179th Fighter Squadrons, consisting of a Crash Truck, type 125, and an Ambulance.

Two small arms firing ranges were available for use. The air-to-ground firing range which was not utilized is located 35 miles West of the Field at Camp McCoy. Air-to-air gunnery range is located over Lake Michigan, 120 miles to the East.

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IV. On-the-job-training.

a. Administration.

(1) The Administration Section functioned efficiently throughout the period of Encampment. The objective of the personnel of this Section in addition to receiving training by actually working on the job was to manage routine details about Camp, to properly maintain records, submit reports, and handle correspondence.

(2) Before departure for the Field Training, it was decided to combine the Administrative Sections of Detachment "C", 233rd Air Service Group and the 179th Fighter Squadron. This general plan was evolved for the sake of convenience, in as much as the Organizations were new and it was felt that better supervision of the Sections' activities would be achieved. Four Airmen, Administrative Specialists (SSN 502), skilled, and three Clerk Typists (SSN 405), two of whom were considered skilled and the other as potential were available. These Airmen were supervised by the 179th Fighter Squadron Adjutant.

(3) Separate Morning Reports were submitted for each of the four Organizations at Camp. Duty Rosters, Sick Book, and Squadron Orders were maintained by the personnel of the respective Units. This was also the first time that any of the personnel of the Section had made a Field Training Pay Roll. Assembling the necessary data and making-up the Pay Roll required a greater share of the first week. This was in addition to the many routine duties of an Administrative Section. The Morning Report, records, and files were maintained in accordance with pertinent directives. All of the men of the Administrative Section received good, sound, practical training.

(4) Separate Administrative Sections for the Fighter Squadron and Detachment "C" would be desireable for future Field Training periods.

b. Machine Shop.

The Units possessed a Portable Machine Shop equipped with a grinder, drill-press, acetylene-welding unit, etc., however there is at present no assigned Machinist or Operator. During the period of Encampment this shop was extensively used by certain experienced maintenance personnel, but not to the extent of requiring a full-time operator.

c. Engineering.

(1) The objective of the Engineering Section was the maintenance and repair of aircraft and associated equipment, in addition to on-the-job training of personnel.

(2) All aircraft maintenance personnel of Detachment "C", Utility Flight, and the Fighter Squadron were formed into a consolidated maintenance section for the Camp period. Four fighter-aircraft flights and a utility flight were set up. Crew-chiefs and assistant crew-chiefs

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were assigned to all aircraft. Specialists were assigned to their individual types of work by the Line Chief, while certain of the inexperienced personnel were detailed to work along with them. No maintenance control section was established, since the Engineering Officer and the Line Chief assigned work priorities and personnel. A total of sixty Airmen and two Officers were in the Maintenance Section. Forty Airmen considered skilled in their specialties.

Pre-camp preparations included the elimination of all flying except necessary Administrative and Test flights as of the Fifth of July in order that the maximum effort could be devoted to pulling inspections and preparing equipment to be transported to Camp Williams.

18 F-51s, 2 T-6s, 1 B-26, and 1 C-47, were taken to Camp. Two F-51s were assigned and received during the period of Encampment while one B-26 and one F-51 remained AOCP at Duluth for the full period. Another T-6 was received on temporary loan from the 109th Fighter Squadron for the last week of the Encampment.

Prior to this Field Training Exercise, a schedule of formal class instruction for the inexperienced Airmen of this Section had been planned. However, after the second day of camp, class-room lectures were abandoned in favor of supervised on-the-job training.

(3) The following work was accomplished during the Field Training Exercise:

(a) 16 periodic inspections (Major and minor inspections)
(b) 3 acceptance checks
(c) 73 miscellaneous repair operations (Technical order compliances, other repairs, and repair of associated equipment.)
(d) Training of new men, and those with previous experience was highly successful. 27 Airmen were given thorough training in pre-flight and daily inspections with 22 Airmen checked-out on run-up of aircraft.
(e) The Form 110-A Report disclosed 87 percent of F-51 aircraft "in commission" status during the fifteen day period. The Utility aircraft percentage in commission was 65 percent.
(f) A total of 738:50 hours were flown during the Camp period.

(4) No recommendations at this time. In view of the newness of the Units, the organization and techniques of this Section were in a fluid state, and the significant facts are that the Section accomplished its objective in a commendable fashion. Discrepancies of a minor nature were noted but the Unit is rapidly reducing these.

d. Communications.

(1) The objective of the Communications Section was the maintenance and repair of radio equipment of the aircraft, installation, operation, and maintenance of Camp communications, and operation of an HF Net with Group Headquarters and the Utility Flight aircraft. The Section had seven men skilled in Military Occupational Specialties, and one

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man unskilled. Another objective was to give those men on-the-job training and informal instruction in order to qualify them in all communications duties.

(2) The Communications Section set-up the following facilities:

(a) Radio test bench and ground check facilities.
(b) In conjunction with the 176th Fighter Squadron (Madison) and utilizing the Base Switchboard, which was at considerable distance from the Camp area, a telephone system was set up. Men of this Section were detailed as Base Switchboard Operators in return for the use of the six drops which the Squadrons received.
(c) A Public Address System (AN/TIQ-3) was installed throughout the area at six points.
(d) A ground Radio Station (SCR-188) was installed and operated on an assigned frequency at scheduled times.

(3) Telephone service was adequate. This Section performed daily and periodic inspection of aircraft radios, and furnished a Radio Operator Mechanic for all flights of the C-47. The Public Address System assisted greatly in the smooth and efficient operation of the Organizations. Using this apparatus, it was possible to make announcements, locate individuals, and "sound" calls so as to reach all sections of the Units. Except when adverse atmospheric conditions interferred with reception, the ground Radio Station operated at scheduled times with Group Headquarters and Utility Flight aircraft.

(4) This section operated smoothly and efficiently. Considering the time and effort spent in installing and operating the ground Radio Station, it is considered that it was not utilized to the extent that made its installation profitable.

e. Medical.

The Flight Surgeon and Airmen of this Section did not accompany the Unit to Camp. However medical supplies and the ambulances were utilized by the personnel of the 176th Fighter Squadron in operation of the Base Infirmary and at the Flight Line. During Camp, one Airman was hospitalized at Camp McCoy, Wisconsin due to an injury received during supervised recreational activity. There was no Dental Clinic available. Immunizations were completed on all Officers and Airmen prior to departure for Camp. There were no reported cases of Venereal Disease.

f. Operations.

(1) At the beginning of the period of this report the Unit had seventeen pilots checked-out in F-51s, 26 checked-out in T-6s, 5 in the C-47, and 3 in the B-26. There were only 5 pilots with valid instrument ratings. Moreover, the majority of the F-51 pilots were inexperienced in fighter Aircraft, there being only five who had any prior extensive experience. The others having undergone transition in the F-51 in the proceeding three months in varying amounts ranging from ten to thirty hours flying time. There had been practically no operations as

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a unit, the majority of flying accomplished to this point being individual flying. The objective, then, of this Section was to accomplish the transition of all of the Fighter Squadron pilots in the F-51, to develope their proficiency in all phases of individual flying, and to train them in basic formation flights, tactics peculiar to fighter operations, and to familiarize them with the aircraft equipment. In the case of the Utility pilots the objective was much similar in that pilots had to undergo transition into their respective aircraft and become familiarized with its operation.

This Field Exercise was also expected to give valuable training to the Operations personnel themselves in the scheduling, briefing, dispatching, and post-flight interrogation of crews, as well as practical experience in maintenance of flying records.

(2) The Operations Sections for the Utility Flight and the Fighter Squadron were consolidated into one Section to accomplish the objectives cited above. Maximum emphasis was placed on utilization of the T-6s for transition into the F-51. Under close supervision and with all due consideration for safety factors, nine pilots were checked-out. The Utility Flight used scheduled administrative flights to check-out an additional two pilots in the C-47, while transition into the T-6 was given to five pilots.

Class lectures had been scheduled prior to Camp for the pilots (see Exhibit 2) but this plan was dropped when it was found that to fully utilize aircraft flying time nearly all pilots would have to be scheduled for flying at one time.

Formations of two and four fighter aircraft extensively practiced basic formations, tactics and maneuvers. Only a few of the pilots had the time and experience in fighter aircraft to attempt air-to-ground or air-to-air gunnery missions, and their time had to be spent supervising less experienced pilot's training. However to familiarize the pilots with gunnery problems, fifteen fired on familiarization missions over the air-to-air gunnery range.

No altitude missions were accomplished for lack of oxygen and oxygen equipment.

No camera gunnery missions were attempted due to complete lack of facilities and equipment.

Night flying was not conducted although flood and boundary lights were available the <u>last two days</u> of the Camp period. It was felt that the proficiency of the Squadron as a Unit would be improved by concentrating on the type of flying which could not be done so easily at the Home Station.

Very little instrument practice was logged due to the necessity of utilizing the T-6s for transition purposes.

Dispatching of pilots and aircraft nearly always proceeded slowly and laboriously and with considerable confusion. In general pilots pre-

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flight preparations were protracted affairs with little being accomplished. The only adequate briefing or post-flight critiques observed were those by the Unit Commander. Partly to blame were the Flight Commanders who failed to assume responsibility for their flights, but the major portion of the blame could be attributed to the failure of the Operations Section to plan or follow a definite program for individual and unit accomplishment.

The location of the Operations Section made it difficult to keep the Operations Dispatch Board accurately. In view of the instances where pilots were dispatched to aircraft "out-of-commission" there appeared to be a breakdown in coordination both with Engineering Section and Base Operations. As a result an accurate check of aircraft and pilots flying caused the loss of some flying time and considerable confusion.

(3) In addition to the check-outs listed above the Units accomplished a total of 867:50 pilot logged flying hours. A breakdown of the principle utilizations of this time for the Fighter Squadron shows:

(a)	Transition	169:55
(b)	Formation	264:35
(c)	Acrobatics	26:00
(d)	Navigation	23:00
(e)	Gunnery Familiarization	45:05
(f)	Interception	16:30

The Utility Flight flew 149:30 hours on Administrative and Training Flights.

(4) In general Operations proceedures and practices reflected the newness of the Organizations. Much was learned during the period of Encampment and it can be expected that the numerous discrepancies in procedure will be corrected as rapidly as possible. The excellent handling of check-outs, the emphasis on Flying Safety, and the amount of work accomplished were outstanding.

It is recommended that the Squadron Operations Officer, Operations Clerks, Flight Commanders, and Flight Leaders be more thoroughly indoctrinated in their duties and responsibilities. The Organizations should have a definite closely supervised training program for all pilots and should adhere closely to it for all scheduling. Standardized procedures should be initiated for briefing and post-flight critiques.

g. Photographic.

Two Airmen, SSN 941, neither skilled, were assigned to this Section. No equipment was available other than a personal camera. Some photographs of Camp activities were taken but to date have not been printed because of lack of supplies and facilities.

h. Supply.

(1) The objective of the Supply Sections was to maintain an adequate source of Technical Service and Air Force Supplies for logistical support of all Units and Sections at Camp. The consolidated Supply Section had two Officers and nine Airmen. Six of the Airmen were skilled and three potential while one Officer was classified as semi-skilled in this specialty. Another objective, then, was to train these personnel in supply procedures in a tactical situation, and to train the inexperienced Airmen to perform the duties of this Section.

(2) Prior to coming to Camp, this Section had built mobile type bins for all small items of Air Force Supplies. These bins were stocked and special camp locator cards were made up for all items brought along. This Section set-up in a large wooden building having ample space with the Technical Service property in one end, and all Air Force property in the other end. The building was conveniently located, both to the living quarters and the Maintenance Sections.

Excellent cooperation between the 176th and 179th Fighter Squadron Supply Sections made possible the exchange of several items of aircraft parts required to keep planes in commission.

The USP&DO of Wisconsin at Camp Williams furnished tentage, fuels, and motor lubricants, kerosene fuel, immersion-type water heaters, and other minor paraphernalia.

(3) The movement of supplies both to and from Camp was accomplished expeditiously. All activities were supplied with such equipment and parts as were available or on hand. Adequate stocks of QM items were maintained, and although it was necessary to make several flights to the Duluth Airport for aircraft parts, the Organization did not depend on the accessibility of their supplies there.

(4) This Section is to be commended for its excellent pre-camp preparations and the expeditious handling of such stocks as were available.

i. Transportation.

(1) The objective of this Section was to satisfy the transportation needs of the Units at Camp, and to additionally train the Airmen of this Section in first and second echelon maintenance of motor vehicles.

(2) This Section had mobile-loaded one of the 2½ ton 6x6 trucks with such items as acetylene welding equipment, air compressor, second echelon work benches and tools, and was prepared to handle any situation or contingency that might come up on or off the Base. A Dispatch Office and Maintenance Shop were set-up in the Crash-fire building on the flight line.

Trip tickets and records were kept on all vehicles.

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Drivers furnished by the motor pool drove the [illegible] trucks during off-duty hours.

In addition to the above, this Section carried or scheduled instructional periods. The twelve Airmen and one Officer of this Section included nine Airmen skilled in their Military Occupational Specialties and three Airmen with no previous experience. Lectures covered Shop Safety, Shop Procedure, Preventative Maintenance, Care of Tools, Records, and Operation and Maintenance of Vehicles.

(3) Vehicles maintained and dispatched by this Section for the Units use included:

8 1/4 ton 4x4 trucks
2 ambulances
8 2 1/2 ton 6x6 trucks
1 oil servicing, type L2 6x6 truck
1 4 ton wrecker, 6x6
2 4 ton truck tractors, 4x4
1 F2 gas servicing trailer

This Section performed all scheduled motor vehicle inspections, checked and performed preventative and second echelon maintenance where needed.

Total of mileage driven on all vehicles was 20,000 miles. Total fuel consumption was 1,777 gallons of gasoline and 30 gallons of oil.

There were no vehicular accidents.

(4) There was a sufficient amount of transportation.

Vehicles were observed to be properly controlled in most instances. Maintenance was adequate as evidenced by the fact that there were no major vehicle breakdowns.

j. Radar.

Not applicable.

k. Information Center Operators (plotters).

Not applicable.

l. Mess.

(1) The objective of this Section was to prepare and serve all meals for the Airmen of the four Units while giving on-the-job training for the inexperienced Airmen cooks.

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(2) The Mess for Detachment "C", 233rd ASG and the Fighter Squadron was consolidated into one Section, and consisted of three experienced cooks and three inexperienced Airmen. They worked under the supervision of a Mess Officer. Meals were prepared for an average of 125 Airmen each meal. There were no shifts, the experienced cooks closely supervising the inexperienced. Rations were drawn from the USP&DO of Wisconsin at Camp Williams.

The Officers' Mess operated in conjunction with the Officers' Mess of the 176th Fighter Squadron (Madison). Civilian cooks and waitresses were hired by the Officers. Rations were drawn from the USP&DO of Wisconsin and paid for by the Officers. This Mess was run under the supervision of an Officer from the Wisconsin Unit.

(3) The meals in the Airmen's Mess were well-prepared, of excellent quality, and substantial portions were served. The Officers' Mess was likewise excellent.

(4) No recommendations.

m. Aerial Photography.

Not applicable.

n. Parachutes.

There were two experienced Airmen (SSN 620) assigned to this Section. During the Camp period they fitted chutes to all flying personnel, pulled 10-day inspections, and repacked 16 parachutes. Facilities for this work at Camp, while not wholly satisfactory, greatly exceeded those at the Home Station, and much worthwhile work and practice was accomplished.

o. Weather.

The Weather Section was operated in conjunction with the 176th Fighter Squadron (Madison). The two qualified Weather Observers of the 179th Weather Section worked under the supervision of the Weather Forecaster from the 176th Weather Section, doing plotting, making synoptic and winds aloft charts, hourly observations, plotting adiabatic and constant pressure charts, and making hourly weather observations. This Station was located adjacent to Base Operations, and made local area forecasts as well as supplying all transient aircraft with enroute weather information and furnishing hourly observations to Patterson Flight Service Center.

p. Link Trainer.

No Link facilities available at Camp Williams or at Home Station.

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Armament.

(1) The primary objective of the Armament Section for this Encampment was to train their personnel as a unit to inspect, maintain, and repair all armament on assigned aircraft. Additionally they were to supervise all small-arms qualification for the Units. If flying training progressed sufficiently they were to be prepared for a limited number of gunnery missions.

(2) Pre-camp preparations included periodic inspection and maintenance of all aircraft armament, some of the aircraft armament having been received in an incomplete or deteriorated state.

During the first two days of Camp this Section concentrated on class instruction of their personnel. During the remainder of the period supervised on-the-job training, inspection, and maintenance of aircraft armament, supervision of small-arms firing range, and the five gunnery familiarization missions occupied the time of this Section.

(3) During the Encampment period 117 Airmen fired Carbines with 101 securing a qualifying classification. 42 Officers qualified on the Cal .45 Pistol. Additionally 28 Officers fired familiarization on the Cal .45 Machine Gun, while 6 Airmen fired the familiarization course on the Cal .45 Pistol. Total small-arms ammunition expended: 10,500 rounds of .30 Cal., and 3,700 rounds of .45 Cal..

There were 4,700 rounds of .50 Cal. expended with four gun stoppages on the aerial gunnery familiarization missions.

There were seven Airmen and one Officer in this Section. Four of these Airmen had had no previous armament experience. The Field Training Exercise provided excellent training for the entire Section.

(4) Although there was no bombing, rocket-firing, towing of targets, etc., to occupy the time of this Section, the five gunnery familiarization missions gave some indication of the problems that this Section will face and the procedures that they will have to be prepared to use. It should be noted that it took approximately two hours for this Section to prepare the first mission for readiness to fire, while for the fifth mission, this Section had improved procedures to the extent that the aircraft were readied in a very short time. In view of the missions contemplated for the next Encampment, it would be well to augment this Section somewhat nearer to T/O strength, and spend more effort familiarizing personnel with procedures involved in the firing of aircraft weapons.

7. Voluntary Training.

The morale and spirit of the Organizations was very high throughout the entire Camp period. Numerous instances of Airmen working in their Sections voluntarily during off-duty hours were observed.

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VI. Evaluation of Training.

The Field Training Exercise provided the necessary refresher training for the experienced personnel, and gave the men with no prior experience or service an insight into the functioning of a tactical organization in the Field. The Encampment gave much needed cohesion to the Sections and Units, and gave many individuals their first opportunity to use the instructions received at their Unit Training Assemblies.

In view of the newness of this Organization and the difficulties and conditions experienced at their Home Station it is believed that the Units did remarkably well.

VII. Comments and Recommendations.

No major violation or disregard of AF Regulations and Directives was noted. Inexperience of personnel in some procedures appeared to be the major inadequacy; and in view of the concerted action being exerted by nearly all members of the Units it is certain to be corrected in short order.

In general, the Operations Section of the Fighter Squadron appears particularly weak by comparison with the other Sections of the Units. Although this condition was initially beyond control of the Unit, it is believed that if the recommendations under that Section (paragraph IV,f,(4)) are followed the situation can be easily remedied.

VIII. Appendix.

a. Active Duty Orders.

b. Exhibits.

(1) Information Guide

(2) Training Schedule

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STATE OF MINNESOTA
DEPARTMENT OF MILITARY AND NAVAL AFFAIRS
ADJUTANT GENERAL'S OFFICE
SAINT PAUL 1

SPECIAL ORDERS
NUMBER 134 EXTRACT 12 July 1949

6. Under the provisions of Training Authority 21-1-Air-50, Office of the Chief, National Guard Bureau, dated 29 June 1949, and General Orders No. 4, AGO, Minnesota, dated 29 January 1949, as amended by General Orders No. 12, AGO, Minnesota, dated 1 May 1949, officers and enlisted men of the following units and organizations are hereby directed to proceed on 16 July 1949 to Camp Williams, Wisconsin, for Annual Field Training 16 to 30 July 1949 inclusive. Movement of troops will be made in accordance with letter, Subject: Movement to Field Training 16 July 1949, AGO, Minnesota, dated 1 July 1949:

179th Fighter Squadron
Utility Flight, 179th Fighter Squadron
179th Weather Station
Det. C, 233rd Air Service Group

BY DIRECTION OF THE GOVERNOR:

OFFICIAL:

E. A. WALSH
The Adjutant General

/s/ Frank J. Kohout
/t/ FRANK J. KOHOUT
1st Lt., A.G.D.
Adjutant

DISTRIBUTION:
Sr. Instr.
C.O. Camp Williams
USP&DO
Units

A TRUE COPY:

Harold L. Larson
HAROLD L. LARSON
Capt. AF, Minn. NG
Adjutant

Active Duty Orders

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HEADQUARTERS
179TH FIGHTER SQUADRON SE
Williamson-Johnson Airport
Duluth, Minnesota

11 July 1949

MEMORANDUM TO: All Air National Guard Personnel, Duluth, Minnesota.

FIELD CAMP OF INSTRUCTION 1949

In accordance with GO #8 AGO Minn dated 18 February 1949 as amended per GO #12 AGO Minn dated 1 May 1949 all units of the Duluth Air National Guard will undergo annual field training at Camp Williams, Wisconsin, from 16 July 1949 through 30 July 1949. The following instructions and information will govern these units while at Camp Williams.

1. GENERAL:

(a) The summer training camp period is announced as from 16 July to 30 July 1949, inclusive, at Camp Williams, Camp Douglas, Wisc.

(b) Camp Williams is located on US Highways 12 and 16 approximately midway between New Lisbon and Tomah, Wisconsin.

(c) All personnel will occupy pyramidal tents and mess in permanent type mess halls, located adjacent to the tent area.

(d) No private automobiles, motorcycles or scooters will be permitted in Camp Williams, Camp Douglas, Wis.

(e) All officers and airmen are expected to attend. Those unable to do so will contact their unit commander immediately and request necessary leave, written, giving good and sufficient reason therefor.

(f) Retreat will be conducted daily. All men undergoing basic instruction will be required to attend and all other air men in camp area will conduct themselves accordingly during the ceremony.

(g) The camp facilities will be shared by the 176th Fighter Squadron, the 179th Fighter Squadron, Duluth, Minnesota and assigned units, also the Headquarters Staff, Adjutant General's Office, Wisconsin.

2. MOVEMENT:

(a) With the exception of a small air echelon and motor convoy the complete move will be made by Train both going to and returning from summer camp. This main unit will depart from Union Station at 0800 16 July 1949.

(b) The motor convoy is divided into two sections.

I. Advance Party - will leave the Duluth Armory at 0300, 12 July 1949.

II. Motor Convoy - will leave the Duluth Armory at 0300, 16 July 1949.

(c) The air echelon will form at Williamson-Johnson Airport at 0830 16 July 1949.

(d) Box lunches will be provided for all persons (except aircrew) while enroute.

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3. BILLETING:

(a) All personnel will be quartered in tents, with the assignments to be made upon arrival at Camp Williams, Camp Douglas, Wis.

(b) The enlisted area will be located directly west of buildings 404 and 406.

(c) The officer area will be located east of buildings 404 and 406.

(d) All personnel will be responsible for a neat appearance of the interior as well as the immediate area around their tents at all times. Daily inspections will take place any time between the hours of 0800 and 1700.

(e) Only cots, mattresses, mattress covers, and blankets will be furnished. (Pillows, pillow slips, and sheets will not be furnished.)

4. MESSING:

(a) All units will mess in building 404.

(b) All men will be responsible for the care and cleanliness of their mess trays and cutlery. A periodic inspection of the cleanliness of this equipment will be conducted by the Flight Surgeon.

(c) Officers will share a consolidated mess with the officers of the 176th Fighter Sq., Madison, Wis., in building 115.

(d) Subsistance will be furnished as provided for in NGB Cir 10, dated 19 March 1948.

(e) A daily inspection of the mess halls will be conducted by the Flight Surgeon.

5. ADMINISTRATION:

(a) Administration for all units will be conducted in building 501.

(b) The arrival report will be transmitted to the office of the Adjutant General by 1900 hours on the day of arrival.

(c) Morning reports, sick book, duty roster, etc., will be maintained daily.

(d) All reports will be made according to orders issued by the Adjutant General's Office.

6. MEDICAL:

(a) The Base Hospital will be located in building 500 and will be shared with the medical section the 176th Fighter Sq., Madison, Wisconsin.

(b) Sick call will be conducted daily at 0800. Persons going on sick call will report to Section leaders first.

(c) Hospitalization and emergency cases will be handled in accordance with instructions from the Adjutant General's Office.

(d) Immunization will be completed on all men before departure for camp.

7. OPERATIONS AND TRAINING:

(a) Flying and all other training will be conducted during the hours of 0800 to 1700 daily unless otherwise ordered.

(b) All officers and airmen will be required to qualify in arms. Officers will fire .45 cal., and airmen .30 Cal. carbine.

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(c) Each section is expected to conduct an alternative program in the event of poor flying weather or any other reason which would interrupt the normal schedule.

(d) Classroom space will be located in buildings 406 and 407 and in section work shops.

(e) Buildings are assigned to activities indicated as follows:

Bldg. No. 34-Post Exchange	Bldg. No. 35-Airmens Club
" No. 36-Camp Theater	" No. 414-E.M. Latrine
" No. 115-Officers Mess	" No. 415-E.M. Latrine
" No. 113-Officers Latrine	" No. 517-Transportation
" No. 401-Officers Latrine	" No. 508-Acft Maint.
" No. 100-Officers Club	" No. 507-Supply
" No. 506-Armament (North Half)	" No. 512-Parachutes
" No. 506-Communications(SouthHalf)	" No. 404-Mess Hall
" No. 502-Operations	" No. 501-Administration

8. PAY AND ALLOWANCES:

(a) A muster will be conducted at 0945 hours on 29 July.

(b) Every effort will be made for payment before return to home station.

9. UNIFORM:

(a) Fatigue clothing will be worn during the normal work day period.

(b) Class "A" uniform will be worn at all times after retreat except when performing sectional duties. Ties will be worn whenever personnel are off the limits of the reservation.

(c) Fatigue clothing will be utilized for athletic activities if athletic clothing is not available.

(d) SERVICE OR FATIGUE: Khaki shirt, trousers and cap or fatigue clothing, G.I. shoes.

(e) CLASS A: Khaki shirt, trousers and cap with brown polished shoes. Necktie optional on post but mandatory off post. Insignia and rank will be worn at all times with class "A" uniform.

10. PERSONAL EQUIPMENT:

(a) All personnel will provide themselves with handkerchiefs, changes of socks and underwear, ample supply of soap, towels and other necessary toilet articles. None of these items will be available except that it may be possible to purchase them at the Post Exchange.

11. ATHLETICS:

(a) All men of all assigned units will be required to participate in regularly scheduled athletic programs.

(b) Personnel necessary for the operation of normal camp facilities will be excused.

12. COMMUNICATIONS:

(a) A base telephone network will be operated in coopera- with the Communications section of the 176th Fighter Sq., Madison, Wisc.

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(b) Local air traffic will be controlled by radio communications from the control tower. VHF "B" channel and 4495 KCS. will be used. Personnel from the 176th Fighter Sq. will operate the control tower.

13. SECURITY:

(a) One provost marshall marshall will be responsible for the security of all areas and all equipment assigned to all Air National Guard units including the 179th Fighter Sq (SE) and the 176th Fighter Sq (SE) located at Camp Williams, Camp Douglas, Wis.

(b) The 176th and 179th Fighter Squadrons will each contribute an equal share of men necessary to conduct a proper guard of assigned areas and equipment.

(c) The 176th and 179th Fighter Squadrons will each appoint an Officer of the Day who will act as laison with the Base Provost Marshall in addition to regular OD duties set up by individual Commanding Officer.

(d) A Charge of Quarters roster will be posted by the Squadron Adjutant by 1900 hours 16 July 1949.

14. PASSES:

(a) Policy to be dependent upon personnel availability, to be announced at camp. There will be no passes 16 July 1949.

15. POST EXCHANGE:

(a) To be conducted by civilian concessionaire. Hours are to be announced at camp.

16. THEATER:

(a) To be operated outdoors. No definite admission charge but donations to be made to pay cost of rental.

17. TRANSPORTATION:

(a) Vehicles will be assigned to sections.

(b) It will be the responsibility of section chiefs to see that these vehicles are returned to motor pool daily for servicing.

(c) No vehicles will be permitted off the base without proper authority granted by either Base Commanding Officer or Deputy C.O.

(d) It is anticipated that scheduled runs will be made to nearby towns during hours of passes.

18. OFFICER ASSIGNMENTS AND DUTIES:

Major RALPH M. JEROME, Camp Commander.

Captain JOHN R. HED, Aircraft Engineering Officer, will supervise all aircraft maintenance and will aid in flying training, Assistant Camp Commander.

Captain HAROLD R. LARSON, Lt WENDELL C. LARSON, Squadron & Detachment Adjutant, Investigating Officer 179th Fighter Sq. and assigned units, will make all duty assignments for ground activities.

Captain WILLIAM G. WALLER, Deputy Camp Commander, will supervise activation of camp details. Assistant Aircraft Engineering Officer, supervise all ground training.

OFFICER ASSIGNMENTS AND DUTIES CONT'D

Lieutenant THOMAS P. MC QUADE, Athletic Officer for all units, will schedule and supervise all physical training and athletic activities.

Captain CHARLES V. BENNET, Camp Supply Officer, will conduct activities of the Tech. Air Corp, and Q.M. supplies

Lieutenant MATT H. CIEBIERA, Motor Vehicle Maintenance Officer, will conduct the activities of the motor vehicle maintenance section. Will supervise dispatching and daily maintenance and operation of vehicles.

Captain JOHN C. COSGROVE, Communications Officer, will conduct proper supervision of base telephone system, signal equipment and of aircraft radio facilities.

Major JOHN D. BARKER, Flight Surgeon, supervise hospital, sick call, inspect mess.

Lieutenant WILLIAM H. HADLEY, Unit Supply Officer, Assistant Camp Supply Officer, Officers Club and PX Officer, will supervise club funds and procedures.

Lieutenant VERNON H. THEYSON, Armament Officer, all units, will supervise issue of arms, all small arms firing, and aircraft armament.

Lieutenant CLARENCE M. VAN METER, Assistant Squadron Operations Officer, will supervise all flying operations and procedures within the flying operations section. Will assign daily Airdrome Officer, coordinate flying with Base Operations.

Lieutenant EUGENE J. BJOLD, Squadron Mess Officer, will supervise preparing of all meals, will draw rations for all units, Assistant Range Officer.

Captain KERMIT A. GILL, Base Provost Marshall, will supervise all interior and exterior guard duties, will plan all retreat formations for all basic airmen.

Lieutenant JOHN C. BROCKWAY, Pilot Ground Training Officer, will supervise all ground training for pilots.

Captain FREDERICK A. KEMP JR., will schedule and supervise all ground and flying training for the Utility Flight.

Lieutenant H. R. MILLER, Public Relations Officer, keep history of camp activities, issue news releases to press and radio.

Lieutenant DAVID ROBB, Flying Safety Officer, prescribe directions as necessary for safe and sane flying activities. Investigate conditions or procedures not considered to be safe.

Lieutenant WENDELL C. LARSON, Ground Safety Officer, prescribe directions as necessary for the safe procedure of all ground operations. Control all activities as necessary for safe procedures.

19. Additional orders and directions will be made during the camp period as required.

20. All persons will be responsible for notices posted on the bulletin boards in our area.

RALPH M. JEROME
Major AF, Minn NG
Commanding

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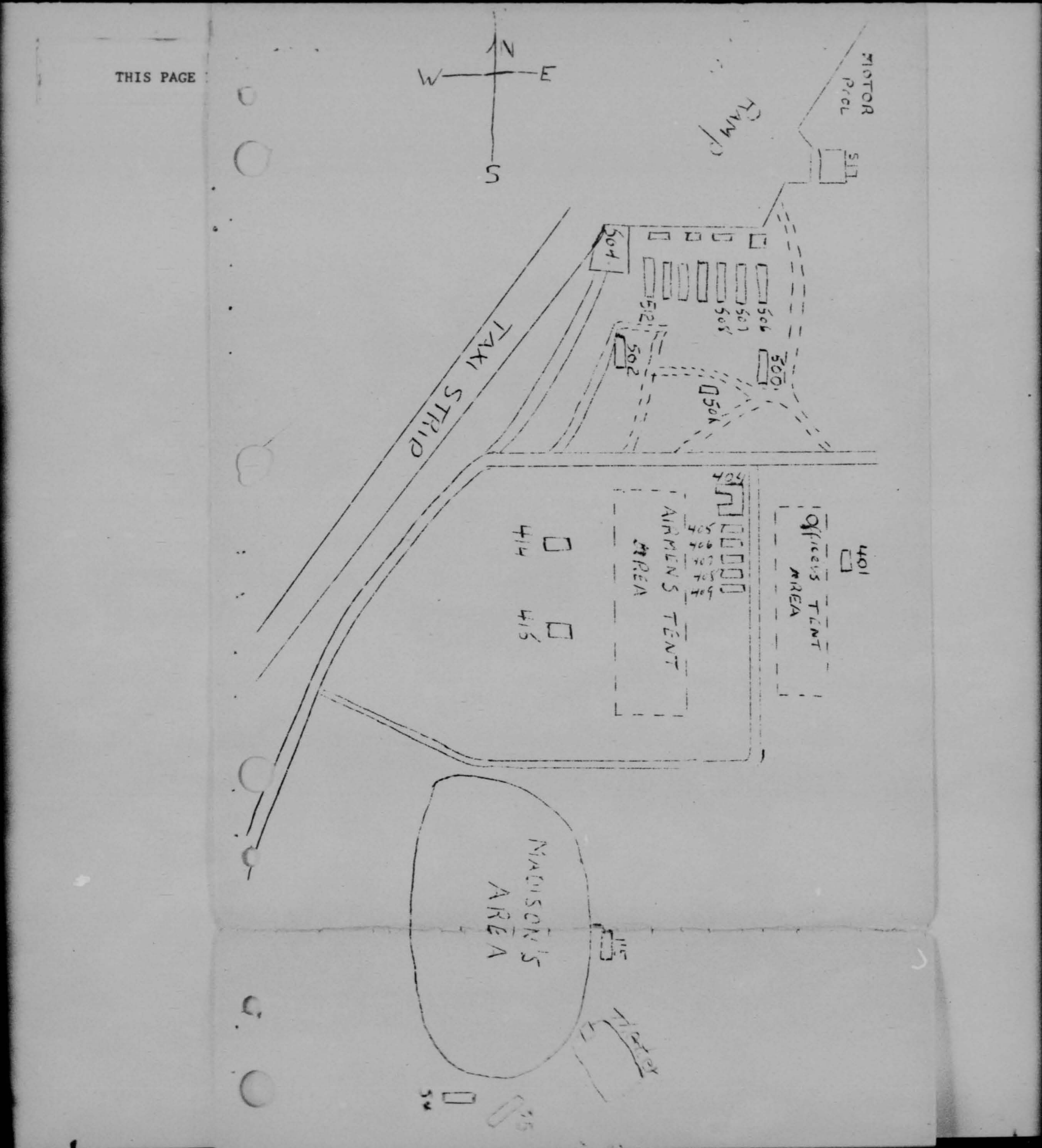

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Saturday 16 July   1ST DAY

0200	Motor Convoy Assembly - Armory
0230	Breakfast
0300	Motor Convoy Depart Armory for Camp Williams
	* * * * * * *
0630	Main Body Assembly, Omaha RR Station
0700	Roll Call and Head Count
0720	Load Baggage
0745	Board Train
0800	Depart Duluth for Camp Williams
1545	Arrive Camp Williams
1600	Roll Call & Head Count
1600 - 1730	Set up camp
1730 - 1830	Mess
1900 - 2000	Staff Meeting
2200	Tatoo
2230	Lights Out
2300	Taps

"Training Schedule"

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Sunday 17 July 2ND DAY

0700	First Call	All
0715	Reville	All
0730 - 0830	Mess	All
0900 - 1200	Church Parade	
1200 - 1300	Mess	All
1315	Assembly	All
1330	Mass Indoctrination by CO	All
1345 - 1430	Section Indoctrination by Unit & Section Leaders	All
1430 - 1500	Briefing	A-B-C-D Flights - Pilots
1430 - 1500	Preflight Acft	A-B Groups - Maintenance
1500 - 1700	Flying Training	A-B-C-D Flights - Pilots
1710	First Call	
1715	Retreat	Basics - M.P. Det
1730 - 1830	Mess	All
2200	Tatoo	
2230	Lights Out	
2300	Taps	

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Monday 18 July 3RD DAY

0540	First Call	All
0550	Reville	All
0600	Assembly	All
0610 - 0625	Physical Training	All
0630 - 0715	Mess	All
0730 - 0800	Preflight Acft	A-B Groups - Maintenance
0745 - 0800	Briefing	A-B Flights - Pilot
0800	Sick Call	
0800 - 1130	Flying Training	A-B Flights - Pilots
0800 - 1130	Ground Training	C-D Flights - Pilots
0830 - 1130	Ground Training	A Group - Maintenance
1200 - 1300	Mess	All
1300 - 1330	Preflight Acft	A-B Groups - Maintenance
1315 - 1330	Briefing	C-D Flights - Pilots
1330 - 1700	Flying Training	C-D Flights - Pilots
1330 - 1700	Ground Training	A-B Flights - Pilots
1400 - 1700	Ground Training	B Group - Maintenance
1710	First Call	
1715	Retreat	Basics MP Det
1730 - 1830	Mess	All
1900	Sports - Movies	
2200	Tatoo	
2230	Lights Out	
2300	Taps	

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Tuesday 19 July <u>4TH DAY</u>

0540	First Call	All
0550	Reville	All
0600	Assembly	All
0610 - 0625	Physical Training	All
0630 - 0715	Mess	All
0730	Preflight Acft	A-B Groups - Maintenance
0745 - 0800	Briefing	C-D Flights - Pilots
0800	Sick Call	
0800 - 1130	Flying Training	C-D Flights - Pilots
0800 - 1130	Ground Training	A-B Flights - Pilots
0830 - 1130	Ground Training	B Group - Maintenance
1200 - 1300	Mess	All
1300 - 1330	Preflight Acft	A-B Groups - Maintenance
1315 - 1330	Briefing	A-B Flights - Pilots
1330 - 1700	Flying Training	A-B Flights - Pilots
1330 - 1700	Ground Training	C-D Flights - Pilots
1400 - 1700	Ground Training	A Group - Maintenance
1710	First Call	
1715	Retreat	Basics MP Det
1730 - 1830	Mess	All
1900	Sports - Movies	
2200	Tatoo	
2230	Lights Out	
2300	Taps	

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Wednesday 20 July 5TH DAY

0540	First Call	All
0550	Reville	All
0600	Assembly	All
0610 - 0625	Physical Training	All
0630 - 0715	Mess	All
0730	Pre-flight A/c	A-B Group - Maintenance
0745 - 0800	Briefing	A-B Flights - Pilots
0800	Sick Call	
0800 - 1130	Flying Training	A-B Flights - Pilots
0800 - 1130	Ground Training	C-D Flights - Pilots
0830 - 1130	Ground Training	A Group - Maintenance
1200 - 1300	Mess	All
1300 - 1330	Preflight A/C	A-B Groups - Maintenance
1315 - 1330	Briefing	C-D Flights - Pilots
1330 - 1700	Flying Training	C-D Flights - Pilots
1330 - 1700	Ground Training	A-B Flights - Pilots
1400 - 1700	Ground Training	B Group - Maintenance
1710	First Call	
1715	Retreat	Basics MP Dot
1730 - 1830	Mess	
1900 - 2000	Drill	All
2200	Tatoo	
2230	Lights Out	
2300	Taps	

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Thursday 21 July 6TH DAY

0540	First Call	All
0550	Reville	All
0600	Assembly	All
0610 - 0625	Physical Training	All
0630 - 0715	Mess	All
0730	Preflight A/c	A-B Groups - Maintenance
0745 - 0800	Briefing	C-D Flights - Pilots
0800	Sick Call	
0800 - 1130	Flying Training	C-D Flights - Pilots
0800 - 1130	Ground Training	A-B Flights - Pilots
0830 - 1130	Ground Training	B Group - Maintenance
1200 - 1300	Mess	All
1300 - 1330	Preflight A/c	A-B Groups - Maintenance
1315 - 1330	Briefing	A-B Flights - Pilots
1330 - 1700	Flying Training	A-B Flights - Pilots
1330 - 1700	Ground Training	C-D Flights - Pilots
1330 - 1700	Ground Training	A Group - Maintenance
1710	First Call	
1715	Retreat	Basics MP Det
1730 - 1830	Mess	
1900 - 2000	Drill	All
2200	Tatoo	
2230	Lights Out	
2300	Taps	

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Friday 22 July — 7TH DAY

0540	First Call	All
0550	Reville	All
0600	Assembly	All
0610 - 0625	Physical Training	All
0630 - 0715	Mess	All
0730	Preflight A/c	A-B Groups- Maintenance
0745 - 0800	Briefing	A-B Flights - Pilots
0800	Sick Call	
0800 - 1130	Flying Training	A-B Flights - Pilots
0800 - 1130	Ground Training	C-D Flights - Pilots
0830 - 1130	Ground Training	A Group - Maintenance
1200 - 1300	Mess	All
1300 - 1330	Preflight A/c	A-B Groups - Maintenance
1315 - 1330	Briefing	C-D Flights - Pilots
1330 - 1700	Flying Training	C-D Flights - Pilots
1330 - 1700	Ground Training	A-B Flights - Pilots
1400 - 1700	Ground Training	B Group - Maintenance
1710	First Call	
1715	Retreat	Basics MP Det
1730 - 1830	Mess	All
1900 - 2000	Drill	All
2200	Tatoo	
2230	Lights Out	
2300	Taps	

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Saturday 23 July **8TH DAY**

0540	First Call	All
0550	Reville	All
0600	Assembly	All
0610 - 0625	Physical Training	All
0630 - 0715	Mess	All
0800 - 0900	Police Area For Inspection	All
0900 - 1000	Area Inspection	C.O. & Staff
1000 - 1130	Parade & Inspection	All
1200 - 1300	Mess	All
1300 - 1700	Recreation	
1710	First Call	
1715	Retreat	Basics
1730 - 1830	Mess	All
1900 - 2000	Drill	All
2200	Tatoo	
2230	Lights Out	
2300	Taps	

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Sunday 24 July 9TH DAY

0700	First Call	All
0715	Reville	All
0730	Assembly	All
0745 - 0845	Mess	All
0900	Church Parade	
1200 - 1300	Mess	All
1300	Recreation	
1400	Softball tournament with 176th Ftr Sqd from Madison. (C.O. of losing team buys refreshments for both teams)	
1710	First Call	
1715	Retreat	
1730 - 1830	Mess	
2200	Tatoo	
2230	Lights Out	
2300	Taps	

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Monday 25 July <u>10TH DAY</u>

0540	First Call	All
0550	Reville	All
0600	Assembly	All
0610 - 0625	Physical Training	All
0630 - 0715	Mess	All
0730	Preflight A/c	A-B Groups - Maintenance
0745 - 0800	Briefing	C-D Flights - Pilots
0800	Sick Call	
0800 - 1130	Flying Training	C-D Flights - Pilots
0800 - 1130	Ground Training	A-B Flights - Pilots
0830 - 1130	Ground Training	B Group - Maintenance
1200 - 1300	Mess	All
1300 - 1330	Preflight A/c	A-B Groups - Maintenance
1315 - 1330	Briefing	A-B Flights - Pilots
1330 - 1700	Flying Training	A-B Flights - Pilots
1330 - 1700	Ground Training	C-D Flights - Pilots
1400 - 1700	Ground Training	A Group - Maintenance
1710	First Call	
1715	Retreat	Basics MP Det
1730 - 1830	Mess	All
1900	Athletics - Movies	
2200	Tatoo	
2230	Lights Out	
2300	Taps	

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Tuesday 26 July   <u>11TH DAY</u>

0540	First Call	All
0550	Reville	All
0600	Assembly	All
0610 - 0625	Physical Training	All
0630 - 0715	Mess	All
0730	Preflight A/c	A-B Groups - Maintenance
0745 - 0800	Briefing	A-B Flights - Pilots
0800	Sick Call	
0800 - 1130	Flying Training	A-B Flights - Pilots
0800 - 1130	Ground Training	C-D Flights - Pilots
0830 - 1130	Ground Training	A Group - Maintenance
1200 - 1300	Mess	All
1300 - 1330	Preflight A/c	A-B Groups - Maintenance
1315 - 1330	Briefing	C-D Flights -Pilots
1330 - 1700	Flying Training	C-D Flights - Pilots
1330 - 1700	Ground Training	A-B Flights - Pilots
1400 - 1700	Ground Training	B Group - Maintenance
1710	First Call	
1715	Retreat	Basics MP Det
1730 - 1830	Mess	
1900	Athletics - Movies	
2200	Tatoo	
2230	Lights Out	
2300	Taps	

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Wednesday 27 July 12TH DAY

0540	First Call	All
0550	Reville	All
0600	Assembly	All
0610 - 0625	Physical Training	All
0630 - 0715	Mess	All
0730	Preflight A/c	A-B Groups - Maintenance
0745- 0800	Briefing	C-D Flights - Pilots
0800	Sick Call	
0800 - 1130	Flying Training	C-D Flights - Pilots
0800 - 1130	Ground Training	A-B Flights - Pilots
0830 - 1130	Ground Training	B Group - Maintenance
1200 - 1300	Mess	All
1300 - 1330	Preflight A/c	A-B Groups - Maintenance
1315 - 1330	Briefing	A-B Flights - Pilots
1330 - 1700	Flying Training	A-B Flights - Pilots
1330 - 1700	Ground Training	C-D Flights - Pilots
1400 - 1700	Ground Training	A Group - Maintenance
1710	First Call	
1715	Retreat	Basics MP Det
1730 - 1830	Mess	
1900	Athletics - Movies	
2200	Tatoo	
2230	Lights Out	
2300	Taps	

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Thursday 28 July __13TH DAY__

0540	First Call	All
0550	Reville	All
0600	Assembly	All
0610 - 0625	Physical Training	All
0630 - 0715	Mess	All
0730	Preflight A/c	A-B Groups- Maintenance
0745 - 0800	Briefing	A-B Flights - Pilots
0800	Sick Call	
0800 - 1130	Flying Training	A-B Flights - Pilots
0800 - 1130	Ground Training	C-D Flights - Pilots
0830 - 1130	Ground Training	A Group - Maintenance
1200 - 1300	Mess	All
1300 - 1330	Preflight A/c	A-B Groups - Maintenance
1315 - 1330	Briefing	A-B Flights - Pilots
1330 - 1700	Flying Training	A-B Flights - Pilots
1330 - 1700	Ground Training	C-D Flights - Pilots
1400 - 1700	Ground Training	B Group - Maintenance
1710	First Call	
1715	Retreat	Basics MP Det
1730 - 1830	Mess	
1900	Athletics - Movies	
2200	Tatoo	
2230	Lights Out	
2300	Taps	

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Friday 29 July   14TH DAY

0540	First Call	All
0550	Reville	All
0600	Assembly	All
0610 - 0625	Physical Training	All
0630 - 0715	Mess	All
0730 - 0900	Police Area	All
0930	Assembly - Roll Call	All
0945	Pay Call	All
1200 - 1300	Mess	All
1300 - 1700	Break Camp	All
1715	Assembly - Roll Call	All
1730 - 1830	Mess	All
1830 - 2200	Break Camp	All
2200 - 2300	Load Baggage	All
2330	Roll Call	All

Saturday 30 July   15TH DAY

0001	Depart Camp Williams Main Body - Via Train
0300	Depart Camp Williams Motor Convoy
0800	Depart Camp Williams Air Echelon
0800	Main Body Arrive Duluth
0830	Roll Call - Dismissal - Main Body

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Historical Div.

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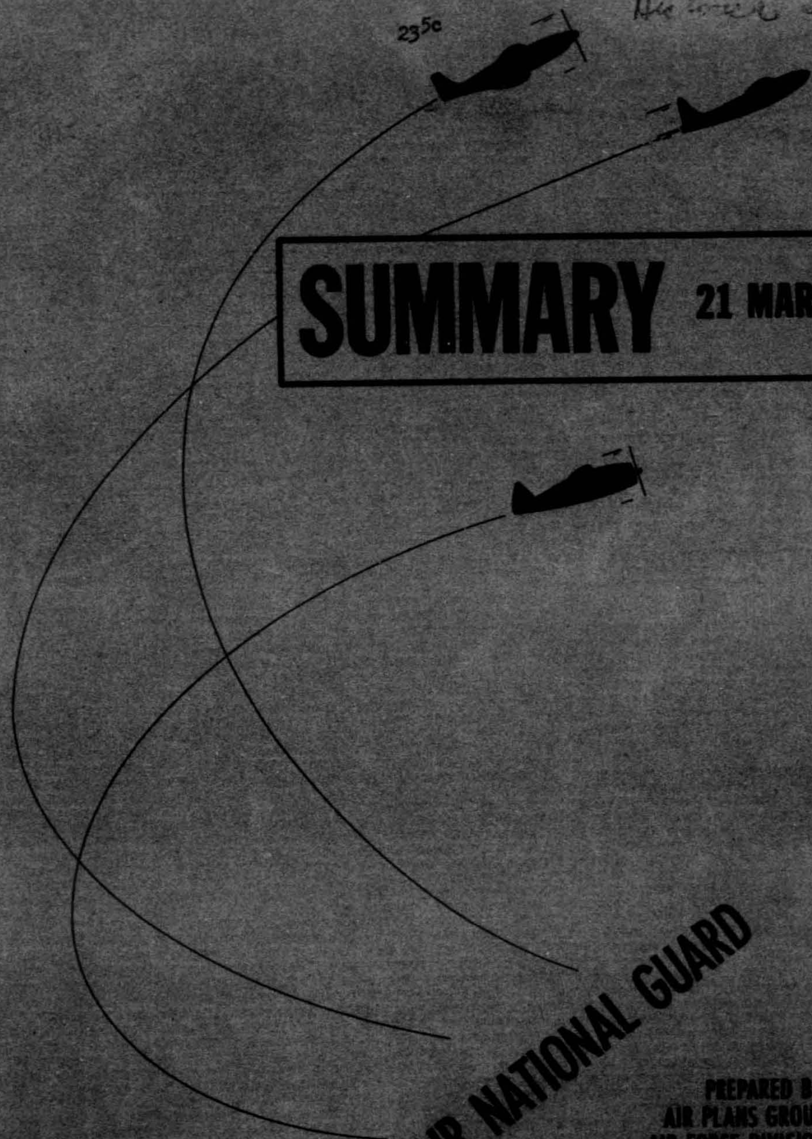

SUMMARY 21 MAR 1949

THE AIR NATIONAL GUARD

PREPARED BY
AIR PLANS GROUP
AIR FORCE DIVISION
NATIONAL GUARD BUREAU

RESTRICTED

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AIR NATIONAL GUARD SITUATION

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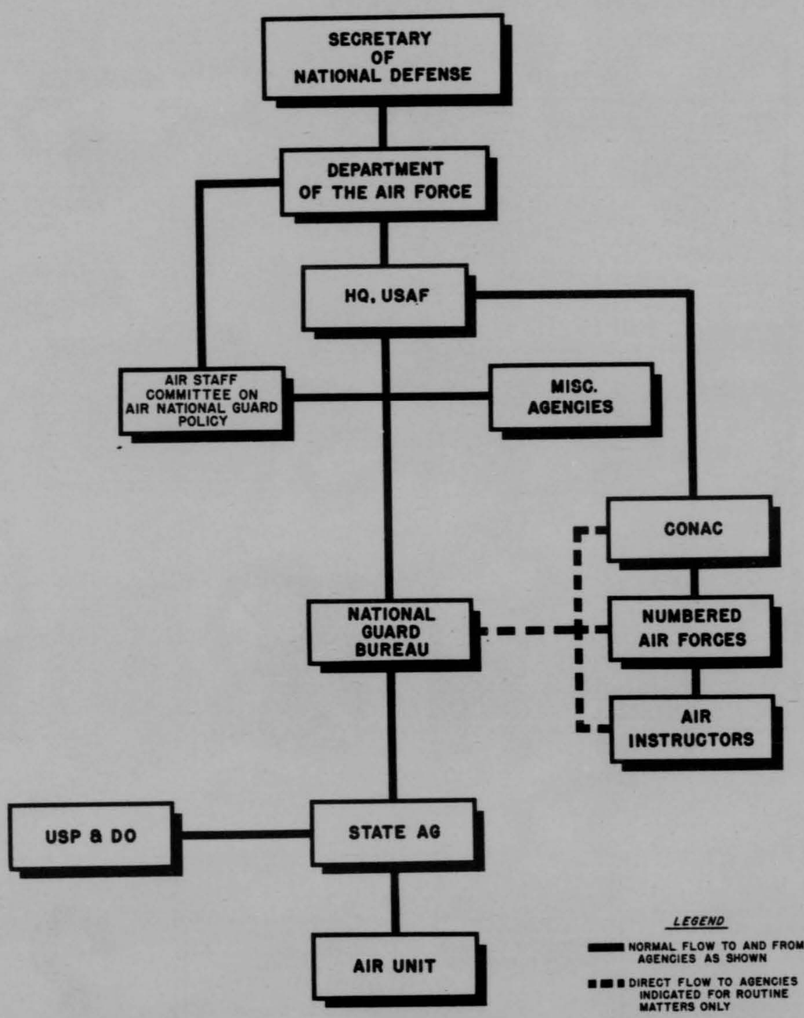
ADMINISTRATION-AIR NATIONAL GUARD



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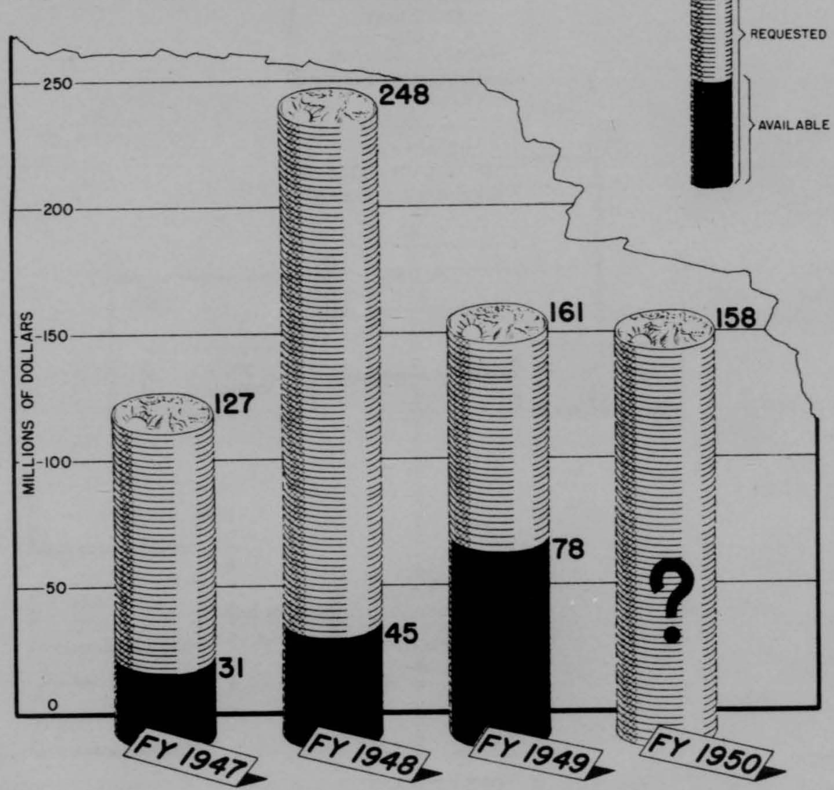
FUNDS REQUESTED AND AVAILABLE IN SUPPORT OF AIR NATIONAL GUARD PROGRAM



FY 1947	FY 1948	FY 1949	FY 1950
UNIT INTEGRATION STOPPED. FIELD TNG ELIMINATED. SCHOOL PROGRAM AND CARETAKER EMPLOYMENT CURTAILED. PROCUREMENT OF AIRCRAFT, PARTS AND EQUIPMENT LIMITED.	INADEQUATE PROCUREMENT AND MAINTENANCE. LIMITED FLD. TRAINING. 100 HRS FLYING TIME PER PILOT PER YEAR.	INADEQUATE PROCUREMENT CONSTRUCTION CURTAILED. MAINTENANCE OF EQUIPMENT INADEQUATE. SCHOOL PROGRAM DRASTICALLY REDUCED. LIMITED FLD. TRAINING. 110 HRS. FLYING TIME PER PILOT PER YEAR.	?

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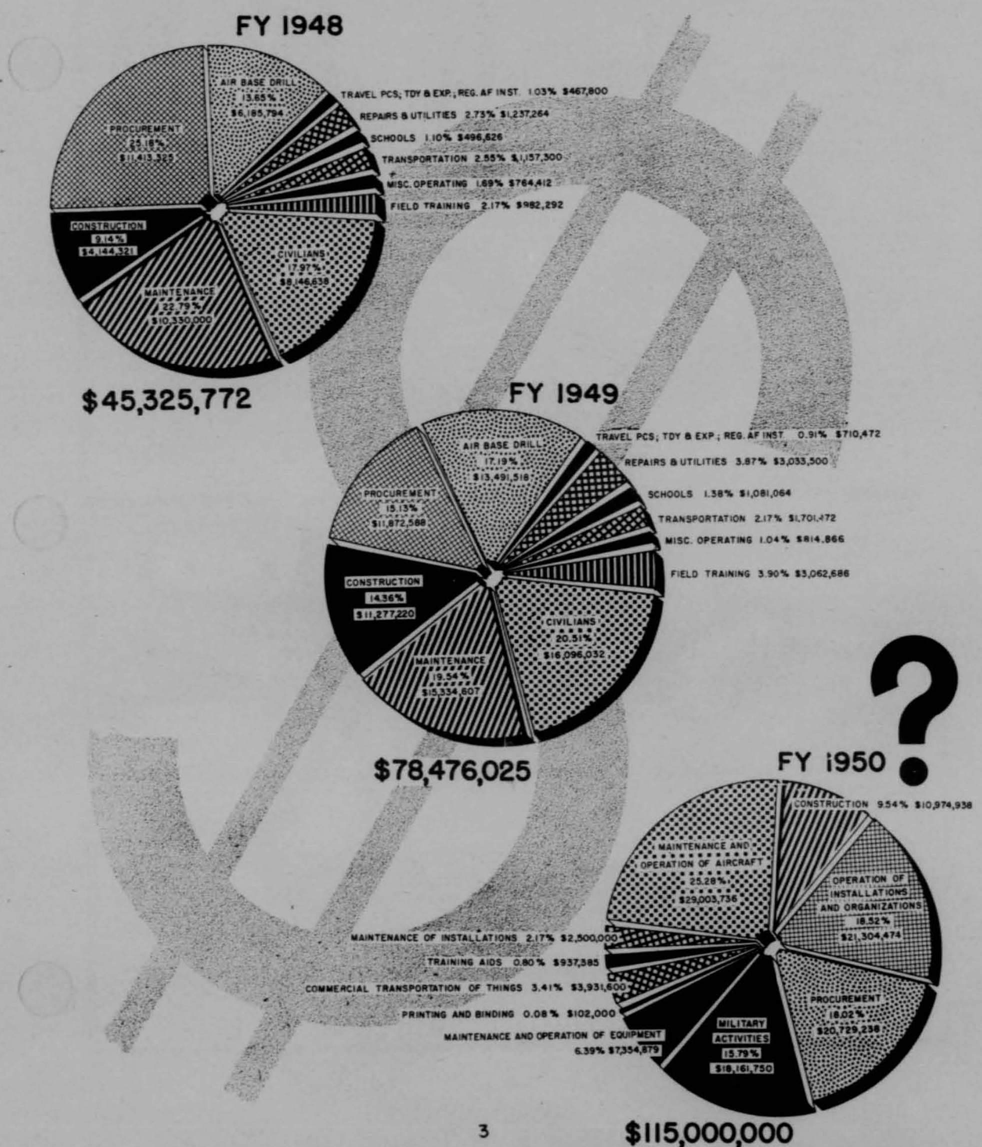
UTILIZATION OF AIR NATIONAL GUARD DOLLAR



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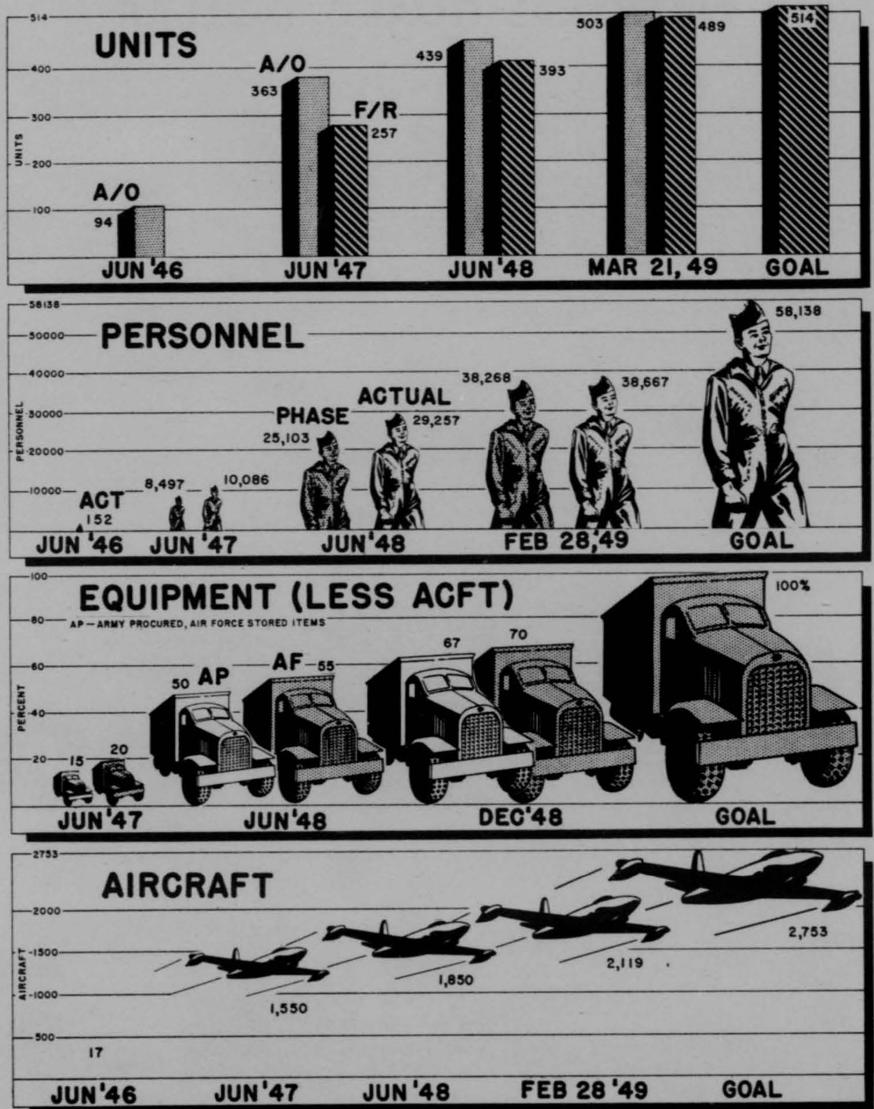
AIR NATIONAL GUARD PROGRAM



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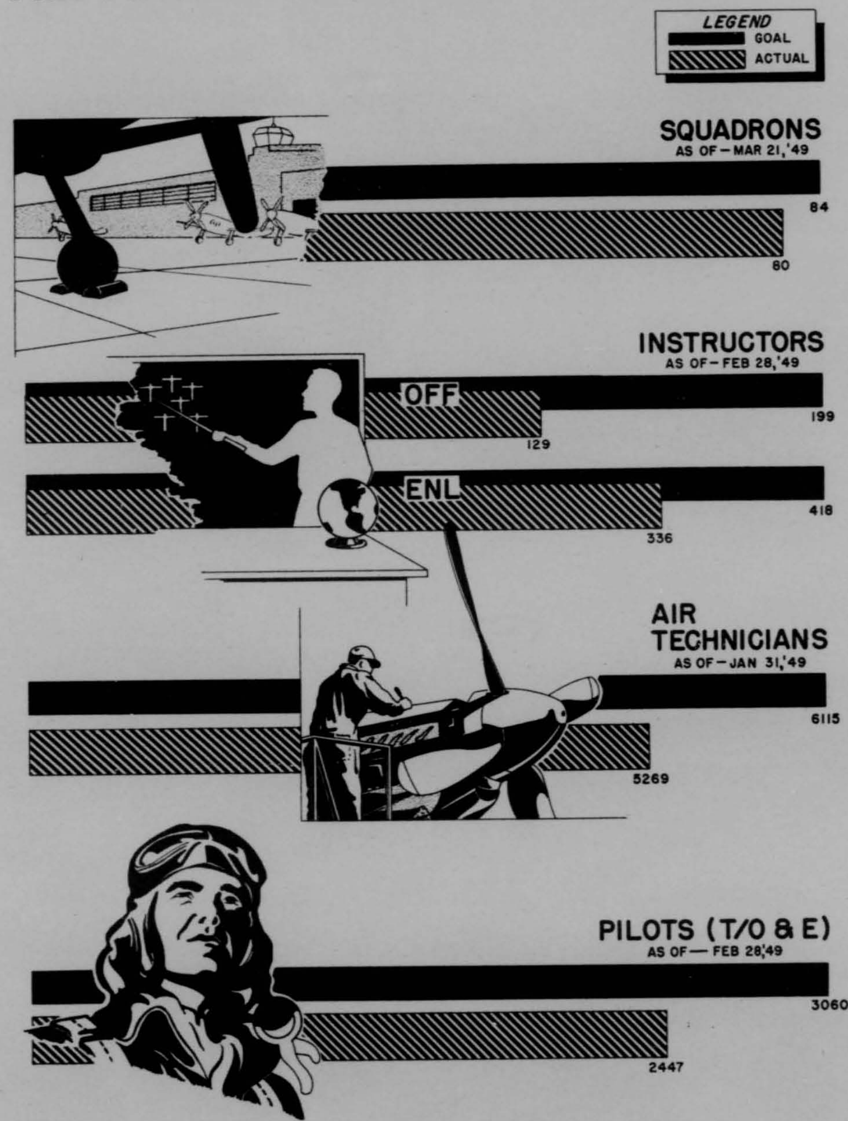
AIR NATIONAL GUARD PROGRAM



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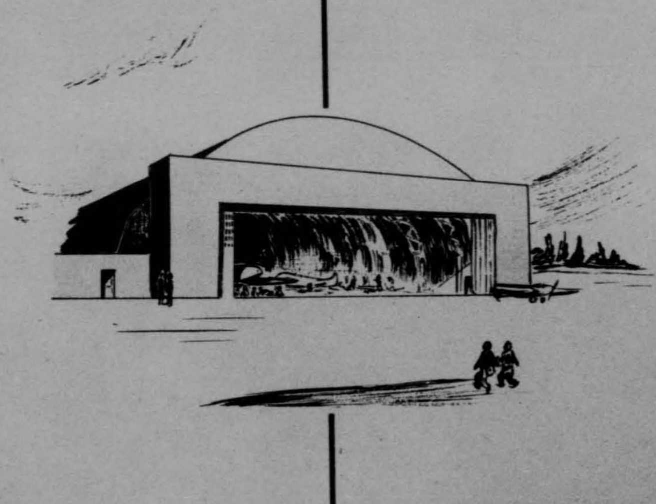
INSTALLATIONS



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CONSTRUCTION FOR THE AIR NATIONAL GUARD

Among the various activities of the Air Installations Branch of the Bureau, that of construction is perhaps the most interesting and active at the present time, so the time today will be devoted to telling you something about it.

Although construction for the Regular Services has been considerably curtailed in recent years, the Congress has recognized the need for new or replacement structures by the Air National Guard and has appropriated funds for construction of facilities under the authority contained in the National Defense Act.

As a result, we have received funds which have permitted us to engage in more than $17,000,000 of new work, through Fiscal Year 1949. After that, however, there will remain more than $52,000,000 of work yet to be done, not considering the extensive requirements of jet-propelled aircraft, in order to reach the minimum of essential facilities for all present units.

DEVELOPMENT OF STANDARD BUILDINGS

In early 1947, when it became apparent that we would be able to secure funds for construction, it was realized that a set of standard Air National Guard buildings would be required, based on the needs of present-day Air National Guard units, the pre-war structures of the National Guard having demonstrated their inadequacy for post-war purposes. At that time structural steel was very expensive and hard to get, but we were fortunate enough to locate, in the junk-yards of the Regular Services, the materials for some expendable, light-weight hangars which had been designed for use in the South Seas.

So, we acquired several train-loads of assorted hangar parts, took them out to National Guard depots which were generously made available by some of the States, set aside the portions which had deteriorated beyond use or salvage, and found that we had the basis for constructing several pretty respectable hangars, without cost to us and, more important, without the delays incident to acquiring structural steel in the current tight market.

Through the Corps of Engineers, and with the consent of the Secretary of War, we then retained a firm of architects to design a standard hangar around our materials, suited to the uses of our post-war units.

Before putting pencil to paper, the architects visited many of our units, to watch them operate and to determine their requirements. The net result was a hangar design that has been enthusiastically endorsed by Air National Guard commanders throughout the country.

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There are three alternates; with one-story lean-tos around three sides of the building, two-story lean-tos, or none at all, the choice to be governed by local conditions and requirements, and the amount of funds available.

A study of these designs indicated that, where funds and sufficient space are available, the hangar with one-story lean-tos should be built, with administrative space being provided in a separate building. Such a building was then designed, there not being a standard US Air Force building which would meet the requirement without extensive modification which would approach the cost of a new design. Similarly, a warehouse was designed, principally because of the requirement of National Guard units for segregated storage for each subordinate unit at each installation, in addition to the normal requirements of base storage.

There having been no previous standard design for Aircraft Control and Warning units, it was necessary to pioneer some structures which, except for minor modifications, have earned the stamp of the Air Force approval for tactical as well as training use.

CONSTRUCTION BY US ENGINEERS

Principally because of the highly technical nature of Air National Guard buildings, their size and span, and the lack of qualified technical personnel in the Air National Guard organization, it was decided that the major portion of this construction would be performed, for the present at least, under the supervision of the Corps of Engineers. A further consideration was the fact that most USP&DOs already are working at close to the limits of their capacity and were not in a position to add this supervisory task to their heavy burden.

The first step in carrying out the construction program by the Engineers is to make a site plan, to determine the correct location of structures to be built, with relation to existing structures and facilities, as to those which may be required in the future to provide a complete Air National Guard installation. This becomes our "Master Plan" for the orderly development of the facility, and must bear the approval of the airport management, whether it be civilian or military, the Adjutant General of the State concerned, sometimes the Regional Civil Aeronautics Administrator, and, of course, the Chief of the Bureau. While this is going on, the standard plans for the structures are adapted to local climatic and soil conditions, building codes, and other requirements, bidding documents are prepared, and cost estimates are submitted to the Bureau, where control over expenditure of funds is exercised. Funds being available, the Engineers get the green light and the job goes ahead. If we are short of funds, the bidding documents are held, in the office of the appropriate District

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Engineer, so that in the event we get a wind-fall of funds from some unexpected source, rapid action can be taken to get them obligated and put them to work.

TYPES OF SURVEYS

In the course of our planning we have drawn freely upon the services of the Corps of Engineers, and some States have been confused by the intent of some of the surveys which have taken place. In general, there are five types of surveys, for the following purposes:

a. A physical inventory, which we began last year, to find out just what we have and what condition it is in. When we acquired property from the War Assets Administration, or by license from the Regular Services, we asked no questions but took it. As a result, there are many buildings which we know only as Number So-and-So, size umpty-ump square feet, but we have to know what condition it is in if we are going to plan any sort of rational maintenance or replacement program. The physical survey is the only way to find out.

b. Surveys of entire airports, prior to acquisition action, to determine the best areas for us to use, so that we can ask for the leasing or licensing of a specific plot of real-estate or certain designated buildings to meet our minimum space criteria.

c. Actual construction surveys, which have been previously mentioned, leading to a site plan of the facility, and actual modifications of building plans to meet local conditions.

d. Surveys to determine the cost and feasibility of extending the runway system to meet the requirements of jet aircraft. This is really long-range planning.

e. Other surveys which are required and instigated by the USAF, upon which to base their approval of an airport for the use of Air National Guard units.

In all cases, the Engineers are asked to coordinate their activities with the Adjutant General, and to include any comments he desires to make as an appendix to their reports. But frequently there has been some confusion as to the overall purpose of the surveys, and misunderstandings have arisen when people have tried to "read into" these activities hidden purposes which did not exist. If there is any question as to what is going on, write a letter to the Bureau and we'll be glad to tell you all about it.

THE JET PROBLEM

We have mentioned some of the long-range planning which is being

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done in regard to the advent of jet-propelled aircraft. Although a few units, which were fortunate enough to be located on adequate airdromes, have been equipped with jets, it is going to take quite a while to make the complete change-over throughout the entire Air National Guard. One of the principal bottle-necks is going to be lack of facilities, and confession of that right now will avoid having to do it later on.

The present runway requirement for jet aircraft is 7000 feet of pavement, with 1000-foot graded over-run at each end -- 9000 feet in all. Only 17 of our 78 installations even come close to this figure! Leaving out the 7 places where we have light-bombardment aircraft only, there remain 54 where runways will have to be lengthened, if jet requirements remain as they are now.

In order to solve this problem, three things are needed! A priority schedule of installations, the money to do the work, and the time required for construction. The schedule must come from the USAF, the money from Congress and - from what I have been able to find out about these two - the time must come by turning back the hands of the clock and fishing some of the leaves of the calendar out of last-year's wastebasket!

One inescapable fact is this: The runways must be ready when the first jet airplane is assigned to a unit -- the other twenty-four do not concern us. Start from that date, whatever it is, and work backward, to see that we face a serious problem.

Let us say that the 999th Fighter Squadron is to begin converting to jets in March of 1953. That means there must be a 7000-foot runway completed in the Fall of 1952, before the ground freezes. The pavement for this runway should be laid on a grade which was completed in the Fall of 1951, and allowed to settle during the Winter and Spring of 1951-52. The work on this grading should have been started in the early Spring or Summer of 1951, which means that the contract should be let with funds available in Fiscal Year 1951. The budget estimates, to provide funds for this construction, must be prepared this coming June or July -- just three short months hence! Now, what about runways for the squadrons that are to be converted before the Fall of 1952? It's hard to answer that one!

But even before we tackle the time schedule, we have to get the authority to do this kind of work. Except in War years, the Military Establishment is not in the business of extending runways at civil airports -- the Civil Aeronautics Administration was set up by Congress to handle that job. Before the Bureau can provide funds for extending runways at these places, Congress will have to authorize it to do so -- their attitude on this question is unknown. We tried to get some token amounts, for this purpose, to serve as a "trial

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balloon", into the 1950 budget estimates, but they got washed out before they got to the Congress; so the 1951 budget estimates will provide the first opportunity to find out how this thing is going to work out.

Meanwhile, the conventional-type of fighters are wearing out, and the dead-line when we must provide for jets, willy-nilly, is rapidly approaching. We face some very real and pressing problems which must be solved if we are to avoid the grounding of aircraft for the lack of facilities. But we believe a way will be found to get over this hurdle, just as many others have been gotten over since 1946 when the job of providing installations for the Air National Guard was first begun.

JOINT UTILIZATION BY RESERVE FORCES

At the beginning of this talk it was stated that it would be principally about construction, but there is one other phase of installations that should be touched upon briefly. Since the recent discussions of the so-called "Armory Construction Bill" began, and especially since enactment of the law which provided for the unification of the National Military Establishment, there has been considerable interest developed in the possibilities for joint utilization of facilities by all components of the Armed Services.

Extensive studies of joint utilization are being made under the sponsorship of the Munitions Board, working through its subordinate Committee on Facilities and Services. This Committee has, in turn, set up six Area Sub-committees, to function in various parts of the Continental United States, in studying the possibilities of joint utilization of all types of facilities by all components. These subcommittees now are functioning, and some have done exceedingly effective work.

In order to go a step further, in considering the joint utilization of facilities of the Reserve Components, there have been established, in each State, National Defense Reserve Facilities Boards, composed of representatives of each of the Services and representatives of the State concerned, whom the Governors have been asked to appoint.

When the programs of one or more of the Reserve Components of the three departments of the National Military Establishment require activites and facilities in a given area, joint utilization of facilities will be made the subject of a survey by these Boards, or the departments requiring the facility. Such surveys then will be used as a basis for requests to the controlling Departments or States concerned for the joint or separate utilization of facilities.

In arranging for the use of any facility, it is contemplated

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that the tenure of the Reserve Component which will use it will be properly safeguarded by covering their rights to use and occupancy by suitable formal agreements between the agencies or States concerned, using present standard forms of leases, licenses or other agreements where applicable.

It is believed that this program and procedure will result in a substantial advantage to the entire National economy. Advantages already have accrued to certain Air National Guard units, and costly new construction has been avoided. On the other hand, where National Guard facilities are in excess of requirements, and where States are willing to permit joint utilization to any extent, the sharing of operation and maintenance costs will result in savings to the Guard.

You are urged, not only as a member of the National Military Establishment, but as a taxpayer, to cause your State to lend maximum cooperation to the local National Defense Reserve Facilities Boards, in a program which makes sense any way you look at it, and puts more stretch in the defense dollar.

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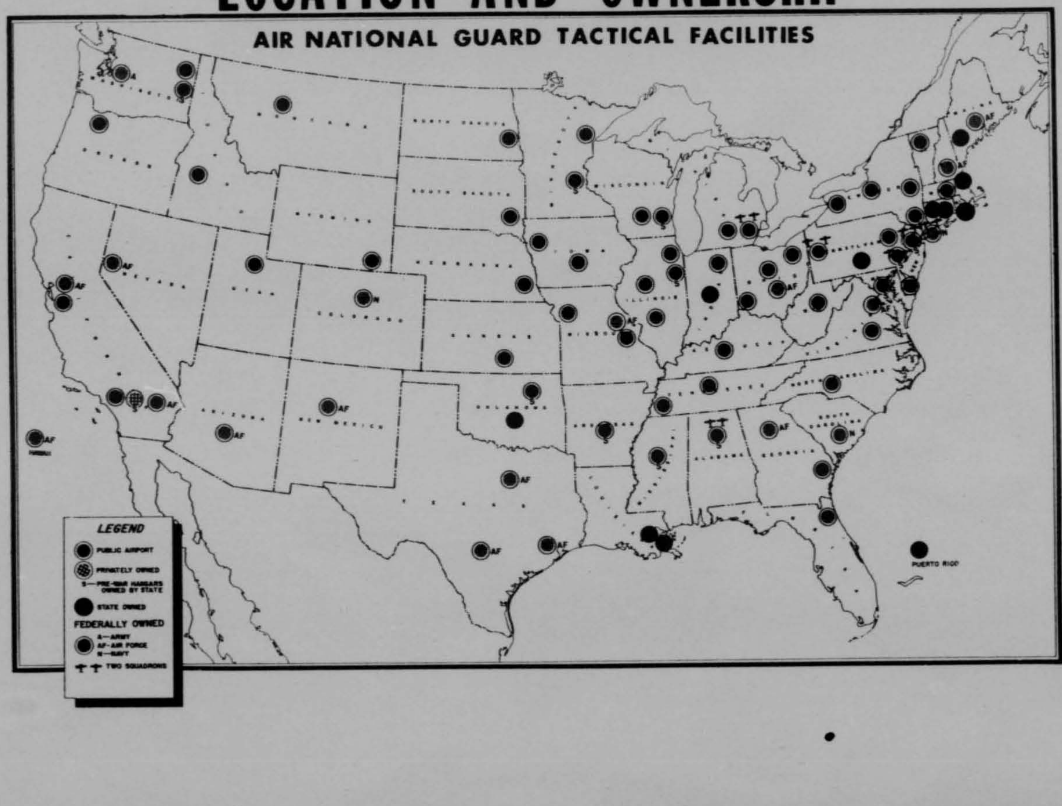
LOCATION AND OWNERSHIP



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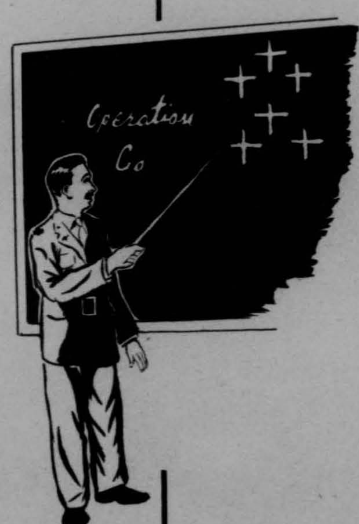
ORGANIZATION & TNG.—



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ORGANIZATION

The present Air National Guard program for 514 units is nearing completion. As of 15 March 1949, there were 489 air units federally recognized, with definite assurance that the remaining 25 would be federally recognized prior to 30 June 1949. Of the 25 remaining units, 14 are in the process of being federally recognized. Federal recognition has been granted to all 12 Wing Headquarters, 3 Light Bombardment Groups, 12 Light Bombardment Squadrons and allied units and 12 Communications Squadrons. Federal recognition has been granted to the follow type air units: 23 of 24 Fighter Group Headquarters, 23 of 24 Air Service Group Headquarters (Fighter), 11 of 12 Aircraft Control and Warning Group Headquarters, 3 of 4 Engineer Aviation Battalions, 11 of 12 Engineer Aviation Companies, 11 of 12 Signal Light Construction Companies, 11 of 12 Radar Calibration Detachments and 11 of 12 USAF Bands. Of the 72 allotted Fighter Squadrons, 68 have been extended Federal recognition, and of the 4 remaining, 2 are in the process of being federally recognized. The air units of 44 States, Hawaii, Puerto Rico and the District of Columbia all have been federally recognized. The air units of 8 of the 12 Wing areas have attained 100% Federal Recognition.

COMBAT CREWS INCREASED

Authority has been received from Headquarters, USAF, to provide for a 50% increase in combat crew personnel in Fighter (T/O & E 1-27R) and Light Bombardment (T/O & E 1-137R) Squadrons. Each Fighter Squadron may recruit 12 additional fighter pilots in grade of Lieutenant. A total of three officers, either from the presently authorized combat crew pilots and/or the authorized officer increase may be appointed or promoted in the Fighter Squadron as overages in grade of Captain, if qualified. Each Light Bombardment Squadron may recruit eight additional combat crew officers in the grade of Lieutenant. A total of two officers, either from the presently authorized combat crews and/or the authorized officer increase may be appointed or promoted in the Light Bombardment Squadron as overages in grade of Captain, if qualified. Also, each Light Bombardment Squadron may recruit 16 additional enlisted men as crew members. National Guard Bureau letter dated 11 March 1949, is authority for the above increases.

Augmentations total 960 officers and 192 enlisted men for an aggregate of 1152 additional personnel. This changes the ultimate Air National Guard troop strength from 58,138 to 59,290 personnel.

OPERATIONAL EFFICIENCY REPORTS

Operational efficiency reports are now required for Air National Guard tactical units. National Guard Bureau letter dated 20 October 1948, subject: "Operational Efficiency Reports for Air National Guard Units", explains how and when operational efficiency reports should be submitted. One copy each is to be furnished to: National Guard Bureau, State Adjutant General, Wing Headquarters, Group Headquarters, concerned Numbered Air Force Headquarters, and Continental Air Command Headquarters, instead of Air Defense Command as directed in reference letter. The copy forwarded to Continental Air Command should be sent by Air Mail, courier, or other rapid means so as to reach that Headquarters not later than the eighth day of the month following the "as of" date. Continental Air Command will compile in booklet form all reports received and will make distribution of same to agencies concerned.

The purpose of these reports is to show the up-to-the minute ability of the unit or organization to accomplish its assigned mission. They are designed to show current efficiency of the individual unit, as well as the Air National Guard as a whole. When prepared accurately and conscientiously, these reports reflect an up-to-date picture of the operational efficiency and the major factors limiting this efficiency. Operational Efficiency Reports help to provide a basis for proper planning and supervision of the Air National Guard units.

Copies of Operational Efficiency Reports furnished the Air Force Division of the National Guard Bureau are utilized in preparing charts of comparison of unit against unit and Wing against Wing. These Operational Efficiency Reports are compiled into an overall average for the Air National Guard units.

First compilation of these reports was made for the month of November. The consolidated reports prepared for subsequent months, including the month of March, have definitely indicated improvement of the units in all phases shown on the report.

However, in certain cases, requirements existed for additional equipment, an increase in the recruitment of personnel, a change in status of organizational training, etc. In these specific cases, the National Guard Bureau will check the particular subject to arrive at the source of low efficiency rating, and if any assistance can be provided from either the National Guard Bureau or other concerned agencies, action will be taken to alleviate the situation.

In reports received to date, some minor discrepancies noted are as follows:

1. In several instances, no reports have been received by the National Guard Bureau.

2. Some reports are received at too late a date, and thus cannot be utilized in preparing the monthly status chart.

3. In isolated cases, reports for Squadrons and supporting units have been consolidated into one report. This is contrary to

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instructions and accurate operational efficiency rating cannot be obtained for the concerned units.

At this conference, a meeting will be conducted with Command and personnel concerned with these reports to determine if any changes in the form now in use, information furnished, distribution, etc., will be required. The National Guard Bureau will amend the reference letter to incorporate any changes recommended at this meeting.

AIR FORCE AND ARMY SERVICE SCHOOLS

The value of school training, is generally recognized yet probably no one would contend that full advantage is being taken of this opportunity of increasing efficiency of the organization. The rapid increase in the number of applications for this type of training indicates the growth of interest. For the past few months the increase in the number of persons authorized to attend has been 500 to 600 percent over that of a year ago, Gratifying as this may be, our purpose today is not to dwell on the past but rather to explore possibilities of making better use of school facilities in the future.

To begin with, the National Guard Bureau is determined to make every possible effort to handle processing of applications and issuance of authority in a manner that will be of greater service to the field. During this conference, we hope to obtain constructive suggestions for meeting this objective. On the other hand, perhaps we can agree on some procedures by which you can contribute to the improvement of this program.

Let us examine the procedures involved in obtaining quotas and authorizing school attendance. Quotas for certain schools such as Air Tactical School, Air Command and Staff School at the Air University and Economic Mobilization Course are granted in advance and the Bureau tries to fill them, or failing to do so, must notify the Chief of Staff, USAF at least 30 days in advance of the starting date of the class. If our original estimate is materially high, our face is red if there is a low total enrollment in the course. In the case of Air Training Command courses, which constitute most of the courses available to us, advance quotas are not now made available. Consequently, quotas must be requested once each month to cover the applications received during the preceding month. If the course is a popular one, it may be filled 60 to 90 days in advance and the quota received will be for classes starting after that time. The rapid increase in the number of applications during the past year has made it increasingly difficult to obtain quotas for classes starting soon after quotas are requested. If the course is not popular, a quota is often available for a class starting within 30 to 60 days after quota is requested. Beginning with the next fiscal year, it is planned to arrange for advance quotas for all Air Training Command courses to which we send a considerable

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number of students. It is hoped that the time lag of 4 or 5 months now entailed can be reduced materially. Obviously, this arrangement is not feasible for courses to which we send only a few men. Quotas for Army courses are obtained for each application as applications are received. Procedures for obtaining quotas for special courses vary from one course to another.

Upon receipt of an application, it must be checked to determine that all prerequisite qualifications are met; that such training is needed; that a job for which training is requested is available in the unit; and that sufficient time is available to get a quota and authorize attendance, if a definite date is required by applicant. In the past, shortage of personnel has rendered it impossible to acknowledge receipt of each individual application prior to the issuance of a letter of authority. Additional personnel now is being secured in order to provide this service.

Quotas are filled for most courses on the basis of the date on which the application was received. However, in instances in which one state has a large proportion of the applicants, some of them may be given a later class in order to provide a small quota for other states even though the applications were not received in that order. Applications for a specific class for which the quota has been filled are usually held until near the starting date of the class so that the applicant may be offered any vacancy created by a cancellation.

In many instances, cancellations are not received in time to issue authority and send another applicant. This is not always avoidable, nevertheless it creates an unfortunate situation. It not only prevents another applicant from attending the class, but also makes it impossible for the National Guard Bureau to provide the school with the required 30-day notice of any quotas which will not be used.

One current problem of the school program is the need for better selection and screening. There is abundant indication that many units and states are doing an excellent job along this line. They are advertising courses which will meet a definite need in the unit and recommending only applicants who are fully qualified, capable and industrious, and whose assignment upon completion of the course will be such that they will put into practice the training received. Applications received from such units and states are usually well distributed among various courses and indicate careful planning. Unfortunately, some units and some states apparently are not exercising the same control. In some instances length of course or location of school, rather than needs of the unit or qualifications of applicants, appear to determine the demand for training. This situation is indicated not only by the unreasonable large number of applications for particular courses but also by the number of applications from

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"professional school attenders" who are still attending a course or have recently completed one.

The processing of applications is expedited when complete information is included with application to show clearly that applicant is fully qualified for course requested, that training will benefit the unit, and when applicant will be available. We are frequently unable to determine from an application whether applicant can attend only the class starting on a particular date or whether that is merely a preference. If a special request is made, such as one for a waiver, an early class or a course not ordinarily needed by the particular type of unit, clear justification should be included.

In many instances, it may be possible to have alternates ready for attendance at a course if the priority applicant cancels.

Most states are quite reasonable in allowing time for necessary action on applications but some are not. It is not uncommon for certain states to forward applications for Air Training Command courses after the monthly quotas request has been submitted, then follow with a wire a few days later inquiring what action has been taken. In fact the follow-up wire occasionally arrives before the application.

In order to obtain applications from those whose training would benefit the unit most, it is necessary to keep personnel informed of courses available and the criteria for selection of candidates. Nevertheless, information alone is not entirely sufficient, especially in the case of enlisted men. Personal guidance and suggestions are needed to arouse the active interest of those who will profit most from the training available, and who will make the greatest contribution to the unit.

As outlined in the beginning, the Bureau is eager to improve the school training program and is determined to improve the service rendered to the field in every way possible. We have had our problems as you have had yours, but working together, we can solve many of them. We are always open to helpful suggestions and glad to get them. There are certain questions to which we should especially appreciate your reaction. One of them pertains to the courses needed.

a. What additional or special courses are needed by the Air National Guard.

1. Training needed

(a) Mobile Training Units

(b) Tactical Unit Training

2. Not now available at schools

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3. Could not be provided by unit

b. What modifications of present courses are needed to improve their value to the Air National Guard

1. Specific courses needing modification

2. Nature of modification needed

MOBILE TRAINING UNITS

Air National Guard unit training will get a new "lift" during the forthcoming months with the utilization of its two Mobile Training Units.

These B-26 and F-51D Units -- made available to the Air National Guard by the Air Training Command -- will be circulated to all units equipped with such aircraft.

Two additional MTUs will be available in a few months. An F-80C unit will be available in July and an F-47 unit in August.

Air Guard units need not request use of the MTUs as the National Guard Bureau will arrange schedules for nationwide utilization.

Attention is invited to Paragraph 3, Air Force Regulation 50-9, dated 13 April 1948, which outlines in detail the training needs and requirements of the MTU while at a station. This includes such factors as classrooms, fork lifts, aircraft for maintenance of flying proficiency of the officer-in-charge, transportation, billeting on or off the base, etc.

Airlift for the delivery of the MTUs to the initial appearance at an Air National Guard unit will be provided by the Air Training Command. Further transportation of an MTU will be provided by the Air National Guard, and the last unit on the schedule will return the particular MTU unit to its home base at Chanute Field.

Four C-47 type aircraft are required to airlift the B-26 and two C-47s to airlift the F-51 MTU. In most instances it will be necessary to utilize C-47 aircraft assigned other units in the same State. If this will not provide sufficient aircraft for the airlift, it is suggested that the Adjutant General of the State that has the next unit scheduled to receive the MTU be contacted and request made that the latter provide the required aircraft. If this does not provide sufficient aircraft, a neighboring State should be asked to assist. In the event arrangements for proper airlift cannot be effected, the National Guard Bureau should be notified two weeks before the MTU is to depart the station in order that arrangements can be made for required aircraft to the next point.

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Upon completion of the MTU training with a unit, the National Guard Bureau should be furnished a narrative-type report, including a master schedule, estimated value of this type training to the unit and for the individual and recommendations as to future use of this type of training for Air National Guard personnel and units.

ORGANIZATION INSIGNIA

As an aid to identification and unit morale, Air National Guard units are authorized to adopt distinctive insignia for painting on airplanes subject to approval of the National Guard Bureau. Designs already approved and registered for units or their predecessor units will not be changed except for reasonable modification by the addition or substitution of new symbolism to bring their war service and histories up to date.

For example, the basic design of one organizational insignia is flying bolt with two lightning flashes representing the F-47 "Thunderbolt" type aircraft assigned to the squadron at the time the insignia was submitted. This insignia may be modified when new type aircraft are received but the basic idea of the insignia must remain unchanged. When submitting a representative organizational insignia, selected designs should be adaptable to future changes. Designs should not be based on the type of aircraft flown, since equipment changes from year to year. Further, design limitations on insignia, as set forth in National Guard Bureau Air Memorandum 65-2, should be strictly adhered to prior to submitting organizational insignia for approval.

It is desired that all Air National Guard tactical organizations adopt an organizational insignia. At present, 51 Air National Guard tactical units have approved and registered organizational insignia on record with the National Guard Bureau. Proposed designs for State Seal Insignia should be based on the State Crest and submitted in accordance with the provisions of NGB Air Memorandum 65-2, which outlines pending limitations and restrictions.

Fuselage markings will consist of the "State abbreviation" and the letters "NG" placed fore and aft of the National Star insignia on each side of the fuselage. In keeping with the policy of the National military establishment on aircraft markings, all aircraft of the Air National Guard will be uniformly marked. The National Star insignia may be moved to the rear (or forward) of the mid-point to avoid turrets or other plastic material. The insignia may extend over doors and emergency exists, but shall not extend over windows or openings that would change the insignia pattern. Markings on propeller spinner, wing tips or tail assembly, other than as set forth in National Guard Bureau Air Memorandum 65-2 and T/O 07-1, will not be authorized.

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SPAATZ TROPHY

National Guard Bureau Circular, No. 30, dated 8 December 1948, provides for the establishment of the Spaatz Trophy, which will be awarded to one Squadron from each of the 12 Wing Areas. The trophy will be awarded to the Air National Guard tactical unit on the basis of various functions, performances, records, etc., pertaining to the overall operational efficiency of subject unit as compared to the remaining units within the respective wing area. For judging purposes, the functions, performances, etc., of Utility Flights, Weather Stations and Lettered Air Service Group Detachments attached to a fighter squadron will be included with the overall operational efficiency of the respective Fighter Squadrons. Determination of the winning unit will be based on its annual operation, and not solely on field training performance, and will include such items as flying safety, flying proficiency, procurement of personnel, maintenance of equipment, aircraft in commission, morale, etc. The first trophy will be awarded for the activities of the concerned units for calendar year 1949, and will be presented to the winning unit during the field training period of Fiscal Year 1951. A Board to determine the winning unit will consist of Regular Air Force Instructors within the particular wing area. Subject trophy will be an annual award.

RIFLE MATCHES AND TROPHIES

A National Guard Regulation is being prepared which will establish authority for National Guard units and personnel (Air and Army) to participate in annual outdoor and indoor rifle matches. There will be some six or seven team and individual trophies offered for winning teams and individuals. There will be a National Trophy which will be presented to the winning unit in each State, as well as a trophy to the best unit in the Numbered Air Force or Army Area. These two trophies will be based on unit team scores while firing a .30 caliber authorized course. An additional trophy will be offered to the winning team in an outdoor rifle tournament firing the .22 caliber rifle. This will be a National Trophy and awarded to the best team score of all Air and Army Units. The National Guard Bureau will provide 3 different trophies and additional individual medals for .22 caliber indoor firing to a winning unit, such as a squadron or unit of similar size, to a winning unit such as a Group or unit of similar size and an individual marksmanship award within the entire National Guard.

AIRCRAFT

For discussion pruposes it seems desirable that this phase of the Air National Guard program be sub-divided into the following topics:

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a. Table of equipment (AF Plan for the ANG)

1. Wings

2. Fighter Squadrons

3. Bombardment Squadrons (L)

4. Radar Calibration Detachments

b. Aircraft on hand

c. Procurement

d. Distribution

e. Reporting (AF Forms 110B, 110C)

The Air Force Plan for the Air National Guard, as amended, is the basic planning factor for Air National Guard aircraft assignment and procurement. Based on this plan, Air National Guard units will be authorized the following types of aircraft: Wings will receive C-47 aircraft. C-47 aircraft also will be assigned to States as mobile spares. Fighter Squadrons will receive fighter aircraft. Fighter Squadron Utility Flights will utilize the B-26, the T-6 and C-47 aircraft. Bombardment Squadrons will be equipped with B-26 aircraft. Bombardment Utility Flights will receive the B-26, the T-11, the T-6 and the C-47 aircraft. Radar Calibration Detachments will be equipped with C-47 type aircraft.

Over 2,100 aircraft are now assigned units of the Air National Guard. Of a program total of 84 Squadrons, including three yet to be federally recognized, twenty-five are equipped with F-47 aircraft, forty-two with F-51 aircraft, five with F-80 aircraft and twelve with B-26 type aircraft.

Shortages exist in all types assigned except in T-6 aircraft. T-6 aircraft on hand will be assigned over and above the table of equipment until such time as a leveling off is effected by attrition.

The procurement of Air National Guard aircraft is part of a USAF five-year planning schedule based on current contracts and FY 1950 budget program. It is subject to continual amendment, as required by operational planning and aircraft production availabilities. Under the current five-year plan, additional Squadrons are to be equipped with Jet type aircraft.

The selection and priority given units scheduled for Jet type aircraft is part of an overall defense plan as determined by ConAC

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and of course subject to change. In addition to the defense program, the operational readiness and length of runways are also factors in selecting units.

The conversion and equipping program, relative to the twelve Bombardment Squadrons (L), is now currently under study.

A list of OlZ requirements, based on one aircraft per Squadron, has been submitted to USAF and immediate delivery is expected to all units equipped with conventional fighter aircraft. Additional aircraft will be delivered as they are made available by USAF. To satisfactorily determine the OlZ aircraft on hand at each unit, it is imperative they be reported on Forms 100B and 110C.

Of particular interest is the distribution of assigned aircraft. A look at present assigned aircraft among Squadrons, reflects in many instances unequitable distribution. This has been brought about by a number of factors. The progressive Federal recognition of new units without available aircraft for equipping them, has necessitated a continual transfer of aircraft from units already recognized and equipped. This, coupled with an irregular flow of aircraft under Air National Guard procurement projects, has often disrupted prior planning and prevented a leveling off or stabilizing period.

With the recognition of the remaining three Squadrons of the 84-Squadron program, expected at an early date, the organizational phase as effects aircraft distribution is all but completed. From the total number of aircraft on hand, by type, redistribution is now being made. This is evidenced by the recent transfer of B-26 type aircraft. Plans are now being effected for the redistribution of all other aircraft by type and similarly in an equitable manner.

Total F-51 aircraft on hand when redistributed, will allow assignment of approximately nineteen per Squadron. The redistribution F-47 aircraft will also permit distribution of nineteen per Squadron. The recent transfer of B-26 aircraft has brought all Bombardment Squadrons to strength, excepting two Bombardment Squadrons recently recognized and not yet ready for full strength. A shortage of C-47 aircraft is evident; however, a project now under contract provides for the delivery of thirty-six additional C-47 aircraft. These aircraft have been allocated for delivery to units which have shown the most pertinent need.

Dual controlled B-26 aircraft are at a premium, with a total of thirty-two throughout the entire Air National Guard. In order to provide utilization by all units, assignment is being made as follows: one each to the twelve Bombardment Squadrons. The remaining twenty have to be distributed among the Wings on the basis of one for every three Fighter Squadrons. It will be the prerogative of the Wing Commander to effect mutual transfer among Fighter Squadrons in order that the dual ship may be most effectively utilized.

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A Bureau letter is forthcoming on this subject.

The Operations Branch of the National Guard Bureau maintains a card index on all aircraft assigned respective units. This index is maintained and kept current through an aircraft inventory balance sheet, prepared by Statistical Section, Air Materiel Command, and derived from the Air Force Forms 110B and 110C submitted by the units. The 110B submitted to the Bureau is also used to keep our card index current and as a cross-check against the Air Materiel Command report. All transfers are effected as the result of the inventory balances maintained by this Bureau. As a result, strict compliance with AAF Regulation 15-110, dated 17 September 1947, and National Guard Bureau Air Memorandum 15-3, 7 October 1947 and all amendments thereto, is desired.

Some recent discrepancies noted in reporting, are as follows:

a. Some units are not reporting 01Z aircraft.

b. Description and utilization codes are not properly reported. Many units have carried aircraft TF and TB after Tech Orders have been complied with, correcting them to the F or B designation.

c. Aircraft are being transferred within the State on a temporary loan basis, and reported by both the loaning and gaining unit.

d. Aircraft within certain States have been transferred permanently by units without authority from the National Guard Bureau. Considerable confusion resulted before these aircraft were ordered returned to the proper units.

The organizational period that has accompanied the growth of the 84-Squadron program, is nearing completion. At the completion of present plans for equitable distribution of aircraft on hand, transfer of aircraft among units will be at a minimum. The outlook for procurement and complete T/E strength is most favorable. Units receiving Jet type aircraft will lose their conventional aircraft to other units and, in this way, aid in bringing all units to required strength.

BOMBING AND GUNNERY RANGE PROCEDURES

The procedure for obtaining bombing and gunnery ranges remains as designated in the list of "Bombing and Gunnery Ranges for Air National Guard Units", in NGB letter dated 19 August 1948.

The Adjutant General will be responsible for contacting the Commanding General of the appropriate Numbered Air Force to secure use of the air-toair and/or air-to-ground range assigned for each unit

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by the NGB publication "Bombing and Gunnery Ranges for Air National Guard Units". Distribution has been made to all Adjutants General. The Adjutant General, when requesting use of a firing range, should specify time and date desired. If possible, a schedule for use of range should be submitted for a period of six (6) months. The Numbered Air Force will contact the Command (Army, Navy or Air Force) which maintains the range facility desired, in order to make all the necessary arrangements for scheduling and use. The method of obtaining training ammunition and explosives for National Guard Air Units is outlined in Section V of WD Circular 174, dated 8 July 1947.

CROSS COUNTRY FLIGHTS

The Bureau is considering a policy whereby Wing Commanders may authorize cross-country navigational training flights to any point in excess of one thousand (1000) miles within the continental limits of the United States, for units within their Wing.

Further cross-country navigational training flights of less than 1000 miles would be authorized by Group Commanders, and cross-country navigational training flights of less than 500 miles would be authorized by Squadron Commanders.

Cross-country navigational training flights of this nature would consist of a section of 2 or more aircraft and would not require prior authority from either the State Adjutant General or the Chief, National Guard Bureau.

The authority granted Wing, Group and Squadron Commanders under this new policy would apply only to the use of National Guard Aircraft and not personnel to be flown.

Squadron Commanders would be held responsible for assuring that Air Training requirements for each individual are progressing satisfactorily (in accordance with existing training directives for National Guard Air units) before approving cross-country flights.

The policy for approving cross-country navigational training flights in excess of 1000 miles for individuals utilizing one (1) aircraft will be the same, that is it must be approved by the Chief, National Guard Bureau.

The policy for approving flights in excess of 1000 miles for USAF instructors remains the same as outlined in NGB Air Memo 160-2. A USAF regulation now in process, will apply to units of the Air National Guard for navigational training flights to the Caribbean area. All flights outside the continental limits of the US will continue to be subject to the approval of the Chief, National Guard Bureau.

The attention of all individuals concerned should be invited to

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the fact, that when requesting authorization for cross-country flights in excess of 1000 miles, correspondence must be at the Bureau or the Wing, whichever is applicable at least 10 days prior to date of departure.

CHANNELS FOR CONTROL OF OPERATIONS

In January 1949, all Adjutants General arrived at a formal agreement on the proposed policy prepared by Headquarters, USAF on the channels for control of operations for the supervision of training of Air National Guard units. At that time, the National Guard Bureau advised Headquarters, USAF that all States had accepted the policy as proposed and that the implementation of same would be accomplished through the Chief of Staff, USAF and designated Air Force commands. To secure coordination on the specific details of training directive programs and schedules, it was further suggested to Headquarters, USAF that the policies in this directive be implemented through conferences between the Adjutants General and the Commanding Generals of the appropriate numbered Air Forces. In general, the policy as agreed, states and provides for the following:

1. Chief of Staff, USAF, through his designated commanders, may exercise training supervision, as distinguished from command jurisdiction, over Air National Guard units by means of normal military channels.

2. Commanders of Air National Guard Wings, Groups and Squadrons may exercise training supervision over subordinate units and personnel within their respective Wing, Group, and Squadron in all matters pertaining to training for their Federal mission, regardless of State boundaries. Training pertaining to their Federal mission involves Air base training, joint training exercises, field training, maneuvers, etc. It is to be emphasized that training supervision by these unit commanders under this policy is applicable at all times except when unit activities are directed toward the accomplishment of the State mission.

3. An important factor of this agreement provides for training through the utilization of normal tactical channels of communication and operations. In these specific instances, it is to be noted that all correspondence originating at Squadron or lower level affecting training, operations and organization as applied to their Federal mission will be prepared with copies for all higher headquarters within the chain of command, up to and including Wing Headquarters. These copies accompany basic correspondence through normal tactical channels of communication. Correspondence of the same nature originating at an Air National Guard Wing, Group or higher USAF level will be forwarded through normal military tactical channels to each succeeding subordinate Air National Guard unit. (Query has been made as to the

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difference between the terms "normal tactical channels of communication"; "Chain of Command"; and "normal military tactical channels", referred to in the subject policy. Headquarters, USAF has determined that for practical purposes, the difference between the terms is so minor as to be negligible, and that the terms may be used interchangeably when applied to the policy referred to herein.)

4. Inspections by Unit Commanders of subordinate units conducted under this training agreement will be made regardless of State boundaries. In these inspections, the Adjutant General of the State concerned will be notified by the Air National Guard commander responsible for conducting the tactical inspection.

Information copies of all communications, instructions, orders or directives and copies of reports issued pursuant to this policy are to be transmitted through normal administrative channels to the Adjutants General of all States involved and to the Chief of the National Guard Bureau. No copies of reports relative to this policy have been received to date from any of the States by the National Guard Bureau.

The National Guard Bureau is interested in the success and progress of this policy, and is desirous of being informed on any matters that may require specific action, such as providing and authorizing the expenditure of funds for certain training exercises, etc., under any phase of this agreement. Only in cases where the National Guard Bureau is aware of any difficulty encountered under the operation of this plan; when advance request is made from the Bureau, or when the Bureau is advised or notified in advance of action contemplated by any of the units, can necessary approval or action be given thereto. This feature applies to meetings, conferences, etc., that are held at Numbered Air Force or Air National Guard Wing level, at which places matters of concern to the National Guard Bureau may be presented insofar as authority is required for participation by the units.

Information has been received that the procedures of this policy have not been explained or brought to the attention of some of the Air National Guard units on a Squadron level. In order to insure a complete understanding by all concerned, it is urged that all units within the Air National Guard program be advised by their respective Adjutant General of the nature of the policy, insofar as it affects the units and personnel within the State.

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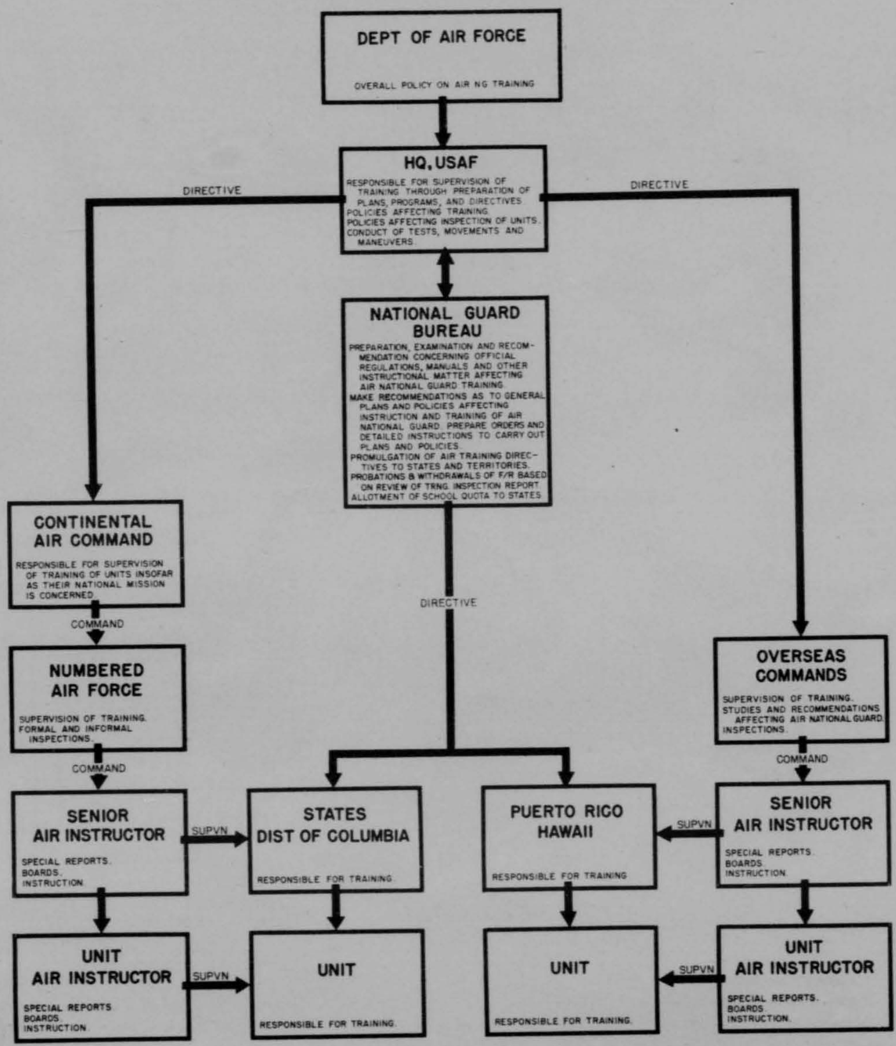
TRAINING RESPONSIBILITY OF AIR NATIONAL GUARD UNITS



HQ, USAF FURNISHES OVERSEAS COMMANDS COPIES OF ALL TRAINING DIRECTIVES PREPARED BY USAF AFFECTING AIR NATIONAL GUARD TRAINING IN OVERSEAS COMMANDS.

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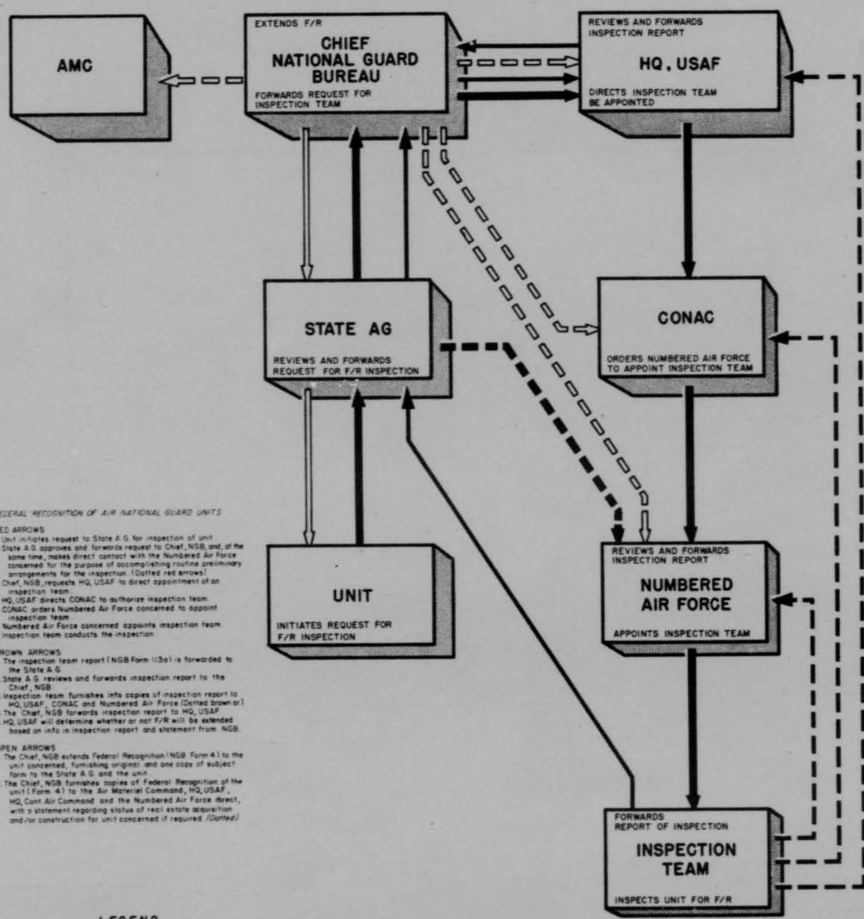
FEDERAL RECOGNITION OF AIR NATIONAL GUARD UNITS



FEDERAL RECOGNITION OF AIR NATIONAL GUARD UNITS

RED ARROWS

1. Unit initiates request to State A.G. for inspection of unit
2. State A.G. approves and forwards request to Chief, NGB, and, at the same time, makes direct contact with the Numbered Air Force concerned for the purpose of accomplishing routine preliminary arrangements for the inspection. (Dotted red arrows)
3. Chief, NGB, requests HQ, USAF to direct appointment of an inspection team.
4. HQ, USAF directs CONAC to authorize inspection team.
5. CONAC orders Numbered Air Force concerned to appoint inspection team.
6. Numbered Air Force concerned appoints inspection team.
7. Inspection team conducts the inspection.

BROWN ARROWS

1. The inspection team report (NGB Form 113a) is forwarded to the State A.G.
2. State A.G. reviews and forwards inspection report to the Chief, NGB.
3. Inspection team furnishes info copies of inspection report to HQ, USAF, CONAC and Numbered Air Force (Dotted brown ar.)
4. The Chief, NGB forwards inspection report to HQ, USAF
5. HQ, USAF will determine whether or not F/R will be extended based on info in inspection report and statement from NGB.

OPEN ARROWS

1. The Chief, NGB extends Federal Recognition (NGB Form 4) to the unit concerned, furnishing original and one copy of subject form to the State A.G. and the unit.
2. The Chief, NGB furnishes copies of Federal Recognition of the unit (Form 4) to the Air Materiel Command, HQ, USAF, HQ, Cont Air Command and the Numbered Air Force direct, with a statement regarding status of real estate acquisition and/or construction for unit concerned if required. *(Dotted)*

LEGEND

- REQUEST FOR INSPECTION
- PRELIMINARY ARRANGEMENTS
- INSP. REPORT (NGB FORM 113a)
- INFO COPIES OF 113a
- FED. RECOG. (NGB FORM 4)
- INFO COPIES OF FORM 4

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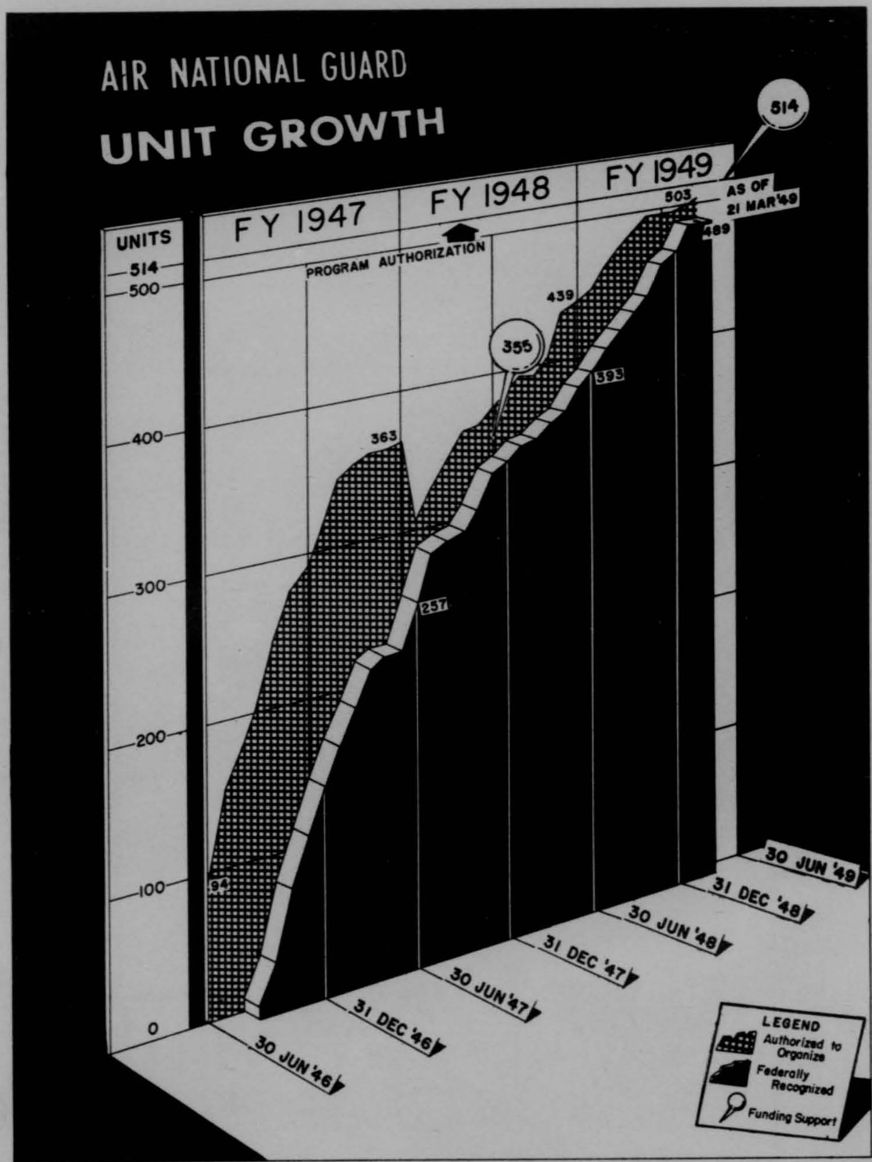

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COMBAT WINGS, GROUPS AND SQUADRONS

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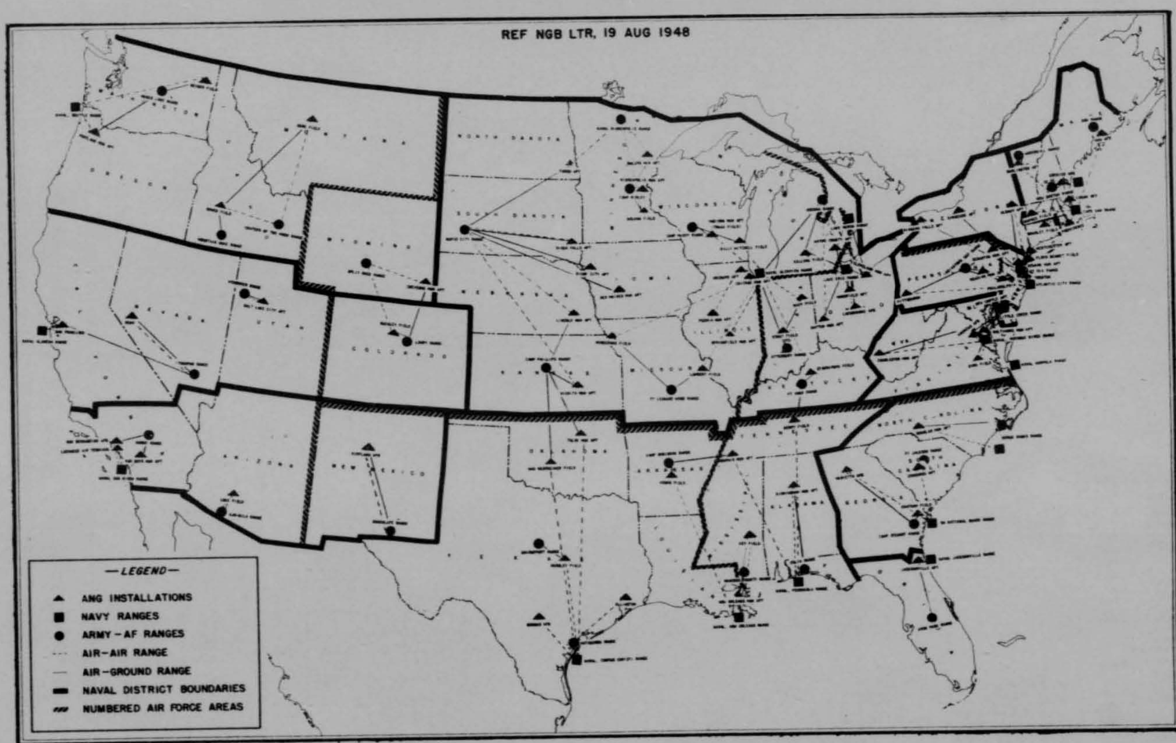
AIR NATIONAL GUARD BOMBING-GUNNERY RANGES



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AIR NATIONAL GUARD
Field Training FY-1948

WING	STATE	UNITS	PERS.	DATES	LOCATION
52 WING	DEL.	4	172 214	17-21 SEPT. 16-20 JUNE	NEW CASTLE COUNTY
	N. J.	5 6	239 230	7-21 SEPT. 27 MAY-2 JUNE	FT. DIX NEWARK AAB
	N. Y.	10	962	5-6, 19-20 JUNE	FLOYD BENNETT FIELD
	TOTAL	25	1817		
53 WING	D. C.	7	268	10-24 AUG	ANDREWS FIELD, MD.
	MD.				
	PA.	2 3	146 132	17-23 AUG 17-23 AUG	HARRISBURG ST. APT. READING MUN. APT.
	VA.				
	TOTAL	12	546		
54 WING	ALA.				
	FLA.	4	125 218	27-31 AUG 13-27 JUNE	JACKSONVILLE MUN APT
	GA.	18	384	10-20 JUNE	MARIETTA AND CHATHAM FIELD
	MISS.	4	162	20-24 AUG	KEY FIELD
	N. C.				
	S. C.	4	110	31 AUG-14 SEPT	CONGAREE AIR BASE
	TENN.	4	137	14-28 JUNE	MEMPHIS
	TOTAL	34	1136		
55 WING	IND.				
	KY.				
	OHIO	5 4 4	139 97 88	27-31 AUG 10-14 JUNE 12-15 JUNE	LOCKBOURNE AAB VANDALIA COLUMBUS
	W. VA.				
	TOTAL	13	324		
60 WING	IDAHO	4	160	6-20 JUNE	HAMILTON AFB, CALIF.
	MONT	4	187	12-26 JUNE	GORE FIELD
	OREG.				
	WASH.	4	300	12-26 JUNE	McCHORD FIELD
	TOTAL	12	647		
61 WING	CALIF.				
	NEV.				
	UTAH	4	162	31 AUG-14 SEPT	SALT LAKE CITY MUN. APT.
	TOTAL	4	162		
PUERTO RICO					
HAWAII		4	288	12-26 JUNE	HICKAM FIELD
62 WING	ARIZ.	4	248	13-26 JUNE	LUKE FIELD
	CALIF.	18	403 93 962	7-11 NOV 7-11 NOV 23-27 MAR.	VAN NUYS METRO. APT. SAN BERNARDINO AAB " " & VAN NUYS
	TOTAL	22	1706		
63 WING	ARK.	4	353	14-28 JUNE	ADAMS FIELD
	LA.				
	N. MEX.				
	OKLA.				
	TEX.				
	TOTAL	4	353		
66 WING	ILL.	10	175	3-12 SEPT	ORCHARD PLACE APT
	MICH.				
	WIS.				
	TOTAL	10	175		
67 WING	CONN.	6	265	25-29 SEPT	BRADLEY FIELD
	ME.	6	206	31 AUG-14 SEPT	DOW FIELD
	MASS.	2 6	162 262	2-16 AUG 16-30 AUG	OTIS FIELD
	N. H.				
	R. I.				
	VT.	4	97	19-23 AUG	ETHAN ALLEN
	TOTAL	24	992		
71 WING	IOWA				
	MINN.				
	MO.		49	22-23 MAY, 5-6 19-20 JUNE	LAMBERT FLD. SCHOOL
	N. D.	4	36	14-18 FEB	FARGO MUN. APT.
	S. D.	4	206	13-20 JUNE	SIOUX FALLS AAB
	TOTAL	8	291		
86 WING	COLO.	14	669	13-27 JUNE	BUCKLEY FIELD
	KANS.				
	NEBR.				
	WYO.				
	TOTAL	14	669		
AGGREGATE		186	9106		

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AIR NATIONAL GUARD
Field Training

FY-1949

WING	STATE	UNITS	PERS	DATES	LOCATION
52 WING	N. J.	7	516	10-24 JULY	McGUIRE AFB- FT. DIX
	N. Y.	26 4	1819	22 AUG-5 SEPT.	FLOYD BENNETT FIELD HANCOCK FLD, SYRACUSE
	TOTAL	37	2335		
53 WING	DEL.	4	239	7-21 AUG.	NEW CASTLE COUNTY APT
	D. C.	6 1	784	31 JULY-14 AUG. 31 JULY-14 AUG.	DOVER, DELAWARE GREENVILLE AFB, S.C.
	MD.	4	338	31 JULY-14 AUG.	DOVER, DELAWARE
	PA.	6	444	31 JULY-14 AUG.	DOVER, DELAWARE
	VA.	4	193	31 JULY-14 AUG.	DOVER, DELAWARE
	TOTAL	25	1998		
54 WING	ALA.	10	504	4-18 JULY	EGLIN FIELD, FLA.
	FLA.	4	277	29 AUG-12 SEPT.	CHATHAM FIELD, GA.
	GA.	19	1592	29 AUG-12 SEPT.	CHATHAM FIELD
	MISS.	4	211	11-25 JULY	KEESLER FIELD
	N. C.	5	190	29 AUG-12 SEPT.	CHATHAM FIELD, GA.
	S. C.	4	263	29 AUG-12 SEPT.	CHATHAM FIELD, GA.
	TENN.	9	383	29 AUG-12 SEPT.	CHATHAM FIELD, GA
	TOTAL	55	3420		
55 WING	KY.	5	283	21 AUG-4 SEPT.	ATTERBURY AFB, IND
	OHIO	18	861	17-31 JULY	DAYTON MUN. APT. LOCKBOURNE AFB CLEVELAND
	W. VA.	4	225	21 AUG-4 SEPT	ATTERBURY AFB, IND.
	TOTAL	27	1369		
60 WING	IDAHO				
	MONT.				
	OREG.				
	WASH.				
	TOTAL				
61 WING	CALIF.	9	317	15-29 AUG.	ALAMEDA
	NEV.				
	UTAH.	4	206	22 AUG-5 SEPT	SALT LAKE CITY MUN. AIRPORT
	TOTAL	13	523		
62 WING	ARIZ.				
	CALIF.	18	1735	15-29 AUG.	LOCKHEED TERMINAL VAN NUYS SAN BERNARDINO
	TOTAL	18	1735		
63 WING	ARK.				
	LA.	4	151	1-15 AUG	EGLIN AFB NO.7, FLA.
	N. MEX.	4	167	20 AUG-3 SEPT.	KIRTLAND AFB
	OKLA.	10	392	15-29 AUG.	ENID AFB
	TEX.	14	745	15-29 AUG	ELLINGTON FIELD HENSLEY AFB BROOKS AFB
	TOTAL	32	1455		
66 WING	ILL.	17	930	1-15 AUG.	ORCHARD MUN. APT. PEORIA MUN. APT. CHICAGO MUN. APT.
	IND.	11	462	15-29 AUG.	BAER FLD, FT. WAYNE
	MICH.	14	592	1-15 AUG	CAMP GRAYLING
	WIS.	5	286	1-15 AUG	CAMP WILLIAMS
	TOTAL	47	2270		
67 WING	CONN.	7	618	22 AUG-5 SEPT.	BRADLEY FIELD BRAINARD FIELD
	ME.	6	411	21 AUG-4 SEPT	DOW AFB
	MASS.	11 7	1241	7-21 AUG 22 AUG-5 SEPT	OTIS FLD. CP. EDWARDS OTIS FLD. CP. EDWARDS
	N. H.	4	144	31 JULY-14 AUG	GRENIER AFB
	R. I.	1	53	22 AUG-5 SEPT	BRAINARD FIELD, CONN.
	VT.	4	197	22 AUG-5 SEPT.	FT. ETHAN ALLEN
	TOTAL	40	2664		
71 WING	IOWA	9	464	14-28 AUG	DES MOINES & SIOUX CITY
	MINN.	6	499	25 JULY-8 AUG	CAMP RILEY
	MO.	4 11	174 665	1-15 AUG 14-28 AUG.	ROSECRANS FIELD JEFFERSON BKS-LAMBERT FIELD-SEDALIA
	N. D.				
	S. D.				
	TOTAL	30	1802		
86 WING	COLO.				
	KANS.	4	249	14-28 AUG	WICHITA MUN. APT.
	NEBR.	4	352	14-28 AUG	LINCOLN AFB
	WYO.	4	194	15-29 AUG	CHEYENNE MUN. APT.
	TOTAL	12	795		
PUERTO RICO		4	251	1-15 AUG	SAN JUAN
HAWAII					
AGGREGATE		340	20,617		

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AIR NATIONAL GUARD UNITS and PERSONNEL

NUMBERED AF and OVERSEA AREAS

UNITS — AS OF MAR-21'49; PERSONNEL — AS OF FEB-28'49

AREA		UNITS ALLOTTED	PERSONNEL AUTH.
1 ST AF	CONN.-ME.-MASS.-N.H. N.J.-N.Y.-R.I.-VT.	93	10504
4 TH AF	ARIZ.-CALIF.-IDAHO-MONT. NEV.-OREG.-UTAH-WASH.	81	10022
9 TH AF	DEL.-D.C.-KY.-MD.-OHIO PENN.-VA.-W. VA.	90	9854
10TH AF	NEBR.-COLO.-ILL.-IND.-IOWA-KANS.-MICH. MINN.-MO.-N.D.-S.D.-WIS-WYO.	140	15960
12 TH AF	ARK.-LA.-N.MEX.-OKLA.-TEX	46	5062
14 TH AF	ALA.-FLA.-GA.-MISS. N.CAR.-S.CAR.-TENN.	56	6030
OVERSEA AREAS	PUERTO RICO HAWAII	8	706
TOTALS		514	58138

WING and SEPARATE OVERSEA AREAS

UNITS — AS OF MAR-21'49; PERSONNEL — AS OF FEB-28'49

WING		UNITS ALLOTTED	PERSONNEL AUTH.
52	N.Y.-N.J.	49	5536
53	PA.-D.C.-MD.-VA.-DEL.-	53	5889
54	GA.-ALA.-N.C.-S.C.-FLA.-MISS.-TENN.	56	6030
55	OHIO-KY.-W. VA.	37	3965
60	WASH.-OREG.-MONT.-IDAHO	28	3385
61	CALIF.-UTAH-NEV.	25	3249
62	CALIF.-ARIZ.	28	3388
63	TEX.-LA.-OKLA.-ARK.-N. MEX.	46	5062
66	ILL.-WIS.-IND.-MICH.	64	7251
67	MASS.-R.I.-CONN.-ME.-N.H.-VT.	44	4968
71	MO.-MINN.-IOWA-N.D.-S.D.	48	5324
86	COLO.-KANS.-NEBR.-WYO.	28	3385
PUERTO RICO		4	353
HAWAII		4	353
TOTALS		514	58138

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PHASE REQUIREMENT

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AIR NATIONAL GUARD UNITS and PERSONNEL

LIGHT BOMBARDMENT GROUPS

GROUP NO. AND STATE	UNITS (AS OF MAR-21'49) ALLOTTED	PERSONNEL (AS OF FEB-28'49) AUTH.
106 — N.Y.	10	966
111 — PA.	10	966
126 — ILL.	18	1672
TOTALS	38	3604

FIGHTER GROUPS

GROUP NO. AND STATE	UNITS (AS OF MAR-21'49) ALLOTTED	PERSONNEL (AS OF FEB-28'49) AUTH.
101 — ME.	14	1321
102 — MASS.	10	968
103 — CONN.	10	968
107 — N.Y.	18	1674
108 — N.J.	14	1321
112 — PA.	14	1321
113 — DC	14	1321
116 — GA.	18	1674
117 — ALA.	14	1324
118 — TENN.	14	1321
121 — OHIO	18	1677
122 — IND.	10	968
123 — KY.	10	968
127 — MICH.	14	1324
128 — WIS.	10	968
131 — MO.	10	971
132 — IOWA	14	1321
133 — MINN.	14	1321
136 — TEX.	18	1677
137 — OKLA.	18	1674
140 — COLO.	18	1674
142 — ORE.	18	1674
144 — CAL.	14	1321
146 — CAL.	18	1677
TOTALS	344	32428

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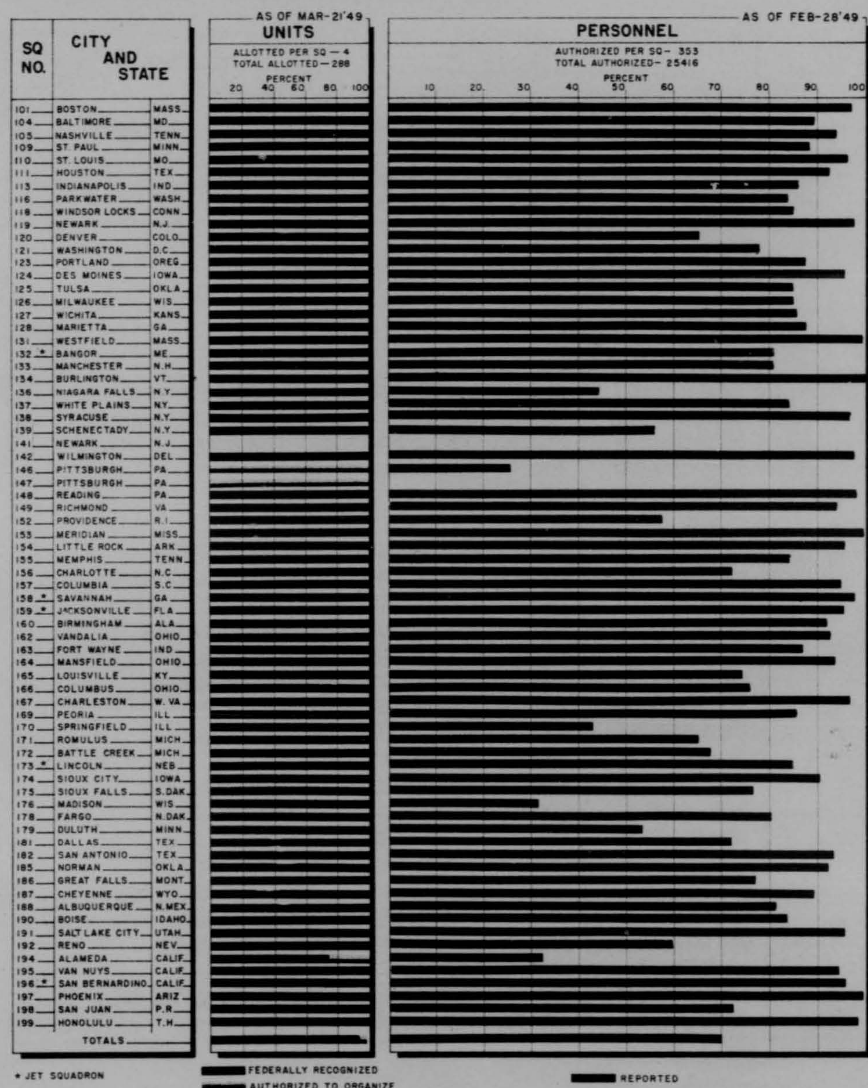
FIGHTER SQUADRONS



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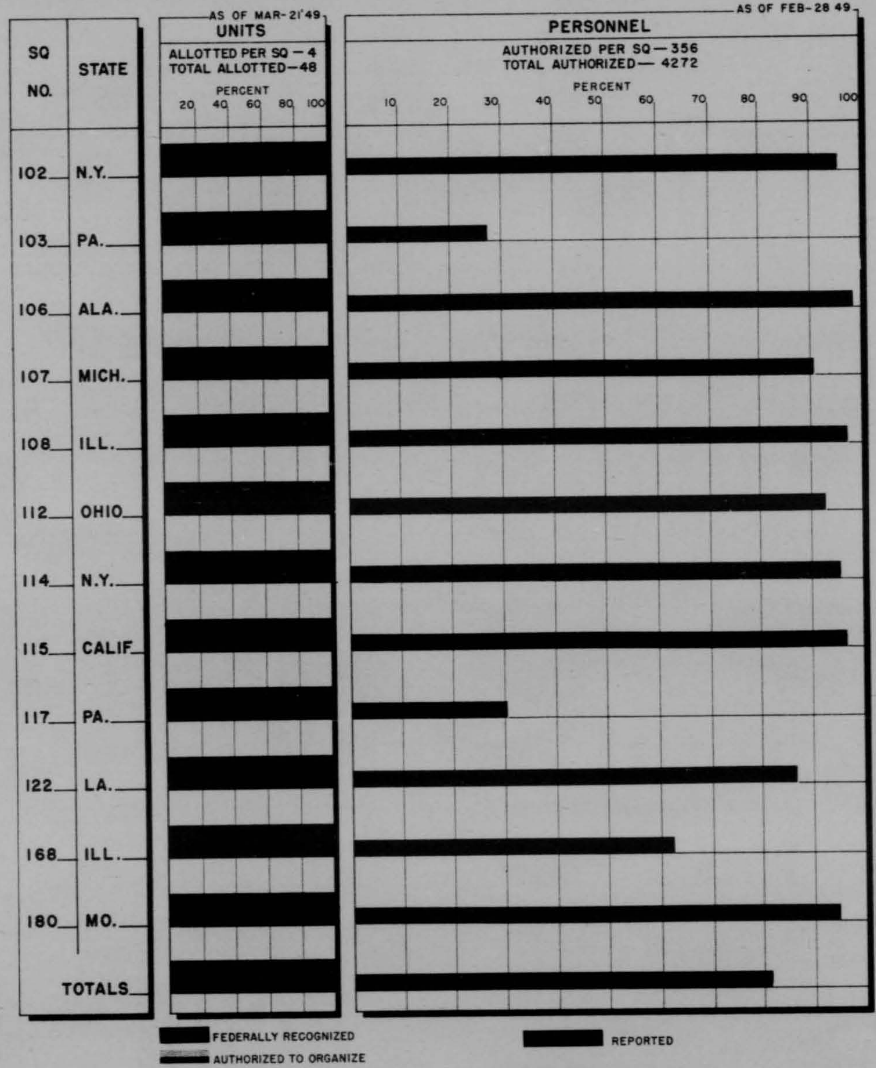
AIR NATIONAL GUARD UNITS and PERSONNEL
LIGHT BOMBARDMENT SQUADRONS



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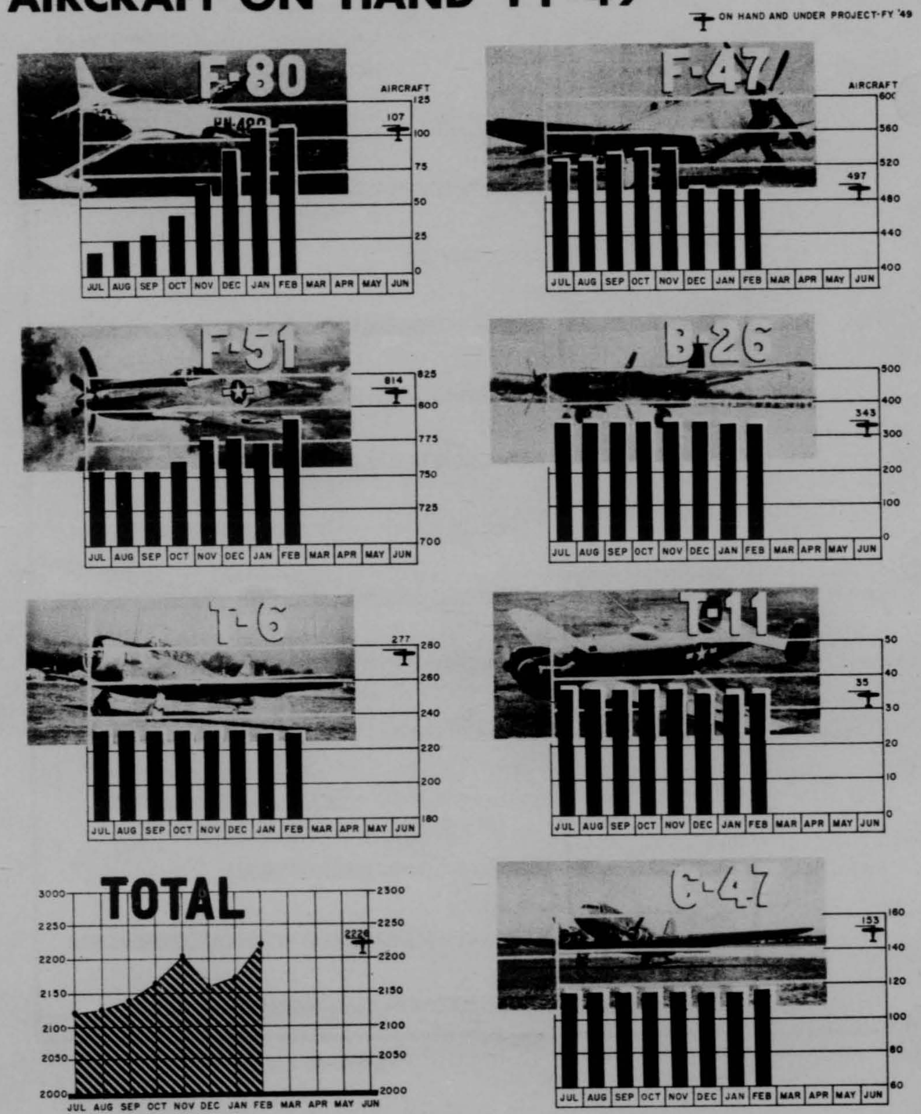
AIR NATIONAL GUARD
AIRCRAFT ON HAND FY-49



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PERSONNEL

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PERSONNEL STRENGTH

As of 28 February 1949, the Air National Guard attained an actual strength of 5637 officers, 61 warrant officers and 32,969 enlisted men. On that date the phase strength requirements were 5873 officers, 80 warrant officers and 32,315 enlisted men. For the entire Air National Guard Program, this represented a shortage in phase strength of 236 officers and 19 warrant officers, and a surplus of 654 enlisted men.

The number of officers above phase strength requirements in the Air National Guard has been declining steadily since the summer of 1947. On 30 June 1947, we had a surplus of 1001 officers over phase strength. By 31 March 1948, this surplus had been reduced to 359. The first shortage of officers since the beginning of the post-war reorganization showed up on 30 September 1948, with a shortage of 231 which increased to a further shortage of 281 on 31 December 1948.

According to latest reports the aggregate officer and enlisted strength in Air National Guard units is 66,5% of the authorized total. Broken down by types of organization, the aggregate personnel strengths of Fighter and Light Bomb Squadrons are around 83% of authorized strengths. Fighter Group and Bomb Group aggregates are approximately 81% and 68% respectively. Air Service Group Detachments, both Fighter and Light Bomb, have shown fairly good increases in enlisted percentages within recent months.

It is in the Engineer Aviation, Signal, and Aircraft Control and Warning units that personnel shortages are the most critical. Engineer Aviation Battalions have only 26% of Authorized Strengths, Engineer Aviation Companies 32%, Signal Light Construction Companies 47%, while Aircraft Control and Warning Squadrons in the aggregate are below 40% of Authorized Strength. It is obvious that in these types of units, special attention will have to be given to the procurement of officers and recruiting of enlisted men. All available means of publicity and recruiting efforts must be directed to the procurement of personnel for such units so that they will reach and maintain their required stage strengths.

REPORTING

In connection with personnel reports on Air National Guard units, the Continental Air Command in 1947, established a requirement for submission of Air Force Form 127 by all Federally Recognized Air units. This is the quarterly report of Air National Guard unit personnel. In the first National Guard Bureau Air Memorandum 15-4, setting forth the requirements for this report, Tables 1 and 2 were to be prepared

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by Air Units, Table 3 by Continental Air Command. Tables 2 and 3 have since been eliminated and Table 1 is the only table that is now required.

Table 1, which is the inventory of personnel by MOS, is used to indentify separately the individuals assigned to a unit as to departmental status. The Continental Air Command recently advised that a large number of units had not submitted the report for 31 December 1948, so as to indicate the proper departmental status of unit personnel. This means that units having personnel assigned as Department of Army personnel should report such personnel under Column E of Table 1 by primary MOS. In general, all units except Engineer Aviation units and Signal Light Construction units should report their personnel as Air Force personnel with the exception of Medical Corps, Chaplain Corps, and a few individuals in Wing Headquarters, commissioned as Field Artillery, Coast Artillery, Chemical Corps, or Ordnance, All officers in Engineer Aviation Battalions and Companies, and in Signal Light Construction Companies, are commissioned in the Corps of Engineers or Signal Corps, and have Department of Army status. It follows that officers and enlisted men in such units should be reported as Department of Army personnel on AF Form 127. Latest information on preparation and submission of the AF Form 127 is contained in Air Memorandum 15-4 dated 26 November 1948. Incidentally these forms should be routed to CONAC instead of ADC.

AUGMENTATIONS

Requests have been received for augmentation of Authorized Strengths of enlisted men as prescribed in Tables of Reduction for Air National Guard units. Several states have indicated that certain units had attained their maximum enlisted strengths under Tables of Reduction, applicants were applying for enlistment in those units, and it was not practical to enlist these men in other units which were under strength, because of distances between drill locations and residences of the applicants.

In this connection, it is pertinent to re-state that stage strengths as established in NGB Circular No. 13, 24 March 1948, are in effect. Stage strengths were temporarily suspended in June 1948, coincident with the passage of Selective Service Act, in order to evaluate the effects of that Act upon Air National Guard recruiting and budgetary needs resulting therefrom. Stage strength requirements were re-established on 26 July 1948, and will remain in effect. In other words, stage strength is the minimum and authorized strength is the maximum and of course, maximum strength is the goal.

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In order to determine the advisability of augmenting enlisted strengths above the Authorized Strengths in Tables of Reduction, certain factors must be considered. It is believed that blanket authorization for augmentation should not be implemented without regard to local conditions in individual units. Budgetary allotments must also be taken into consideration, as it would be difficult to budget for overages without knowledge of the types and numbers of units that would utilize any augmentation that might be authorized. Further, any augmentation of enlisted strengths should also consider what particular enlisted SSNs should be increased. The opinions of personnel at this conference will be valuable in assessing the necessity for augmentation of Authorized Enlisted Strengths and the scope of such augmentation.

COMBAT CREWS AUGMENTED

Authorization has recently been granted to augment the combat crews in Fighter and Light Bomb Squadrons. In T/O & E 1-27R Fighter Squadron, Column 20 for combat crew has been increased to 12 officers. Three of these officer positions may be filled by Captains, either from new appointments or from promotions of First Lieutenants qualified for promotion. In T/O & E 1-37R Light Bomb Squadron, Column 20 for combat crew has been increased to eight officers, and enlisted men increased to 16. Two of these officer positions may be filled by Captains. The extra enlisted combat crew personnel are in addition to the 16 aerial engineer Tech Sergeants replaced in the T/O & E in July 1948.

The increase of combat crew personnel for the Fighter and Bomb Squadrons was authorized by National Guard Bureau Letter dated 11 March 1949. It will authorize 864 more officers for the Fighter Squadrons, and 96 more officers and 192 enlisted men for the Bomb Squadrons. The total troop basis for the Air National Guard will thereby be increased to 59,290.

APPOINTMENT AND PROMOTION OF OFFICERS

Air Force Regulation 45-5 on Appointment and Promotion of Officers in the Air Force Reserve and Air National Guard was published on 6 July 1948. There was considerable misunderstanding regarding the applicability of this Regulation to the Air National Guard. Meantime, experience indicated the desirability of certain amendments and clarifications, and also the controlling factor that the Air Force Regulation would have to be used in conjunction with National Guard Regulations. The revised Air Force Regulation 45-5 has now been published and should soon be in the hands of all concerned.

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The new Air Force Regulation 45-5 includes the same schedule for maximum age-in-grade as provided in Change 4, NGR 20, 10 February 1949. Also, an officer who has reached tha maximum age-in-grade for tactical flying units may have this requirement waived for one year, provided he is qualified for promotion but has not been considered because of lack of position vacancies, or requires less than one year in grade to complete the minimum service-in-grade provisions. The minimum periods of service in grade are the same as in NGR 20.

Promotions of Air National Guard officers under the new regulation will be based on a schedule of points earned by the individual which are credited in accordance with certain specified duties performed; e.g. one point for attendance at an authorized drill assembly, one point for each three hours of extension courses, etc. The schedule of points, on a time basis, approximates the present minimum period of service-in-grade for each officer grade. Under the new regulation, an officer may not be promoted by virtue of having served for one year in lieu of a higher grade.

A revised NGR 20 is now in process of publication which will incorporate pertinent provisions of revised Air Force Regulation 45-5 applicable to the Air National Guard.

NGB FORM 3b

It is proposed to discontinue the issuance of NGB Form 3b on reassignments of officers within the same unit, not involving changes in grade or pay status. The comments of personnel at this conference will help to determine the advisability of this change.

Forms 3b will continue to be issued in all cases where an officer is transferred to another unit, or appointed as Commanding officer of a unit, or transferred from the position of Commanding officer. These circumstances would involve changes in basic pay or Administrative Function pay. The discontinuance of Forms 3b in other cases would not affect the issuance of Special Orders by State Adjutants General.

DISCHARGE OF RESERVE COMPONENT OFFICERS

The Joint Army, Air Force, and Navy Personnel Board has issued a ruling that individuals who are members of Army Reserve Components (ORC, ERC, AND NGUS) Navy, Marine Corps, or Coast Guard Reserves who are applying for appointment in the Air National Guard, must submit with their applications, a certificate signed by an official of the appropriate service authorized to accept resignations or approve discharges. This certificate is to the effect that the individual will be separated from his current status if tendered an appointment in the Air National Guard. The Air Force has requested that this procedure be effected prior to Federal Recognition.

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FORM 62

Experience of the Air Personnel Group in processing applications for Federal Recognition indicates that a more thorough check should be made by the States to verify the correctness of entries on Forms 62 and allied papers. The effective date of assignment of the officer, as shown on Form 62, must agree with that shown on Special Orders of the State, and must not be prior to the date of the Board Proceedings, Physical Examination Reports, or Oath of Office.

FLYING STATUS OF OFFICERS AND ENLISTED MEN

With respect to flying status of officers Federally recognized as rated officers in the Air National Guard, the provisions of the existing Executive Order 9195 permit officers occupying T/O & E positions requiring rated officers, to be on flying status without orders, provided, of course, that they have currently effective aeronautical ratings. Rated officers who do not occupy T/O & E rated positions may fly, but in order to do so must be placed on flying status by written orders of the Senior Air National Guard Commander.

At the Brooks Field conference last year, it was mentioned that a revision to Executive Order 9195 was being considered to clarify the provisions pertaining to flying status of officers and enlisted men of the Air National Guard. This revision is now being monitored by the Air Force, in coordination with the Army, Navy, Marine Corps and Coast Guard, in an effort to secure uniformity of flying status regulations for personnel of all Reserve components. It is expected that, under the provisions of the revised Executive Order, flying status can be extended to enlisted men who are required to perform regular and frequent aerial flights and who are now prevented from being placed on flying status by the provisions of the existing Executive order.

There has been an increasing number of demands for flight status for Enlisted Men not carried as air crew member or who occupy other T/O & E positions authorized flying status. The Air Force will not authorize flying status for individuals whose primary duties are performed on the ground or who are engaged in infrequent aerial flights.

There are, however, exceptional cases where an enlisted man may be engaged in some special capacity and participating in regular and frequent flights. Requests for placing such individuals on flying status may be made under the provisions of paragraph 3c, NGB Air Memo 35-1.. In order to afford a basis for consideration by the Air Force, it is necessary to have certain detailed information, such as the MOS of the individual, his duty assignment on flights, estimated number of flights and flying time each month, feasibility of assigning the particular enlisted man to an air crew position or one for which flying status is authorized, and what disadvantages would be suffered by the unit if the particular enlisted men had not performed the flights.

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With reference to Utility Flights, there are still some misunderstandings concerning the number of enlisted men who can be placed on flying status. In a type A Utility Flight with a Fighter Squadron, you have 19 enlisted men, out of a total of 29 (authorized strength) who can be placed on flying status. Ten of those are in the Air Crew Section, one aerial engineer, the others radio operators and two target reel operators. From the Maintenance Aircraft Section, eight Airplane and Engine Mechanics MOS 747 carried in the Remarks Column of the T/O & E as Acting Crew Chiefs, may be placed on flying status. In a Type B Utility Flight operating with a Light Bomb Squadron, there are 19 enlisted men who can be placed on flying status. All communications requesting flying status for enlisted men under provisions of Par 3c, NGB Air Memo 35-1, are being returned for additional information previously outlined.

It is interesting to note that while many units are having difficulty in the number of crew chiefs on flying status available during the week days, others apparently are having no difficulties at all. Pilots in light bomb squadrons during the week find they are often without their regularly assigned crew chief and that an Air Technician who is not on flying status is obliged to accompany the pilot of a B-26 as a minimum crew requirement where only one pilot is at the controls. Such situations lead to requests to place a certain number of these Air Technicians on flying status.

Some squadron commanders have revealed that while they too have experienced this handicap, it was circumvented by assigning a portion of the Air Technicians to crew positions as aerial engineers, MOS 2750, thereby making them readily available for weekday flying. This then may well be an answer to the problem confronting other unit commanders. Availability to fly, it seems, should be stressed very strongly in making crew assignments. While a pilot may meet flight pay requirements by getting his time in with one of these Air Technicians he is not accomplishing any crew training.

Occasionally request is made to place the T/Sgt Flight Chief on flying status. In this connection it should be stated that flying status is not a reward for loyal and faithful service nor as a morale device. It is compensation for duties involving regular and frequent aerial flights. If the Flight Chief is to be used for checking out newly assigned acting crew chiefs, and no one else is deemed capable, then request for flight status for a limited period may be submitted, but supporting details must be fully outlined as heretofore mentioned.

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A crew chief is not a minimum air crew requirement for a C-47 type aircraft as is often believed. This is clearly stated in AF Regulation 55-5 dated 24 January 1947. It is understandable, however, that one may be needed to supervise servicing on cross-country trips. Is it possible then to set up cross-country flights in advance so as to obtain the services of a crew chief already on flying status? If this can not be arranged, then a request to place the crew chief on flying status should be substantiated with evidence already discussed.

We are anxious to obtain flying status for all personnel of the Air National Guard whose duties involve regular and frequent aerial flights. We have set up a section in the Air Personnel Group in the Bureau, which is solely concerned with the problems of flying status and which deals directly with the Flying Status section of the Air Force on each individual case that comes to the Air Force Division.

It must be remembered that the basic justification for flying status is <u>regular and frequent aerial flight</u>, not an occasional flight. Executive Order 9195, which is the basic law on flying status, makes continuous reference to <u>regular</u> and <u>frequent</u> aerial flights.

It will facilitate matters greatly if you will insure that a complete and detailed account accompany each request. Copies of a form to be used in initiating a request for flying status under provisions of paragraph 3c, NGB Air Memorandum 35-1, are available as a guide for such correspondence.

ENLISTED PERSONNEL

The National Guard Bureau recently decided, in the best interests of efficiency and control, to decentralize certain functions of personnel record keeping. Accordingly the State Adjutant General was given the authority to grant waivers on all questionable cases of eligibility for enlistment with the exception of those instances where the physical condition of the applicant made him ineligible.

It is felt that this move was a logical one in view of the very definite personnel responsibilities that recent legislation has placed on the branch of the military establishment charged with record keeping, namely the State Adjutants General.

RETIREMENT RECORDS

For the sake of clarity permit me to make a brief recapitulation

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of the responsibilities just mentioned. We know that the State Adjutant General has always been charged with maintaining records on the personnel in the National Guard of his state. The accuracy of these records has never been of the paramount importance that they now assume in the light of the Pay Readjustment Act of 1942 and the more recent Retirement Act.

The Adjutant General must provide the machinery for this very vital personnel procedure.

The question could be asked "Why can't the Bureau perform these chores for all the Adjutants General?" In asking this we would confess ignorance of the primary function of an Adjutant General. The Adjutant General, as was said before, is the record keeper. The National Guard Bureau, on the other hand, is the liaison agent between the strategic planning body of the regular component and the National Guard tactical units of the reserve component of the Armed Forces.

With these thoughts in mind, it is not the logical move to invest the state officials with the responsibility of selecting suitable personnel, but also to give them the authority to completely control and carry out this responsibility.

REJECTIONS

Due to the need of organizing the Air National Guard from practically nothing and knowing that in their eagerness to fill up an air unit the recruiting personnel might make many poor selections, the National Guard Bureau reserved the right to screen out undesirable or unfit personnel. In many cases it was necessary to reject many of the early selections. However, as units filled, the percentage of rejections dropped rapidly and now we feel that the time has come when recruiting officers, under the guidance of the Adjutant General's personnel program, can make the best of all possible selections in their choice of Air National Guard enlisted men.

FLIGHT SURGEONS RESPONSIBILITY

With reference to the determination of physical eligibility the Chief of the National Guard Bureau continues to delegate responsibility for proper selection of physically qualified personnel to the local flight surgeon or medical officer. However, in the interest of preventing a repetition of the serious depletion of the ranks due to failure to qualify physically that plagued the National Guard at the onset of World War II, he has charged the Bureau level medical staff with the task of insuring a high degree of physical fitness on the part of the enlisted personnel. In order to maintain sufficient control over this phase of personnel selection the Bureau has reserved the authority for granting of waivers on physical eligibility.

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UNIT COMMANDERS PREPARE RECORDS

Another phase of this decentralization of responsibility for maintenance of adequate records is the very definite responsibility that devolves on the unit commander for the proper preparation of the records initially.

To begin with, the unit commander should be obliged to know the very brief but pertinent facts in his NGR 25. He should know what constitutes eligibility for enlistment; he should know the factors that can render a man ineligible for enlistment; and, most important, his actions regarding selection of personnel should be governed by what he knows. The acceptance for enlistment of an applicant who is definitely ineligible under NGR 25 should reflect directly on the officer consummating the enlistment. The unit commander has the responsibility of building an outfit that is well integrated and capable of producing a military effort, and should only enlist or accept individuals who are mentally, morally, physically or otherwise fit.

Secondly, the unit commander has access to the individual concerned and therefore has available the primary source of information that must be included on the Enlistment Record and on the Service and Qualification Record. A few minutes spent in reviewing these records, forearmed with knowledge of NGR 25, can save countless hours spent in composing correspondence relative to unanswered questions, as well as much official embarrassment in years to come when the primary source of information is gone and some questions still must be answered, such as:

1. What enlisted personnel records should the State Adjutant General keep?

2. What might the unit commander need to know at a later date?

3. What is the answer to getting the unit commander to realize his responsibility on first, enlisting the right people, and second, keeping the right kind of records on them?

AIR TECHNICIANS

In view of budget limitations imposed by the Bureau of the Budget on funds for the Air Technicians' Program for the Fiscal Year 1950, it will be impossible to authorize any additional increase to the authorization that is in effect for the Fiscal Year 1949.

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It is the opinion of the Bureau that if the present authorization of Air Technicians are utilized efficiently that the essential requirements of the Air Units can be met. It is desired to emphasize that the Air Technician Detachment was not intended to completely relieve the Air National Guard Unit Commander and other personnel of their administrative duties that should be performed during the regular drill periods of the Air National Guard Units.

DEFINITIONS

It was recently brought to the attention of the Bureau that many of the Air and Base Technical Detachments are not being operated in a manner that follows the policies and procedures as set forth in instructions. For the information of all concerned the following terminologies pertaining to the utilization of authorized Air Technical Detachments are explained:

a. Base Technical Detachment: This terminology refers to the Technical Detachment authorized for a Fighter Squadron or Light Bombardment Squadron.

b. Air Technical Detachment: This terminology refers to the Technical Detachment authorized the various Air National Guard units excluding the Base Technical Detachments.

c. Base Detachment Commander: This individual is authorized in the Base Technical Detachment to supervise the over-all operation of this Detachment and the various sections of the other Technical Detachments in accordance with the Air National Guard Air Technical Chart dated 1 July 1948.

ADMINISTRATION

Each Air National Guard Unit located on an Air Base and authorized an Air Technical Detachment will be operated by the authorized Technicians as an operating organization. However, sections of the Air Technical Detachment so indicated on the Air Technical Chart dated 1 July 1948, will be integrated with the like section of the Base Technical Detachment or retained as an integral section of the Base Technical Detachment if no like section exists and will be under the direct supervision of the Base Detachment Commander. The other sections of the various Air Technical Detachments not so indicated will not be integrated into a Base Technical Detachment and will function independently under the jurisdiction of the administrative assistant or the Senior Air Technician. For administrative purposes only, all Air Technicians located at the same installation will be under the jurisdiction of the Base Detachment Commander.

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Air Technicians will have a primary duty in the job specifications for which they are employed. However, if the work load warrants, Air Technicians may be trained and utilized for additional duties within the Air Technical Detachment. As an example, the primary duty of the Supply Technician NGC-5 authorized the Detachment Air Service Group and other Air National Guard Units is to receive, issue and record equipment authorized issued to that Detachment or Air Unit. However, these technicians may, if time warrants, be utilized as additional supply clerks within the supply section of the Base Technical Detachment and it is believed that most of these Supply Technicians should be available to the Base Technical Detachment as additional supply clerks a major portion of their time since the maintenance of the supply records of their individual Air Units should not require their full time on this duty.

During the normal work week of employment for Air Technicians the Base Detachment Commander will be in charge or if a Base Detachment Commander is not authorized at the installation where the Air Unit is located, the administrative assistant or the Senior Air Technician will assume this responsibility.

SALARIES

Salary of NGC-5 Air Technicians is of great importance at this time and it is not anticipated that any of them will be reduced in salary. This is applicable to salaries being paid as of 1 February 1949. The present plan is to stablize the salaries at the present amounts on this basis:

Employed less than 12 months	$2974.80
Employed more than 12 months but less than 24 months	$3100.20
Employed more than 24 months but less than 36 months	$3225.60
Employed more than 36 months but less than 43 months	$3351.00
Employed more than 48 months will be published at a later date	

Air Technicians being paid a salary in excess of the above table will not be considered eligible for any within-grade increase until they have served the minimum time required for that step and then the time may be calculated from the date of being hired or promoted to the NGC-5 grade.

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WARRANT OFFICERS

Information indicates that in some instances Warrant Officers are being employed as Administrative Specialists, MOS 502, which is an enlisted position in the Air Technical Detachment. This is contrary to policy and correction should be made immediately. A Warrant Officer is considered in the same category as a commissioned officer by ruling of the JAG. Commissioned officers may be employed only in those positions indicated in the Air Technical Detachment.

UTILIZATION

Air Technicians should be utilized where and as necessary, keeping in mind that the Air Technician was hired for a specific duty. This is best applicable in the case of the tactical units. For example, some units may not be fully using the Sheet Metal Worker Aircraft, MOS 555, in his particular specialty. In this case, he could be used in additional duty of Welder, Aircraft, MOS 573. This is only an example, and the individual cases should be handled by the Base Commander as he deems necessary to accomplish the job at hand. The problem is one that can be handled at Squadron or Group level by the Base Commander. Technical qualifications must be screened when the applicant is being considered for employment.

Sometimes an Air Technician is employed as being fully qualified for a position, and then a request is submitted to send him to a school that will qualify him to hold that MOS in which he is employed. It is a responsibility of the State Adjutant General or the employing official to review the positions and the applicant's qualifications, to prevent an occurrence of this nature. Discretion in employment and job placement is to be exercised by the State Adjutant General in accordance with NGR 75-16 and instructions issued by the Chief, National Guard Bureau.

MAXIMUM ENTRANCE SALARIES

A maximum entrance salary has been established for each of the NGC and NGM Grades. The salary at which an Air Technician may be employed below this maximum entrance salary is a matter between the employing official and the person being hired.

Hiring below the maximum entrance salary is desirable from several standpoints. First, it will give the Base Commander an opportunity to raise the technician's salary when he has proved his worth. Second, it will be an incentive to better production if a raise can

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be expected for good results. Third, the employing officer can use the increase in pay as a reward for those who produce the best quality of work. Here again the Adjutant General must use discretion in determination of the entrance salary. Wages in the locality where the Air Technician is employed must be taken into consideration.

QUARTERLY FUNDS

Requests for quarterly funds are not being prepared in accordance with NGB letter dated 30 November 1948, subject, "Civilian Personnel-WD NGB Form 103 and 42." Copies of payrolls (1128 A), with summaries, should be submitted within ten working days after completion of the payroll period. Many states have not submitted payroll with summary sheets for January 1949, and, in two instances, December 1948 payrolls have not been submitted.

Some states have requested additional personnel over and above the authorized maximum. A TWX from the Bureau 13 July 1948, reduced the total number shown in letter dated 1 July 1948. Errors also have been noted in showing the grade, salary and MOS. For example, one state showed a Technical Supply Officer, Grade NGC-9, with an MOS 826. This is an enlisted SSN and, if the Air Technician were properly listed, should have been Technical Supply Officer, Grade NGB-9, MOS 4902 or Supply Technician, Grade NGC-5, MOS 826.

You should review your requests carefully and stay in line with current salaries. The need for particular review by the USP & DO is very noticeable when an error is noted showing a man employed at $270.40 per month and the need for that quarter is estimated at $911.20. It may be a typographical error or just an added figure. Requests that are not clear, that do not set forth the required information, are being returned for review and re-submission. It is recommended that these requests and supporting forms be reviewed very carefully for correctness and completeness.

The payrolls and the accompanying summary sheets are to be prepared separately as concerns Army or Air Units. Prepared separately, they will be easier to audit and to handle all the way through.

GENERAL

Overall, the Air Technician program is being administered admirably in the various states. Any questions you have that cannot be handled within the state may be forwarded through channels to the

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Bureau, but should be clearly and concisely stated to bring out the particular problem. It is important that these be held to a minimum and include only those that cannot be answered by reference to current regulations and pertinent directives.

PROCUREMENT OF OFFICERS

There is an urgent need for additional sources of procurement of officer personnel in Air National Guard units. Recent reports of officer personnel strength indicate the aggregate actual strength of officers has failed to keep pace with phase strength requirements. This is in contrast to the progress of recruiting of enlisted men, which has shown a considerable increase over the low mark in September 1948.

On 30 June 1947, there was a surplus of 1001 officers over phase strength requirements. By 31 March 1948, this surplus had been reduced to 359. The consolidated reports of 31 December 1948, indicated a shortage of 281 officers below phase strength requirements and the shortage of 262 as of 31 January 1949, showed only very slight improvement.

A study of the aggregate strength of Federally Recognized non-rated officers as of 31 December 1948 indicated 274 Second Lieutenants as against authorized strength requirements of 691, and 487 First Lieutenants as against authorized strength requirements of 1642. Types of units most seriously affected are Air Service Groups and Aircraft Control and Warning units whose T/O & Es require non-rated officers entirely. A plan to provide pilot training for Air National Guard personnel in order to fill vacancies and anticipate future shortages of rated personnel in grade of Second Lieutenants is presently being worked on by the O&T Group in the Air Force Division.

FORMER AVIATION CADETS WITH OVER SIX MONTHS SERVICE

We have authorized in Change 4, NGR 20, 10 February 1949, the appointment to Second Lieutenants of former Aviation Cadets with Six or more months of honorable service and provided that they may be exempted from attendance at an Officer Candidate School by examining boards when they meet the qualifications prescribed for the grade of Second Lieutenant. In September 1945, there were about 10,000 Aviation Cadets discharged by reason of the end of the war and who through no fault of their own failed to be commissioned. Many of these had only one or two week to go before obtaining a commission. Since their average age at that time was 22, most of them are still in an age to be eligible for appointment as Second Lieutenant. We do not know how many of these are interested in

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joining the Air National Guard. However, they do provide a possible source of procurement for Second Lieutenants, and we urge that every effort be made to attract candidates from this source.

APPOINTMENTS FROM BELOW FIRST THREE GRADES

Presently, there is authorization for Army Guard units to appoint Second Lieutenants from enlisted men not less than 21 nor more than 32 years of age, who completed a minimum of 1 year service with the Armed Forces or National Guard or a combination of both, prior to the date of appointment, and who successfully completed such sub-courses as are contained in the 10 Series of the Army Extension Course and have been recommended by an Examining Board for appointment or commission with waiver and are otherwise qualified. Efforts are being made to obtain this same authorization for the Air National Guard in order that we might extend eligibility for appointment to qualified enlisted men below the first three grades. We believe that appointment of Second Lieutenants from qualified enlisted men not now eligible will help to solve officer procurement problems.

MEDICAL, DENTAL, JAG OFFICERS, CHAPLAINS

Higher maximum ages-in-grade were recently announced for medical officers, including flight surgeons and dentists, and also for chaplains and officers of the Judge Advocate General Corps. The raising of maximum ages for these types of professional men will not only prevent the loss of valuable and needed officers but also will qualify others who were previously too old to serve with the National Guard. For these professional grades the new age limits are 43 for Lieutenants, 46 for Captains, 41 for Majors, 55 for Lt. Colonels, and 60 for Colonels.

SINGLE AGE LIMIT FOR LIEUTENANTS

It is of particular interest that the separate age category for Second Lieutenants has been abolished and combined under a single age limit for all Lieutenants. The maximum age for rated Second Lieutenants in Tactical Flying units of the Air National Guard was raised from 31 to 36, the same as for First Lieutenants. Other maximum age limits for rated officers in tactical flying units are 41 for Captains, 44 for Majors, 47 for Lt. Colonels, and 49 for Colonels. These are the same as in the present NGR 20.

The maximum age limits for non-rated officers in Air units have been changed to 36 for Lieutenants, and 48, 55, and 60 for Majors, Lt. Colonels, and Colonels respectively. The last 3 grade-maximums were previously 47, 52, and 55.

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The changes just mentioned were published in Change 4, to NGR 20 dated 10 February 1949. As of 15 February 1949, the Air National Guard had a strength of 5606 officers and vacancies for approximately 2200 officers. The readjustment of maximum ages in grade should help materially to secure and retain officer personnel for the Air National Guard.

It is desired to point out that position vacancies in current and future Tables of Organization calling specifically for First or Second Lieutenants may be occupied by Lieutenants of either grade. This does not constitute authority for promotion of Second Lieutenants to First Lieutenants or change criteria for appointment of First Lieutenants. Several recent inquiries indicate that not all units are yet aware of this authorization although it was first published on 20 April 1948, by NGB Letter. In this connection the temporary authority for the filling of Second Lieutenant Vacancies by First Lieutenants under special conditions as set forth in NGB Circular No. 22, 1946, was rendered unnecessary and that circular is no longer applicable.

AIR INSTRUCTORS

The National Defense Act specifies that officers of the Regular Army be assigned for duty in the instruction of the National Guard. This provision was extended to apply to Regular Air Force officers for the instruction of the Air National Guard.

Approximately three months prior to their arrival in the United States, rosters of overseas returnees are screened and qualified officers are selected for Air Instructor duties. The overseas command releasing the officer is notified and, if the officer is acceptable, orders are issued assigning the officer to the numbered Air Force Headquarters. Orders actually designating the officer as Air Instructor for the unit are issued by Headquarters, USAF, at the time he reports for duty with the unit.

During the three months interim, concurrence of the Continental Air Command and the Adjutant General of the state concerned will be obtained through the Chief of the National Guard Bureau. In this connection your attention is invited to the channels of communication as set forth in Par 3 E NGR 40, relating to the relief and assignment of Air Instructors. By failing to follow these channels the rapid replacement of instructors is jeopardized.

THREE YEAR TOURS

The normal tour of duty for Air Instructors is three years unless earlier relief is in the interest of the military service. Rotation

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of currently assigned instructors is undertaken on the basis of one third of the total assigned being rotated the first quarter of each calendar year, beginning with 1949. It is designed to prevent a turnover during the month preparation for training and actual training is under way. It must be understood that under this plan some instructors will serve less than their full three years of duty, others will serve longer. Once the initial changes are made, it is expected that no reliefs will be effected outside the normal tour of duty except when the needs of the military so dictate.

INDOCTRINATION

The proposed relief of an Air Instructor brings up the question of whether his replacement can be properly indoctrinated and supported and handle the training program. This must be given serious consideration since three years is the normal maximum that the Air Instructor can serve as a tour of duty with the Air National Guard. The assignment of a replacement so he may report prior to the departure of the Instructor being relieved has been somewhat difficult. In the majority of cases it is hoped this plan can operate to permit the replacement to report several weeks before, for briefing and indoctrination. We believe this arrangement will alleviate some of the problems that may confront the new instructor until he becomes acquainted with the unit, and the personnel whom he is to instruct and advise, through one already familiar with their problems.

To accomplish the mission of the Air National Guard in being prepared and in readiness in the event of national emergency, we are endeavoring to secure sufficient qualified Air Instructors for duty with each of the Air National Guard units that are authorized instructors.

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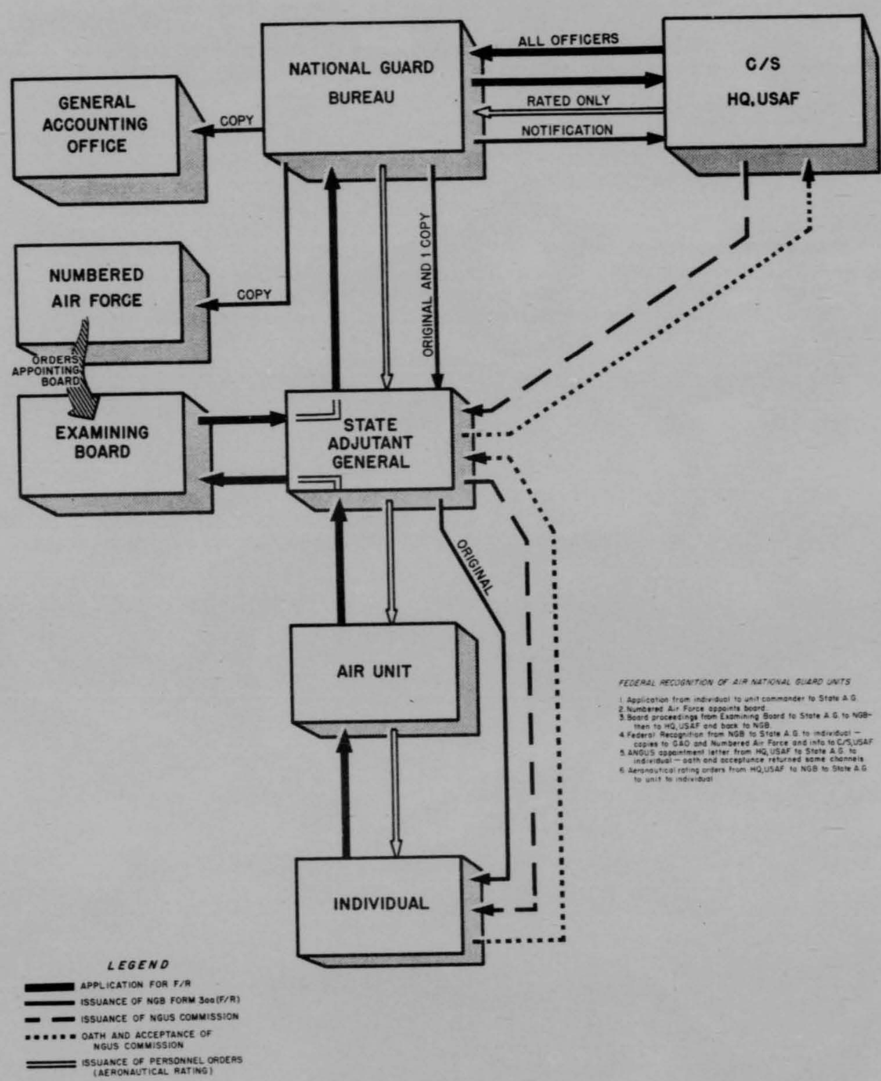
FEDERAL RECOGNITION OF AIR NATIONAL GUARD OFFICERS



FEDERAL RECOGNITION OF AIR NATIONAL GUARD UNITS

1. Application from individual to unit commander to State A.G.
2. Numbered Air Force appoints board.
3. Board proceedings from Examining Board to State A.G. to NGB– then to HQ, USAF and back to NGB.
4. Federal Recognition from NGB to State A.G. to individual – copies to GAO and Numbered Air Force and info to C/S, USAF
5. ANGUS appointment letter from HQ, USAF to State A.G. to individual – oath and acceptance returned same channels
6. Aeronautical rating orders from HQ, USAF to NGB to State A.G. to unit to individual

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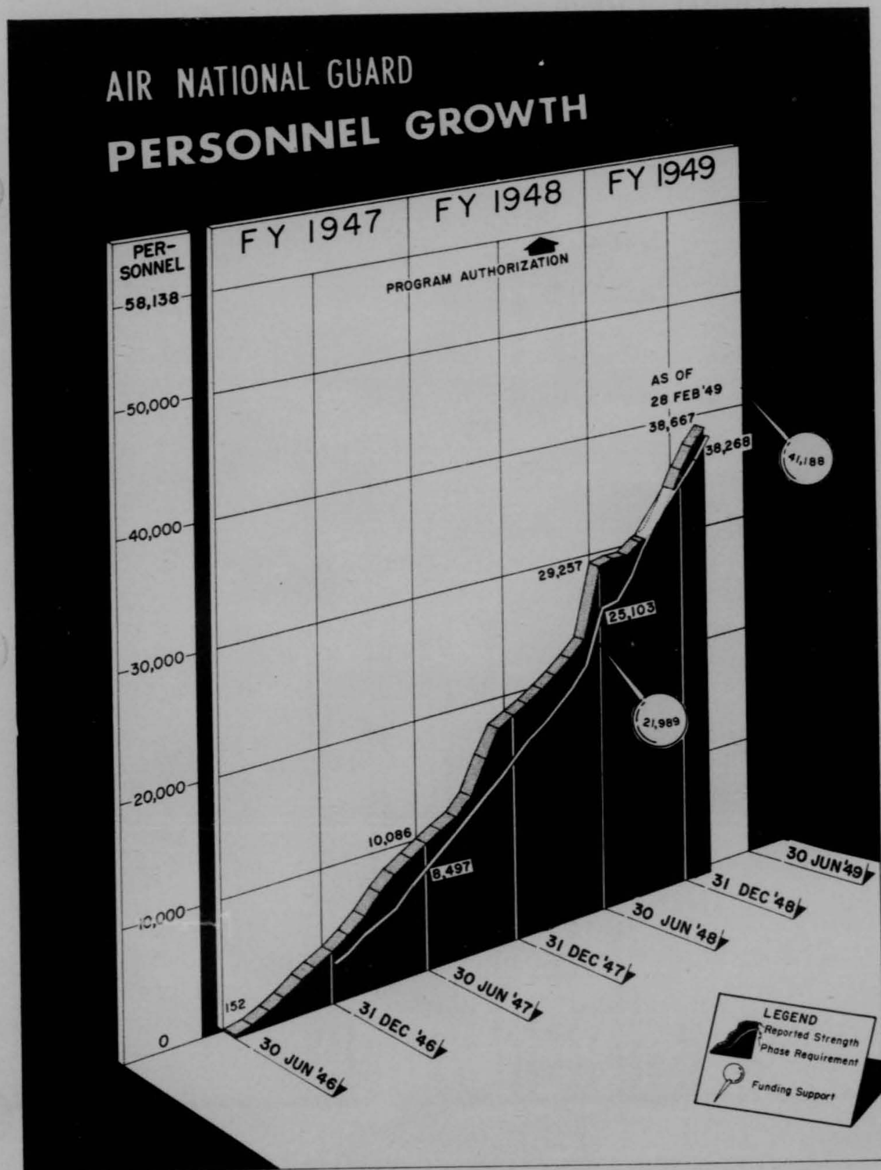

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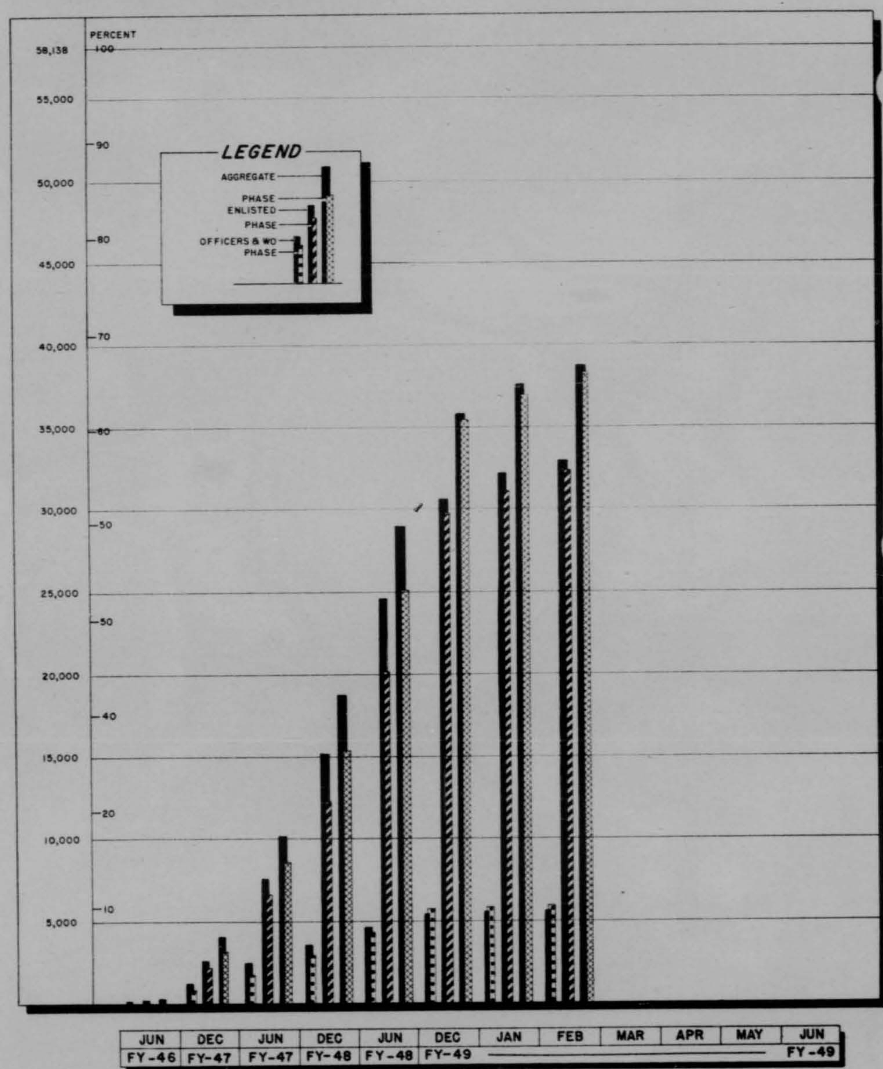
AIR NATIONAL GUARD PERSONNEL GROWTH



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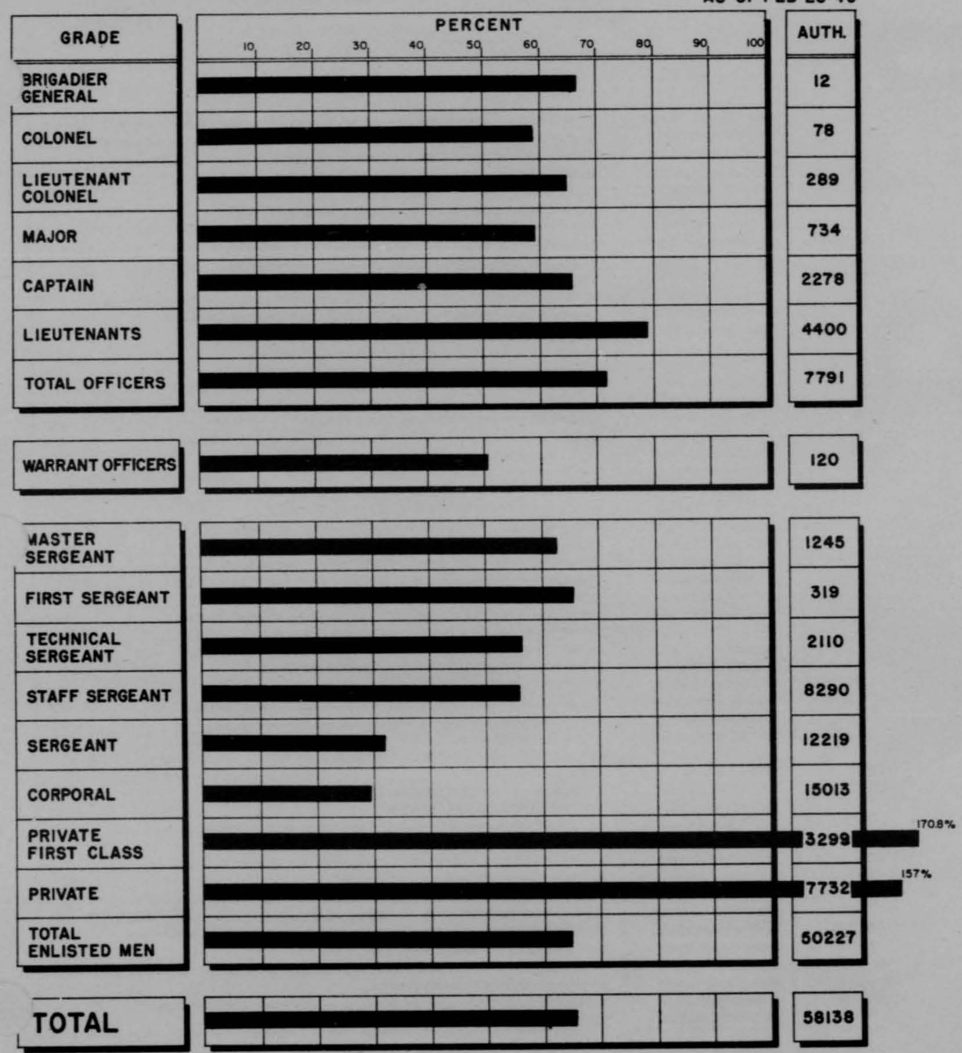
AIR NATIONAL GUARD PERSONNEL

PROCUREMENT BY GRADE

AS OF FEB 28'49



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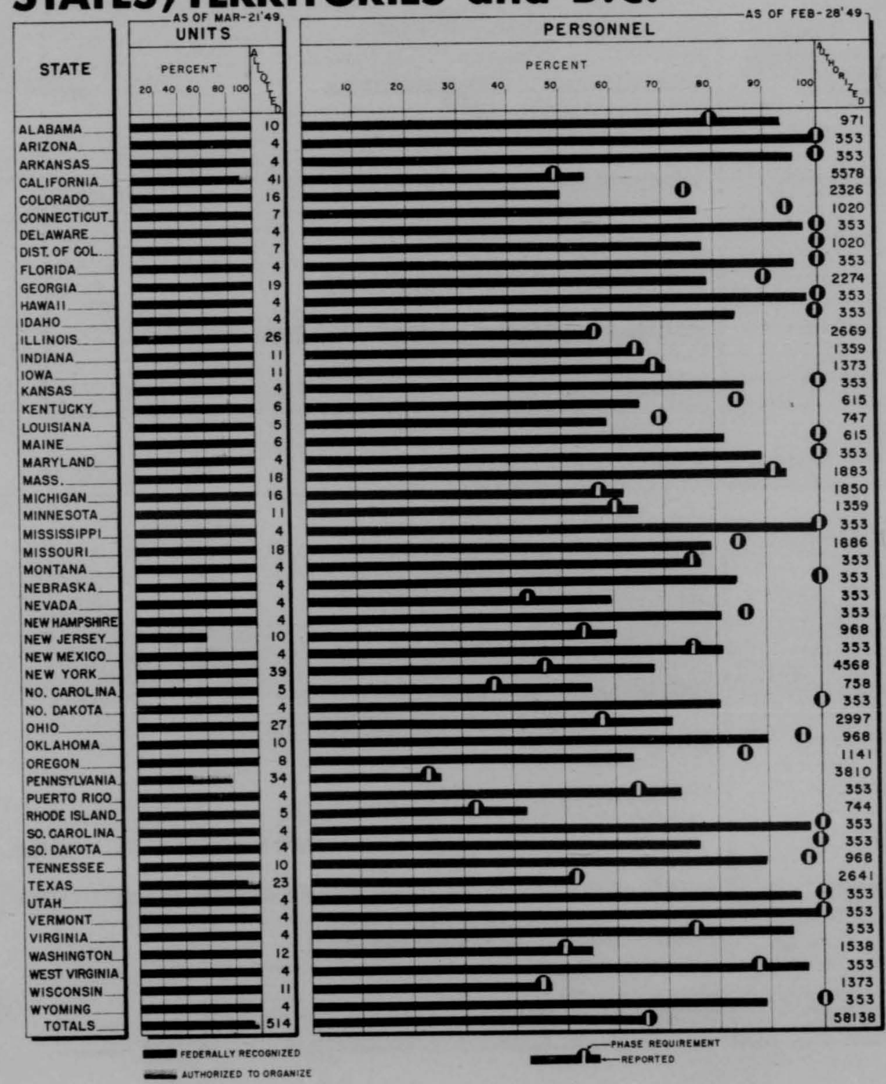
AIR NATIONAL GUARD UNITS and PERSONNEL
STATES, TERRITORIES and D.C.



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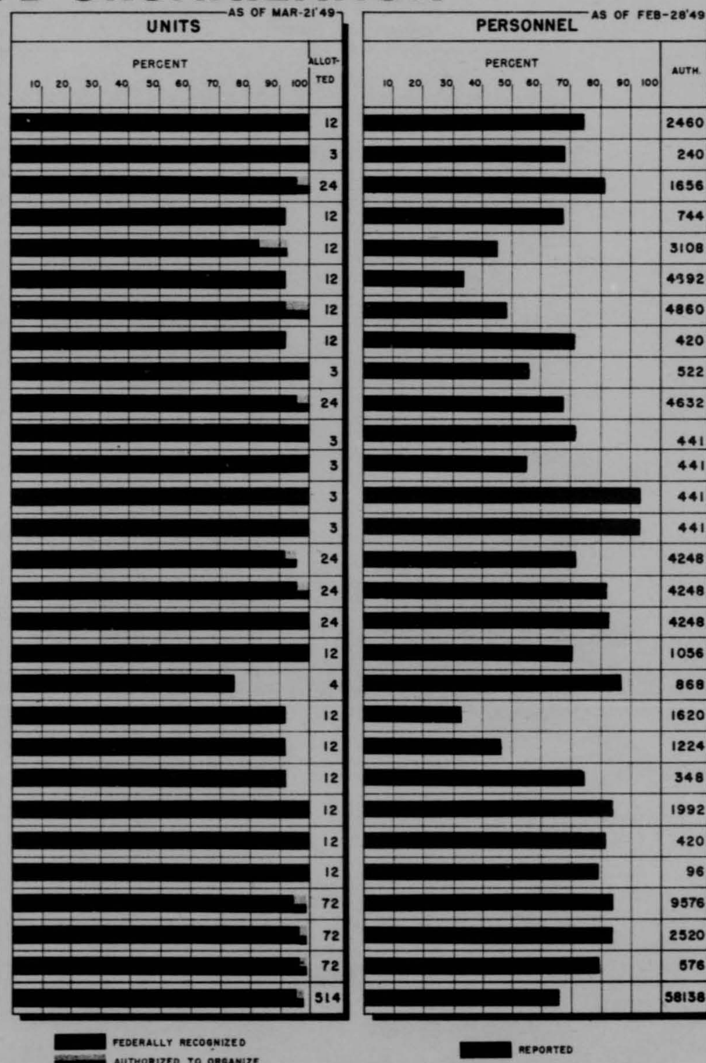
AIR NATIONAL GUARD UNITS and PERSONNEL
BY TYPE ORGANIZATION



TYPE	UNITS ALLOTTED	PERSONNEL AUTH.
FTR WING HQ & HQ SQ	12	2460
LT BOMB GP HQ	3	240
FTR GP HQ	24	1656
AC & W GP HQ	12	744
AC SQ	12	3108
AC & W SQ (LS)	12	4592
AC & W SQ (FWD)	12	4860
RADAR CAL DET	12	420
AIR SV GP (LB) HQ DET	3	522
AIR SV GP (F) HQ DET	24	4632
AIR SV GP (LB) DET A	3	441
DET B	3	441
DET C	3	441
DET D	3	441
AIR SV GP (F) DET A	24	4248
DET B	24	4248
DET C	24	4248
COMM SQ, W9	12	1056
ENG AVN BN HQ	4	868
ENG AVN CO	12	1620
SIG LC CO	12	1224
USAF BAND	12	348
LT BOMB SQ	12	1992
UTIL FLT	12	420
WEA STA	12	96
FTR SQ, SE & JP	72	9576
UTIL FLT	72	2520
WEA STA	72	576
TOTALS	514	58138

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AIR NATIONAL GUARD
OFFICER PROCUREMENT FY-1948

STATE	JANUARY			FEBRUARY			MARCH			APRIL			MAY			JUNE			PILOTS (T/O &E)	TOTAL OFFICERS
	PILOTS	OTHER	TOTAL	PILOTS	OTHER	TOTAL	PILOTS	OTHER	TOTAL	PILOTS	OTHER	TOTAL	PILOTS	OTHER	TOTAL	PILOTS	OTHER	TOTAL		
ALABAMA	52	41	93	52	44	96	55	44	99	63	46	109	69	44	113	68	49	117	65	185
ARIZONA	37	1	38	37	2	39	37	2	39	36	1	37	36	1	37	35	1	36	33	49
ARKANSAS	40	10	50	40	10	50	33	9	42	33	10	43	37	6	43	37	4	41	33	50
CALIFORNIA	147	48	195	153	57	210	151	57	208	180	70	250	175	67	242	199	81	280	169	672
COLORADO	70	96	166	68	102	170	81	118	199	76	115	191	76	126	202	74	118	192	56	277
CONNECTICUT	50	54	104	52	55	107	54	53	107	51	53	104	52	53	105	51	53	104	41	128
DELAWARE	26	7	33	27	7	34	29	7	36	31	7	38	33	6	39	34	6	40	33	49
DIST. OF COLUMBIA	46	48	94	43	48	91	41	46	87	44	51	95	42	54	96	48	53	101	41	128
FLORIDA	25	10	35	27	11	38	27	11	38	27	13	40	25	13	38	31	12	43	33	49
GEORGIA	120	74	194	122	79	201	121	76	197	110	77	187	111	91	202	116	98	214	89	273
HAWAII	34	14	48	36	12	48	35	11	46	33	12	45	32	12	44	32	12	44	33	49
IDAHO	33	4	37	39	4	43	40	4	44	40	4	44	38	4	42	38	4	42	33	49
ILLINOIS	68	58	126	68	64	132	72	65	137	75	66	141	79	75	154	83	76	159	137	389
INDIANA	55	35	90	55	34	89	61	34	95	58	37	95	62	36	98	68	43	111	74	183
IOWA	57	18	75	57	18	75	59	21	80	62	21	83	64	23	87	61	32	93	74	178
KANSAS	29	15	44	28	15	43	28	15	43	28	15	43	32	15	47	32	15	47	33	49
KENTUCKY	42	25	67	41	22	63	39	25	64	37	26	63	41	26	67	40	27	67	41	104
LOUISIANA	15	9	24	16	10	26	15	11	26	17	10	27	18	23	41	17	24	41	24	80
MAINE	50	35	85	49	36	85	51	36	87	47	40	87	46	40	86	40	41	81	41	104
MARYLAND	31	9	40	30	8	38	32	8	40	35	8	43	33	9	42	34	9	43	33	50
MASSACHUSETTS	102	91	193	102	95	197	103	101	204	106	103	209	103	107	210	105	112	217	89	274
MICHIGAN	52	31	83	51	31	82	51	30	81	71	37	108	89	41	130	87	52	139	98	238
MINNESOTA	42	26	68	42	26	68	46	25	71	46	21	67	43	32	75	51	31	82	74	182
MISSISSIPPI	23	8	31	23	8	31	25	12	37	25	12	37	25	12	37	27	12	39	33	49
MISSOURI	87	69	156	84	75	159	87	70	157	85	78	163	86	78	164	86	80	166	80	274
MONTANA	34	5	39	34	5	39	32	5	37	31	6	37	30	5	35	28	6	34	33	49
NEBRASKA	25	10	35	25	10	35	25	9	34	31	10	41	29	10	39	27	11	38	33	49
NEVADA	0	0	0	0	0	0	0	0	0	38	6	44	38	6	44	39	8	47	33	50
NEW HAMPSHIRE	17	5	22	16	5	21	17	3	20	14	5	19	15	5	20	16	5	21	33	50
NEW JERSEY	36	22	58	35	24	59	41	25	66	42	27	69	43	30	73	47	31	78	74	154
NEW MEXICO	31	5	36	31	5	36	31	6	37	28	6	34	26	6	32	25	7	32	33	49
NEW YORK	74	89	163	75	95	170	78	105	183	82	112	194	87	124	211	83	131	214	211	599
NORTH CAROLINA	0	0	0	0	0	0	11	3	14	17	6	23	22	7	29	30	9	39	33	73
NORTH DAKOTA	30	7	37	30	7	37	28	7	35	28	13	41	29	9	38	30	8	38	33	50
OHIO	131	56	187	139	65	204	143	61	204	144	81	225	147	81	228	166	104	270	146	397
OKLAHOMA	70	37	107	68	39	107	68	41	109	60	40	100	62	44	106	69	43	112	74	153
OREGON	44	48	92	43	50	93	47	53	100	46	53	99	46	53	99	37	57	94	41	137
PENNSYLVANIA	34	45	79	35	45	80	37	44	81	36	44	80	37	44	81	54	49	103	178	526
PUERTO RICO	13	6	19	11	5	16	11	7	18	11	10	21	11	9	20	12	9	21	33	49
RHODE ISLAND	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	9	33	79
SOUTH CAROLINA	32	7	39	31	8	39	27	7	34	33	8	41	32	8	40	28	9	37	33	50
SOUTH DAKOTA	33	7	40	31	7	38	37	6	43	37	6	43	37	6	43	35	5	40	33	49
TENNESSEE	67	51	118	62	58	120	63	58	121	69	52	121	69	52	121	70	50	120	74	154
TEXAS	78	51	129	84	54	138	85	54	139	90	53	143	96	64	160	100	77	177	122	347
UTAH	28	12	40	28	11	39	30	12	42	32	11	43	34	10	44	34	9	43	33	49
VERMONT	41	6	47	41	6	47	40	7	47	39	7	46	38	9	47	38	10	48	33	49
VIRGINIA	24	5	29	25	8	33	25	8	33	27	7	34	27	9	36	25	11	36	33	49
WASHINGTON	29	12	41	30	11	41	29	11	40	46	36	82	47	40	87	52	40	92	48	190
WEST VIRGINIA	30	12	42	31	12	43	29	12	41	32	12	44	30	13	43	27	14	41	33	50
WISCONSIN	19	11	30	19	8	27	22	12	34	28	15	43	28	15	43	29	24	53	74	178
WYOMING	34	6	40	34	7	41	35	8	43	34	8	42	33	8	41	31	10	41	33	50
TOTALS	2287	1351	3638	2300	1418	3718	2364	1455	3819	2491	1567	4058	2540	1661	4201	2626	1791	4417	3060	7791

NOTE: REPORTED PILOTS INCLUDE T/O AND E & NON-T/O AND E PILOT PERSONNEL

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AIR NATIONAL GUARD
OFFICER PROCUREMENT FY-1949

STATE	JULY			AUGUST			SEPTEMBER			OCTOBER			NOVEMBER			DECEMBER			PILOTS (T/O & E)	TOTAL OFFICERS
	PILOTS	OTHER	TOTAL	PILOTS	OTHER	TOTAL	PILOTS	OTHER	TOTAL	PILOTS	OTHER	TOTAL	PILOTS	OTHER	TOTAL	PILOTS	OTHER	TOTAL		
ALABAMA	71	47	118	71	48	119	71	51	122	77	58	135	81	59	140	81	61	142	65	156
ARIZONA	33	2	35	34	2	36	35	2	37	35	2	37	40	2	42	45	2	47	33	49
ARKANSAS	33	6	39	39	6	45	34	7	41	39	7	46	39	8	47	39	8	47	33	50
CALIFORNIA	217	99	316	220	123	343	234	136	370	240	154	394	253	159	412	264	175	439	169	672
COLORADO	77	118	195	76	113	189	72	114	186	73	119	192	73	124	197	78	129	207	56	277
CONNECTICUT	51	53	104	47	56	103	47	55	102	49	52	101	51	55	106	53	52	105	41	128
DELAWARE	34	7	41	35	7	42	36	7	43	37	7	44	37	7	44	38	8	46	33	49
DIST. OF COLUMBIA	47	53	100	45	51	96	47	51	98	48	50	98	48	48	96	48	52	100	41	128
FLORIDA	30	11	41	36	12	48	35	12	47	31	13	44	30	12	42	31	11	42	33	49
GEORGIA	116	93	209	93	127	220	116	100	216	118	95	213	119	106	225	119	109	228	89	302
HAWAII	32	9	41	30	12	42	30	12	42	29	13	42	37	7	44	37	7	44	33	49
IDAHO	37	4	41	35	5	40	34	4	38	33	3	36	32	3	35	32	4	36	33	49
ILLINOIS	92	82	174	92	84	176	101	90	191	98	97	195	105	106	211	110	119	229	137	389
INDIANA	68	54	122	73	45	118	73	46	119	81	47	128	80	47	127	80	53	133	74	183
IOWA	63	39	102	64	41	105	64	39	103	64	49	113	62	49	111	61	48	109	74	178
KANSAS	33	15	48	33	14	47	33	13	46	33	15	48	32	15	47	31	15	46	33	49
KENTUCKY	48	29	77	48	29	77	40	39	79	51	28	79	46	33	49	48	33	81	41	104
LOUISIANA	16	25	41	16	24	40	16	24	40	16	24	40	21	25	46	22	31	53	24	80
MAINE	39	41	80	40	40	80	38	40	78	44	39	83	41	46	87	41	47	88	41	104
MARYLAND	33	9	42	33	9	42	33	9	42	33	10	43	34	10	44	34	10	44	33	50
MASSACHUSETTS	107	114	221	109	115	224	109	112	221	108	107	215	108	109	217	108	129	237	89	274
MICHIGAN	78	64	142	85	53	138	87	46	133	94	48	142	96	48	144	99	54	153	98	238
MINNESOTA	53	39	92	51	39	90	59	43	102	60	41	101	57	45	102	69	52	121	74	182
MISSISSIPPI	27	12	39	27	11	38	26	10	36	33	12	45	32	12	44	37	12	49	33	49
MISSOURI	86	77	163	97	85	182	91	93	184	90	97	187	99	92	191	96	105	201	80	274
MONTANA	25	6	31	29	6	35	29	6	35	29	6	35	34	3	37	32	6	38	33	49
NEBRASKA	25	11	36	24	12	36	24	12	36	24	11	35	24	10	34	31	11	42	33	49
NEVADA	39	8	47	39	8	47	38	7	45	34	5	39	39	6	45	39	7	46	33	50
NEW HAMPSHIRE	19	5	24	22	6	28	20	6	26	23	6	29	24	6	30	26	6	32	33	50
NEW JERSEY	50	30	80	48	30	78	50	31	81	50	32	82	52	31	83	52	33	85	74	154
NEW MEXICO	31	7	38	31	7	38	32	8	40	28	9	37	28	9	37	33	9	42	33	49
NEW YORK	85	138	223	94	140	234	96	138	234	104	135	239	133	153	286	152	182	334	211	599
NORTH CAROLINA	32	10	42	35	13	48	38	16	54	37	16	53	37	17	54	37	18	55	33	73
NORTH DAKOTA	27	9	36	32	7	39	33	6	39	31	6	37	33	7	40	33	7	40	33	50
OHIO	168	97	265	172	90	262	177	95	272	181	96	277	175	104	279	174	115	289	146	397
OKLAHOMA	69	47	116	69	46	115	68	45	113	67	47	114	75	53	128	74	54	128	74	153
OREGON	37	60	97	34	59	93	37	59	96	38	56	94	35	54	89	35	55	90	41	137
PENNSYLVANIA	51	50	101	49	50	99	51	47	98	40	61	101	29	72	101	74	80	154	178	526
PUERTO RICO	12	9	21	12	9	21	13	11	24	13	11	24	14	12	26	14	12	26	33	49
RHODE ISLAND	0	9	9	0	9	9	25	17	42	25	17	42	26	18	44	25	19	44	33	79
SOUTH CAROLINA	30	9	39	28	9	37	26	8	34	31	8	39	33	9	42	34	9	43	33	50
SOUTH DAKOTA	34	5	39	34	5	39	33	5	38	34	7	41	33	8	41	33	7	40	33	49
TENNESSEE	68	53	121	64	54	118	65	52	117	63	52	115	65	54	119	68	53	121	74	154
TEXAS	99	86	185	99	93	192	92	100	192	92	88	180	109	83	192	112	91	203	122	347
UTAH	34	10	44	34	10	44	34	11	45	34	12	46	33	12	45	33	11	44	33	49
VERMONT	41	7	48	41	7	48	40	7	47	40	8	48	40	9	49	41	9	50	33	49
VIRGINIA	26	9	35	25	9	34	24	7	31	29	10	39	35	12	47	33	13	46	33	49
WASHINGTON	50	46	96	50	51	101	52	63	115	50	68	118	51	71	122	52	74	126	48	190
WEST VIRGINIA	27	14	41	28	13	41	28	13	41	29	13	42	28	14	42	30	14	44	33	50
WISCONSIN	30	23	53	31	20	51	31	20	51	49	42	91	54	36	90	51	36	87	74	178
WYOMING	31	8	39	32	6	38	39	6	45	36	7	43	32	9	41	34	9	43	33	50
TOTALS	2661	1868	4529	2685	1920	4605	2756	1951	4707	2825	2016	4841	2924	2099	5023	3053	2266	5319	3060	7791

NOTE: REPORTED PILOTS INCLUDE T/O AND E & NON-T/O AND E PILOT PERSONNEL

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AIR NATIONAL GUARD
OFFICER PROCUREMENT FY–1949

STATE	JANUARY			FEBRUARY			MARCH			APRIL			MAY			JUNE			PILOTS (T/O & E)	TOTAL OFFICERS
	PILOTS	OTHER	TOTAL	PILOTS	OTHER	TOTAL	PILOTS	OTHER	TOTAL	PILOTS	OTHER	TOTAL	PILOTS	OTHER	TOTAL	PILOTS	OTHER	TOTAL		
ALABAMA	77	65	142	80	66	146														
ARIZONA	43	2	45	45	2	47														
ARKANSAS	39	8	47	39	8	47														
CALIFORNIA	257	177	434	264	182	446														
COLORADO	76	128	204	69	135	204														
CONNECTICUT	48	61	109	45	64	109														
DELAWARE	39	8	47	39	9	48														
DIST. OF COLUMBIA	54	53	107	56	50	106														
FLORIDA	30	11	41	32	11	43														
GEORGIA	122	116	238	127	117	244														
HAWAII	37	6	43	34	10	44														
IDAHO	38	3	41	40	1	41														
ILLINOIS	113	134	247	112	146	258														
INDIANA	82	60	142	78	62	140														
IOWA	66	60	122	66	55	121														
KANSAS	32	13	45	32	13	45														
KENTUCKY	53	28	81	50	31	81														
LOUISIANA	22	31	53	25	32	57														
MAINE	43	47	90	43	47	90														
MARYLAND	34	9	43	33	9	42														
MASSACHUSETTS	121	126	247	116	132	248														
MICHIGAN	93	53	146	93	57	150														
MINNESOTA	68	54	122	73	57	130														
MISSISSIPPI	37	12	49	36	13	49														
MISSOURI	98	112	210	109	108	217														
MONTANA	34	7	41	28	11	39														
NEBRASKA	33	10	43	33	10	43														
NEVADA	39	7	46	39	7	46														
NEW HAMPSHIRE	27	10	37	27	9	36														
NEW JERSEY	53	31	84	52	32	84														
NEW MEXICO	33	9	42	26	15	41														
NEW YORK	144	219	363	180	205	385														
NORTH CAROLINA	36	19	55	38	20	58														
NORTH DAKOTA	32	6	38	35	10	45														
OHIO	178	121	299	177	131	308														
OKLAHOMA	79	55	134	83	56	139														
OREGON	37	58	95	40	59	99														
PENNSYLVANIA	75	86	161	87	94	181														
PUERTO RICO	14	12	26	13	11	24														
RHODE ISLAND	19	28	47	25	24	49														
SOUTH CAROLINA	37	8	45	35	8	43														
SOUTH DAKOTA	31	8	39	31	7	38														
TENNESSEE	66	53	119	67	54	121														
TEXAS	112	100	212	122	90	212														
UTAH	34	11	45	34	11	45														
VERMONT	41	9	50	42	9	51														
VIRGINIA	31	13	44	31	13	44														
WASHINGTON	56	84	140	62	90	152														
WEST VIRGINIA	30	12	42	31	12	43														
WISCONSIN	65	41	106	73	42	115														
WYOMING	34	9	43	34	9	43														
TOTALS	3,092	2,399	5,491	3,181	2,456	5,637														

NOTE REPORTED PILOTS INCLUDE T/O AND E & NON-T/O AND E PILOT PERSONNEL

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AIR TECHNICIANS

EMPLOYED IN AIR NATIONAL GUARD UNITS

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	AUTH.
ALABAMA	90	95	113	116	118	132	132						149
ARIZONA	44	46	55	57	58	60	60						60
ARKANSAS	45	60	60	60	60	60	61						60
CALIFORNIA	191	255	271	270	309	319	336						387
COLORADO	75	102	105	105	115	116	120						125
CONNECTICUT	57	77	79	78	78	78	83						83
DELAWARE	44	51	54	55	56	56	56						60
DIST. OF COLUMBIA	69	69	84	89	91	91	88						94
FLORIDA	44	61	60	59	61	61	62						62
GEORGIA	144	187	187	191	196	197	200						163
HAWAII	44	59	59	60	60	58	61						60
IDAHO	45	60	60	60	60	60	61						60
ILLINOIS	128	129	138	165	185	198	217						305
INDIANA	89	91	87	108	118	127	131						139
IOWA	96	126	126	130	130	137	* 137						145
KANSAS	45	60	60	59	59	56	56						60
KENTUCKY	49	68	65	69	70	70	69						69
LOUISIANA	47	46	56	58	58	62	69						72
MAINE	44	51	56	65	69	68	69						69
MARYLAND	45	55	55	59	62	60	60						62
MASSACHUSETTS	107	140	151	160	166	156	157						161
MICHIGAN	133	150	178	191	195	198	205						216
MINNESOTA	49	51	59	69	75	77	86						141
MISSISSIPPI	45	58	59	59	60	60	61						60
MISSOURI	104	134	144	157	160	160	161						171
MONTANA	45	54	55	55	61	60	60						60
NEBRASKA	44	60	60	60	60	58	60						60
NEVADA	35	36	46	46	54	54	52						60
NEW HAMPSHIRE	39	40	44	47	48	53	54						60
NEW JERSEY	47	50	67	69	69	69	70						131
NEW MEXICO	44	59	56	59	60	59	59						60
NEW YORK	185	239	247	268	305	364	380						457
NORTH CAROLINA	40	51	53	58	61	62	62						74
NORTH DAKOTA	44	51	53	53	56	57	58						60
OHIO	159	208	226	245	253	259	276						305
OKLAHOMA	94	122	124	129	129	130	132						129
OREGON	57	75	78	81	81	81	86						84
PENNSYLVANIA	53	60	66	66	76	77	89						387
PUERTO RICO	40	44	48	52	52	59	59						60
RHODE ISLAND	3	10	16	25	37	51	51						70
SOUTH CAROLINA	45	50	53	54	56	58	40						60
SOUTH DAKOTA	42	44	46	46	51	50	51						60
TENNESSEE	93	127	127	129	129	130	132						129
TEXAS	130	162	169	185	192	197	* 197						228
UTAH	45	60	60	59	60	60	61						60
VERMONT	45	59	60	60	61	62	63						62
VIRGINIA	45	50	56	58	59	61	60						60
WASHINGTON	57	77	73	80	94	95	98						103
WEST VIRGINIA	44	53	53	57	54	55	59						60
WISCONSIN	43	47	52	58	66	83	102						143
WYOMING	45	58	58	58	59	60	60						60
TOTALS	3436	4227	4467	4706	4952	5121	5269						6115

* DEC FIGURES- JAN 49 DATA NOT REPORTED

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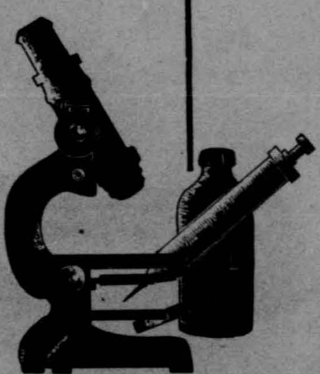
SURGEON



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This discussion concerns itself with two major subjects of importance to the development of the Air National Guard.

AERONAUTICAL RATINGS

First, the subject of aeronautical ratings.

As stated in a recent letter to all Adjutants General, the number of copies of supporting papers required for the revalidation of an aeronautical rating of a National Guard officer has been reduced from three to one. In the future the following papers are required in a single copy only:

a. Personnel Orders granting the individual an aeronautical rating.

b. Personnel Orders placing the individual on flying status.

c. Certificate that the individual was on flying status at the termination of his Federal service.

It is to be stressed, however, that all three of these papers must accompany the application for Federal recognition or any other separate request for the revalidation of an aeronautical rating. The Chief of the Flying Status Section, Headquarters, United States Air Force, has advised the National Guard Bureau that no revalidations of aeronautical ratings will be granted in the future unless all three of the above listed supporting papers are submitted.

It will be necessary to return to the State any application for re-rating which does not include a copy of each of these supporting papers. The report of a current physical examination for flying must, of course, also be included, in triplicate, as heretofore.

A single copy of a Flying Rating Board Proceedings will be sufficient in cases where a National Guardsman desires a change of aeronautical rating.

MEDICAL MATTERS

Second, in regards to medical matters, there are certain items which require consideration at this time.

It has been noticeable that more and more of the WD NGB Forms 63, Report of Physical Examination, are being submitted in triplicate with applications for Federal recognition. This practice involves unnecessary work since only one copy is needed, the rest being discarded. WD AGO Forms 64, Physical Examination for Flying, are still required in triplicate when submitted for any purpose. Occasionally, applications, usually from liaison pilots of the Army National Guard units, arrive at the Bureau with only one copy of the 64 physical examination report. This necessitates the preparation of additional copies or returning the record to the State for the other copies.

To date, the National Guard Bureau has not authorized use of the new Standard Form 88, Report of Physical Examination, but it does not object to the use of this Form. The delay in approving the use of the new form is to allow the States to use up the supply of old forms now on hand. It is expected that formal adoption of the Standard Form 88 for recording all physical examinations on officers, flying and non-flying, will occur about the last of June of this year.

MEDICAL AND RELATED BILLS

It should be remembered that the Bureau requires a copy of WD NGB Form 60, Report of Investigation in the Case of Injury or Sickness, with or prior to receipt of doctors bills, hospital bills, undertakers bills, etc. No money will be allocated until after the line of duty status of the injury or sickness has been determined and approved by the Bureau. In this connection, attention is invited to NGR 62, Change 2, dated 8 November 1948, as a result of which the line of duty status of an injury or sickness will be determined by a single investigating officer, rather than a board of officers, with attached certificates being required as substantiating evidence.

Funeral and burial expense vouchers must be completely itemized in order that a fair decision may be reached in determining the amount to be allotted from Federal funds. Even though the Federal government pays only a part of most such vouchers submitted, a generous attitude is taken by the National Guard Bureau in approving the vouchers, since no contracts are in force by which reduced rates may be obtained. Many requests for funds for funeral and burial expenses have to be returned by the National Guard Bureau for further itemization. This causes additional delay. Attention is again called to the fact that vouchers for payment of medical care of air technicians, injured while performing in their civilian capacity, do not come to the National Guard Bureau. They go to the Bureau of Employees' Compensation in New York.

MEDICAL AND DENTAL OFFICERS AND CHAPLAINS PROMOTIONS

Recently it has been noted that some unit commanders do not know that medical and dental officers and chaplains may be promoted to one grade above that called for in the T/O & E provided they held that higher grade while in Federal service during the war per paragraph 19.1f, NGB Circular 17, 15 July 1948. Efforts now are being made to allow all of this class of professional officers to be promoted one grade above T/O & E after serving the required years in the grade from which promoted, whether or not they attained the higher grade in prior service.

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SOME PHYSICAL EXAMINATIONS WAIVED IN 1949

In passing, the letter published by the National Guard Bureau, dated 30 December 1948, which authorized the omission of the annual physical examinations for 1949, should be mentioned. The only officers required to take an annual physical examination this year are pilots who have passed their 40th birthday, but their physical examinations must include a chest x-ray and an electrocardiogram. Other rated officers over 40 years of age do not have to take the physical examination this year. The National Guard Bureau, however, will process any annual physical examination reports which units desire to submit.

SCHOOL OF AVIATION MEDICINE COURSES

The final subject is that of schools for medical personnel. A request for a correspondence course to train aviation medical examiners was turned down by Headquarters, USAF. However, there are considerable opportunities for schooling open for medical personnel, and it is imperative that we take advantage of them.

Headquarters, USAF, has authorized a special course of 6 weeks' duration, beginning 18 April 1949, and ending 27 May 1949, at the School of Aviation Medicine, Randolph Air Force Base, Texas, for enlisted flight surgeons' assistants. Ten students were required by Headquarters, USAF, in order that the course be given at all. By the first of March just ten applications had been received at the National Guard Bureau. It is hoped that more will arrive before the school commences as the capacity for the class is much larger.

An 11-week aviation medical examiner's course for medical officers now is in progress at the School of Aviation Medicine, Randolph Air Force Base, Texas. There are three National Guard medical officers attending this class, which is the best attendance the National Guard has had at any class of this course. It is expected that another will be given in the fall with a possibility that a National Guard officer may be able to take the course in divided parts; however, this has not been approved as yet.

It is necessary that the Air National Guard actively support this school program and make every effort to fill the quotas assigned by the USAF. To fail to take advantage of this opportunity is to fail to construct the well-balanced medical staff so vital to the proper development and structure of a well-balanced Air National Guard.

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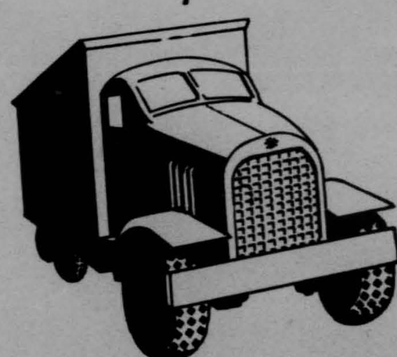
LOGISTICS



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STOCK CONTROL LEVELS

The general situation on Air Logistics is of primary interest to the Air National Guard.

National Guard activities are authorized to establish a 45-day level of supplies plus the quantity required to cover normal ordering-shipping time; for example, a base having a 15-day ordering-shipping time would establish a 60-day stock control level. A zero level will be established on regulated items. The ability of USAF depots to supply quantities sufficient to maintain the above levels is dependent upon two factors:

a. Availability of unobligated quantities in excess of projected USAF requirements.

b. Availability of funds from the National Guard Account with which to effect procurement of quantities required to maintain authorized stock levels. Generally speaking, all equipment on USAF accountable records is required to meet projected USAF commitments. Accordingly, stock levels authorized National Guard organizations normally will be supplied only from quantities procured with National Guard funds.

SITUATION LIKELY TO EASE

It is realized that, due to the critical shortages of USAF supplies and spare parts, it has been impossible to establish stock level on many items. This situation has been brought about by the rapid depletion of USAF stocks to meet higher priority projects, making it impossible to establish a complete range of items in the National Guard Account at the Area Depots and Specialized Depots and also because of the lack of sufficient National Guard funds in previous Fiscal Years to initiate procurement. As a result, a large number of items of supply only can be obtained on Priority 3 and AOCP requisitions. It is anticipated that within the next two to three months this situation will be eased somewhat, since Headquarters, Air Materiel Command, has placed on procurement from available Fiscal Year 1949 National Guard funds a considerable number of items which will provide a stock level sufficient to permit the Air National Guard Bases to establish the present authorized stock levels of 45 days plus the requisition time level. In fact, within the last month the Air Force Division of the National Guard Bureau received from Headquarters, Air Materiel Command, copies of contracts and purchase orders in excess of 300, which indicate that some relief is in sight, particularly on items which have been critical during the past year.

It is assumed that all of you are familiar with the National Guard Bureau letter of 17 January, which outlined the status of the procurement of T/O & E and T/A items of equipment. Headquarters, Air Materiel Command, now is in the process of effecting distribution of items of equipment procured with Fiscal Year 1948 National Guard Bureau funds and action also is being taken to initiate procurement with the

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available Fiscal Year 1949 National Guard Bureau funds. Due to the lack of sufficient funds to procure complete shortages based upon the inventories made by the Air units this past year, it was necessary that the Bureau screen the shortage lists and eliminate from procurement items of equipment not considered essential for the daily operation and training of the Air National Guard units. It is believed that the items of equipment being procured, with some minor exceptions, will meet the minimum essential requirements when procurement and delivery has been completed. Again it should be stressed that letters to this Bureau or to Headquarters, Air Materiel Command, as to the status of particular items of T/O & E or T/A equipment should not be submitted as they only bog down the small operating staff in the Air Logistics Group and add to the burden of the Headquarters, Air Materiel Command. As fast as the equipment can be procured and delivery made by contractor, the equipment shown as short by the inventory reports, will be distributed to the Air units.

National Guard activities will requisition T/A and T/O & E replacement requirements only for authorized items which are beyond economical repair. Replacement requirements of authorized T/A and T/O & E equipment will be shipped from the National Guard account of the AMA if a quantitative balance exists. If the National Guard Account reflects a zero balance the item will be extracted by the AMA to the appropriate specialized depot which will effect direct shipment to the requisitioning activity. If a zero balance exists in the National Guard Account at the specialized activity and no quantities are due on National Guard procurement the specialized activity will extract the item to Headquarters, Air Materiel Command for necessary action.

Stock replenishment requisitions for supplies and spare parts for classes 04-B, 04-C, 04-D, 06-B, 07, 08-A, 08-B, 10-C, 11-A, 11-B, 11-D, 11-E, 12, 16-B, 16-E, 16-F, 20, 21, 22, 23-A, 23-B, 24, 25-B, 28-D, 28-E, 29 and 30 will be processed by the AMA for shipment from the National Guard account. If the National Guard balance is zero shipment will be made from the USAF account on a reimbursable basis. If the item is not available in the USAF account the item will be back ordered by the AMA and requisitioned from the specialized activity on the next regular USAF requisitioning cycle. The AMA is authorized to requisition sufficient quantities to maintain the stock levels authorized National Guard activities. Items extracted to the specialized depots will be supplied from the National Guard Account or if zero balance is shown, from the USAF account on a reimbursable basis, unless the item is in short supply. Items in short supply will be coded "Cancelled" and future issues made to National Guard requests within the first three supply priorities only.

Requisitions for supplies and spare parts for classes other than those enumerated in the preceding paragraph will be processed for shipment from the National Guard account of the AMA or back ordered and

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requisitioned from the National Guard Account of the specialized activity if a zero balance exists. The specialized activity will process these requisitions from the balance of the National Guard account. If a zero balance is shown the item will be cancelled. Requests within the first three supply priorities only will be honored if the item is not available in the National Guard account. The first three priority requests include AOCP requests and supplies required for immediate consumption in order to permit the activity to accomplish its assigned mission and to make aircraft, equipment or vehicles operational. All such shipments will be marked "reimbursement required".

The AMAs will be responsible for maintaining stock status information of the National Guard account on the AF Form 105F-6 card which will be the source of information for reporting National Guard balances. Reports will be submitted in the same manner as prescribed in paragraph 172, Section XVIII, Part I, AF Manual 67-1 except that no area report will be compiled. Information to be included in the report is as follows:

a. Class and serial number.

b. Location code.

c. Unit of issue.

d. Issues (Column 5)

e. Serviceable balance (Column 6)

f. Reparable (Column 7)

g. On work order (Column 8)

The following changes will be made to pages 483, Section 25, Part I, AF Manual 67-1

a. Under "Explanation of columns on the above illustrated card".

(1) Column 4, change to read as follows: "Enter the quantity shipped to other National Guard accounts at AF distribution depots and AF specialized storage depots. Quantities issued on repair work orders will also be entered in this column".

(2) Column 5, change to read as follows: "Enter the quantity shipped to a National Guard unit with accountability transferred to a USP & DO. The quantities condemned while on National Guard work orders will also be entered in this column".

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b. Page 482, Figure 25-125, Line 6, change to show quantity in Column 5 rather than Column 4.

This report will be utilized to determine National Guard replacement requirements and to include the National Guard reparables on the repair schedules established by the Maintenance Division.

SURVEYS UP ON MISSING PROPERTY

It has been noted during the past few months that the number of surveys for property that has been lost, stolen or misplaced has increased materially and it would appear that there seems to be a considerable lack of supervision by the responsible officers. Practically all of the reports of survey have been referred to the Chief of Finance approving the recommendations of the Surveying Officer and the reviewing authority which has been the numbered armies, which holds the State concerned pecuniarily liable. It is recommended that everyone concerned from the Adjutant General down and including every individual who is responsible for property realize that when Federal property is involved that they have a definite responsibility to see that this property is properly protected and cared for at all times and if it turns up missing without a complete justification to show the Responsible Officer was not at fault, the Surveying Officer and the reviewing authorities, which includes the Bureau, can only hold the State concerned pecuniarily liable for the loss of property. Effective the first of February of this year, the channel for all surveys for Air National Guard units was changed from the numbered Army channels to the numbered Air Force channels. Headquarters, USAF, and the Adjutant General, Department of the Army, issued appropriate instructions to the Air Force and Air Field commands regarding this change in forwarding surveys for Air National Guard units. This change also is covered by "Change 5" to Technical Manual 38-275 and National Guard Bureau letter, dated 23 February 1949.

SKEET AND .22 FIRING NOT NOW REQUIRED

Attention is invited to the letter from the Bureau, dated 1 February 1949, regarding the deletion of the requirements for shotgun shells and .22 caliber ammunition. Requirement for skeet firing by rated personnel of the Air National Guard and target firing by Air National Guard personnel of .22 rifles has been deleted as a training requirement. The Bureau, therefore, cannot budget for the procurement of shotgun shells or .22 caliber ammunition. Air Units having on hand the required shotguns and skeet traps, may, if they desire, retain them. The ammunition required, however, will have to be obtained by the Air units or the State from non-appropriated funds. Likewise, personnel who desire to participate in .22 caliber rifle practice will have to obtain the weapons from other sources since they were not furnished to the Air National Guard units and any ammunition will have to be obtained from non-appropriated funds.

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AOCP

It has been noted from reports being received from the Air Materiel Areas that many of the National Guard Air Bases have placed aircraft on AOCP when in fact they were not properly AOCP. It is the responsibility of each aircraft maintenance officer and the National Guard Base Supply Officer at each National Guard Air Base to place aircraft on this status only when they are really out of commission due to the lack of a part. Everyone's assistance is requested to keep the AOCP percentage of the National Guard to a minimum.

SPECIAL TOOLS

During the past several months the Bureau has been receiving numerous requests for equipment and special tools over and above the T/O & E or T/A authorization. In practically every case when these requests have been reviewed it has been determined that the equipment or the special tools are required only in Depot maintenance. Since the Air National Guard is restricted to field maintenance and then only within the capability of the personnel and equipment authorized, with the limited number of full time Air Technicians, the Bureau cannot entertain requests for equipment that are required for depot maintenance functions. Therefore, the Air National Guard Base Supply Officer should definitely determine the echelon of maintenance before submitting a requisition and the Senior Air Instructor of the State should not place his approval on any special request unless it can definitely determined that the equipment being requested is essential and is retarding the training or daily operations of the Air National Guard unit.

It is also noted that requests for additional equipment are made in letter form. This is not in accord with Air Force Manual 67-1. Any justifiable request for equipment should be submitted on AF Form 104 together with a letter of justification and the recommendations of the Senior Air Instructor.

SUPPLY PROCEDURE OUTLINED

It is desired to emphasize the proper procedure for an Air National Guard Base Supply Officer in operating the supply functions at a National Guard Air Base. These procedures were outlined in letter from this Bureau dated 13 May 1948, subject: "Supply and Maintenance, National Guard Air Force M&S directive 65-25", dated 6 February 1948, and further outlined in para 281K of AF Manual 67-1. This procedure requires that all supply action of the USP&DO for any Air unit at a National Guard Air Base or within a radius of 20 miles will be handled with the Air National Guard Base Supply Officer, who will establish a record on the Air Force Series 84 Forms and who in turn will issue all T/O & E or T/A property to the appropriate responsible officer of the Air unit on an internal memorandum receipt. It is realized that this procedure in some cases is not possible at the present time due to the lack of available segregated storage facilities for each of the individual Air Units. However, as fast as funds will permit, steps will be taken to provide each Air unit with segregated storage facilities for their authorized T/O & E property. Where segregated storage facilities for their authorized T/O & E property are not available at the present time, the Air National Guard Base Supply Officer will have to maintain in his warehouse

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the T/O & E property for each Air unit, but a list of this property should be furnished to the responsible officer of each Air National Guard unit so that the unit commander may have a record at all times of his organizational equipment that is being held in the Air National Guard Base Supply warehouse and just as soon as the Air unit can be provided with segregated storage the Air unit will assume and take over and store in this segregated storage all organizational T/O & E property. This procedure should also include the Technical Service property and if any Air National Guard Base Supply Officer has not established the Technical Service property on the Air Force Series 84 Forms, action should be taken to place same into effect. If additional Kardex cabinets and stands are required, same should be requested on an Air Force Form 104 direct to the Bureau. Based upon present experience four cabinets and two stands probably will meet this additional requirement.

Recently it was brought to the attention of the Bureau that some Air Unit Commanders who have adequate and satisfactory warehouse storage facilities for their unit property have refused to accept this property from the Air Base Supply Officer and have expected the Base Supply Officer to retain this property in the Air Base warehouse. Army Regulation 35-6520 is very specific in detailing the responsibility of the company or Detachment Commander for public property pertaining to his command. In essence this regulation requires the unit commander to have in his possession and under his control all unit property that is authorized by T/O & E, or requisition to the appropriate supply service. Where suitable and adequate storage facilities are available for the individual air unit and the Unit Commander has not accepted his responsibility for his unit property, immediate action should be taken to issue to the Unit Commander all property in the Base Supply warehouse on an internal Memorandum Receipt as set forth in paragraph 281K of Air Force Manual 67-1.

Several times recently, Headquarters, Air Materiel Command has brought to the attention of this Bureau that some Air units are not complying with paragraph 267 of Air Force Manual 67-1 on the submission of receiving reports on fuels and lubricants. Each Air National Guard Base Supply Officer should take whatever corrective action is necessary to see that these receiving reports are submitted in accordance with the provision in the reference paragraph since non-receipt of these receiving reports at Headquarters, Air Materiel Command is quite embarrassing to the Bureau and further delays payment to the vendor for the fuels and lubricants being furnished to the Air National Guard.

Paragraph 230D (Air Force Manual 67-1) required that an individual issue slip, AGO Form 446, be prepared for all fuel issued by a fuel servicing unit to each and every plane at the time of issue. It is noted that in the Technical Inspection Reports of the Air Materiel

Areas that many Air National Guard Bases are not complying with this provision. The Bureau cannot authorize any exception to this procedure since to properly account for the fuel a signature must be obtained at the time of issue for every gallon of fuel delivered into an individual airplane by a fuel servicing unit. Therefore, every Air National Guard Base Supply Officer is requested to see that this procedure is followed to the letter.

A question has also been raised as to why local purchase of gasoline cannot be made so that the cost of the landing field use can be absorbed in the cost of gasoline. This procedure cannot be authorized. The cost of the use of any landing field should be covered in the agreement that the State is reimbursed by the Service Contract that the USP&DOs are authorized to enter into with the State which provides for the reimbursement of 75% from Federal funds and the State is required to provide the remaining 25% which is in accordance with War Department Memorandum 130-5-1, dated 12 July 1946.

Your attention is invited to paragraph 239 of Air Force Manual 67-1 which prescribes the procedure for handling of Class 17-D Kits. It will be noted that complete Kits are not authorized for supply from Air Force depots but that the individual component items will be supplied or requisitioned. However, after receipt by the Air National Guard Base Supply Officer of the individual items, it does provide that kits may then be assembled and issued, to the individual mechanic as a complete kit. However, the component items are still to be carried as individual items on the Air National Guard Base Supply Records.

At the present time the inventory adjustment report, Air Force Form 85, is not authorized for use by the Air National Guard Base Supply Officer. The Office, Chief of Finance, would not approve the use of this form for the Air National Guard. However, a further study is being made and it is hoped that in a proposed revision of Air Force Manual 67-1 approval can be obtained to authorize the use of the inventory adjustment reports. At the present time if property is over, it may be picked up on AGO Form 447.

The Air Force does not have a list of minor expendable items that may be dropped on the quarterly report as provided for Technical Service Property in Technical Manual 38-275.

A project has been initiated to prepare a T/A for Air National Guard bases to replace the present list of authorized items from T/A 20-1. The project officer has, on the preparation of the new T/A for National Guard Air Bases, visited several typical Air National Guard bases to study the needs for equipment over the authorized T/O & E equipment and based upon this survey, is now preparing a T/A for Air National Guard base equipment. It is hoped to have this T/A approved and published within the next 60 days.

It is noted that the quarterly status reports being submitted in accordance with National Guard Bureau Air Memorandum 65-5 are being improperly prepared by some few Air National Guard Bases, by not showing the percentage of the Air Force and each of the Technical Service Equipment that have been received, and in some cases listing every item of the T/O & E that has not been received. The report requires that only the essential major items that are retarding training or operation be included in this report. This report is used by the Bureau to keep higher Headquarters advised as to the status of T/O & E equipment that has been received and also to attempt to obtain essential items that are retarding the training and operation of the Air unit. For this report to be of any value, it must be submitted as required by the Air Memo.

THE REPARABLE PROGRAM

Due to the critical supply status of parts, equipment and accessories, we must recognize the importance of our reparable program which calls for all property in reparable condition to be returned to the Area Depots without delay and not be accumulated at Air National Guard Bases.

At the end of the war, Headquarters Air Materiel Command was confronted with the fact that no post war program for the Air Forces or the Civilian Components had been established. The Air Force was faced with the problem of disposing of tremendous stocks of excess property, since, to paraphrase an old adage: "to the victor belongs the surpluses".

As a result of pressure and circumstances, wheels were placed into motion to dispose of these excesses before a peacetime program for either the Air Force or the Civilian Components had been established. It is doubtful if anyone knew just how much property could be disposed of without jeopardizing our peacetime program, if and when it would be decided upon by the military strategists and Congress.

As the disposal program gained more and more momentum, more and more people became "disposal minded". Reports from Washington showed more and more of our planes as "obsolete". The AT-6 and the C-46, for example, disappeared almost completely from these reports at the height of this disposal mindedness. At Headquarters Air Materiel Command, the Supply and Procurement Divisions, basing their disposal programs on these reports, disposed of aircraft, their spares, their special tools, and in many cases their production tooling as well.

About the time the disposal program got into full swing, reports from Washington began to indicate the approximate size of the peacetime Air Forces and the Civilian Component. From one report to another for example the projected use of AT-6 aircraft jumped

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from 200 to 1100 aircraft. Immediate action was taken to recover sufficient spares, special tools and production tooling, where possible, to support the increased number of aircraft. In many instances it was found that the production tooling had been destroyed; spares had been rendered unserviceable and disposed of as scrap and special tools, many of which were of civilian application, were beyond recall.

Attempts to buy special tools and additional spares were, in most cases, futile; contractors were busy with the civilian market. The few bids received quoted prices far in excess of those paid during the war. Moreover, long delivery dates were set by the contractor in order not to interfere with civilian production. This high cost of replacement items meant that Air Materiel Command could buy fewer assemblies with the funds available. The long delivery time meant that the Air Forces had to get along with what was on hand and what they were able to recover from War Assets Administration. This further meant that the Air Force was forced to work with a limited stock on many items, thus requiring a quick turnover from reparable to serviceable status.

Since the war the requirement from repair to meet our issue requirements has grown steadily. In fact it has gotten to the point where Maintenance Division, Headquarters Air Materiel Command has had to let service contracts to get some of the work accomplished and thus release maintenance facilities for other work. At present this contracting of repair work is confined to complete aircraft.

So much for the background of this discussion. As you all know there is reparable property of various types. There is reparable property which only require organizational facilities to place it in serviceable condition; there is reparable property needing only base facilities to place it in serviceable condition and there is reparable property which requires depot facilities to place it in serviceable condition. A survey of the reparable stocks in the Air Materiel Area s indicates the depot repair program is being hindered by the following factors which can be controlled by the Air National Guard units:

1. Many items are obviously damaged beyond economical repair and should have been condemned at base level.

2. Many items not in need of repair are being turned in; indicating a lack of proper inspection.

3. Many improperly identified items are being received. (This matter will be discussed later).

4. Reparable items are being received that were further damaged in shipment due to improper packing.

5. Many reparable items are being received that could easily have been repaired at base level.

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Items 1, 2, 4 and 5 above represent a waste in transportation funds and in some instances considerable waste of time and effort on the part of Headquarters, Air Materiel Command and the Air Materiel Areas in reporting, scheduling and overhaul which could be avoided. These are all problems which should receive everyone's constant attention.

MASTER SCHEDULE FOR REPAIRS

The scheduling of reparables with Air Materiel Command is accomplished by means of a Master Repair Schedule. These Master Repair Schedules are prepared by each property class in Headquarters Air Materiel Command having property requiring repair and reflect the Supply Division's requirements from repair for the next 12 months. Each schedule is then revised at the end of six months. It is not necessary to go into detail regarding the calculation except to say that it is based on the Air Force requirements program for the next year, tempered by the reparables available in the Air Materiel Area as reported to Headquarters Air Materiel Command each 90 days. This Master Repair Schedule then goes to Maintenance Division who determines the Air Materiel Area to do the work -- again based on the reparables available at the Air Materiel Area. Next, the Master Repair Schedule is forwarded to the Statistical Division who prepares the reproduction copy, has the schedule reproduced in 85 copies and makes distribution to all Air Materiel Area's and Specialized Depots and classes.

At the Air Materiel Area the Maintenance Division makes a parts projection of the bits and pieces required to repair the end items listed in the Master Repair Schedule and forwards this to the Air Materiel Area Supply who takes action to get those bits and pieces they do not already have.

At the same time the Supply Division is checking their stock of reparables to determine that there are enough assemblies available to meet the requirements stated in the Master Repair Schedule. Here the Supply Division sometimes run into trouble, for this reason. Numerous items are received in the Air Materiel Area incorrectly identified. It has been found in many instances that this has not been discovered prior to reporting the reparable assemblies to Headquarters Air Materiel Command under the incorrect stock number. At one Air Materiel Area the Air Inspector found that three out of nine reparable items checked was received incorrectly identified and was later dropped from the incorrect number and picked up under the correct number by an inventory and adjustment report after the item reported to Headquarters Air Materiel Command. Then when the Master Repair Schedule arrived, the Air Materiel Area advised Headquarters, "we can't repair this item because we don't have any". This meant that the item under its correct identity could not be scheduled for repair until it was reported on a subsequent report 90 days later.

Screening lines for checking reparable property when it comes into the Air Materiel Area have been established. These screening

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lines are catching numerous errors that have been made in identifying reparables but all are not detected.

If everyone would exercise all possible care in determining the correct identity of reparables prior to returning them to the Area Depots, it is believed that screening lines will catch the few that you will be unable to correctly identify from the information available to you at the time of tagging.

The machinery that has been set up for processing these schedules provides for including the National Guard reparables in the Master Repair Schedule. However, if the reparables are not properly identified and reported to Headquarters Air Materiel Command by the Air Materiel Area they cannot be scheduled for repair.

AF Manual 67-1 contains the necessary information to guide you in the handling of reparable property at the Air National Guard activities. T/O 00-25-11 is your guide in shipping those items that are specialized for overhaul. The remaining items are to be returned to the Air Materiel Area under whose jurisdiction you operate.

A reparable item does you no good lying in the corner of your shop or your supply warehouse. It cannot be stressed to strongly the importance of prompt return of reparable items as rapidly as they are generated.

The reparable property situation is hot. The topside staff at Headquarters Air Materiel Command from General McNarney on down is putting the pressure on to get reparable property into the Air Materiel Areas and to get it repaired after it gets there so that relief from this never ending stream of priority requests Headquarters Air Materiel Command has for parts grounding aircraft will assist everyone.

Headquarters Air Materiel Command has recently made certain changes in their Master Repair Schedule procedure which are designed to make it more efficient and in turn to enable Maintenance to accomplish more production against it with the same limited number of personnel and limited funds they now have available.

Headquarters Air Materiel Command feel confident that they can lick the problem of reparable property and now have the machinery in force to do it provided everyone gets the carcasses into the Air Materiel Area in accordance with existing instructions.

The following will include a general discussion of the following subjects or parts thereof:

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I. Air Force expendable supplies furnished to the Air National Guard.

II. Air National Guard Unit Property Records.

III. Processing channels for Air National Guard Reports of Survey.

IV. TM 38-285, Supply and Accounting Procedure

V. AR 130-10, National Guard Induction

VI. Air Force Manual 67-1 (USAF Supply Manual)

VII. Proposed Air National Guard equipment inventory procedure.

For the purpose of brevity, the term "Base Supply Officer" is used when referring to the Air National Guard Base Supply Officer.

I. AIR FORCE EXPENDABLE SUPPLIES

Advance copies of Change 5 to TM 38-275 have been furnished to all USP&DOs. Added paragraph 47.2 of this change prescribed policy and procedures for requisitioning, accounting for, and processing related property documents pertaining to certain categories of Air Force Expendable Supplies furnished to Air National Guard activities. This change in procedure for handling Air Force expendable supplies is considered to be very important because of the reduced paper work and consequent reduction of the USP&DOs administrative workload.

The major portions of paragraph 47.2 for the benefit of those who may not have had an opportunity to study this change are herewith cited:

"Air Force Expendable Supplies in the following Categories will not be charged on memorandum receipt by the USP&DO to the Air National Guard Base Supply Officer:

"(1) Expendable non-recoverable items, i.e., those items which are coded "NR" in Air Force stock catalogs.

"(2) Expendable exchangeable items, i.e., those items which are coded "XC" in Air Force stock catalogs.

"(3) Those expendable recoverable items, i.e., those items coded in Air Force Stock catalogs as "R", which are not authorized by T/O & E, T/A or 00-30 Tech orders kits and sets.

"Separate requisitions will be required for Air Force expendable supplies not charged on memorandum receipt in order to avoid the undesirable situation of having both memorandum receipt and non-memorandum receipt items on the same shipping documents.

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"References are made in Paragraph 47.2 to various paragraphs of Air Force Manual 67-1 for definitions and local base control procedures to be followed by the base supply officers in their handling of these Expendable Air Force supplies.

"Recoverable and XC items will be issued on hand receipt by the base supply officer to using individuals or activities concerned.

"Shipping documents covering Air Force expendable supplies which do not have to be carried on memorandum receipt will be accomplished as follows:

"(1) The following certificate will be accomplished by the base supply officer on a copy of the pertinent shipping documents which will be forwarded to the USP&DO: "I certify that the items listed hereon have been posted to the Air Force Form 84-B property record and that such a record will be maintained until these supplies are issued for immediate consumption, installation, or are otherwise disposed of in accordance with proper authority." "The USP&DO will accomplish the following certificate on the copy of the shipping documents certified by the Base Supply Officer: "I certify that the supplies listed hereon are classified by the Department of the Air Force as expendable; that such supplies have been posted to the Air Force Form 84-B property record of the Base Supply Officer concerned; and will not be picked up on my stock record account."

"(2) The USP&DO will assign a voucher number to the certified shipping documents which will be filed in the stock record account voucher file and not posted to stock record cards. Copies of such shipping documents will not be filed in the USP&DO's memorandum receipt account.

"The Base Supply Officer will maintain a record on the Air Force Forms 84-B of all supplies received or on hand until such items are issued for immediate consumption, installation, or otherwise disposed of in accordance with proper authority. Appropriate credit and debit documents will be posted by the Base Supply Officer to the Air Force Form 84-B property record and an appropriate file of such documents will be maintained for reference use by authorized inspection authorities.

"Air Force expendable supplies which are no longer required to be carried on memorandum receipt and which are now charged on memorandum receipt by the USP&DO to the Base Supply Officer will be listed on an Issue Slip prepared in triplicate. The original and copy No.2 will be posted to and filed in the USP&DO's stock record and memorandum receipt accounts and copy No.3 will be furnished to the Base Supply officer as a credit memorandum receipt. It is believed that it would be more feasible for the Base Supply Officer to prepare such issue slips, however, this is a matter to be determined by the USP&DO.

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"Overages of Air Force expendable supplies which are disclosed on inventory will be listed on an inventory adjustment voucher, Air Force Form 85, prepare in duplicate, both copies of which will be certified by the Base Supply Officer as "Found on base". The original copy will be used as a debit document to the Air Force Form 84-B property record and the duplicate will be forwarded to the USP&DO.

"A report of survey will be processed in accordance with existing instructions to cover shortages of Air Force expendable supplies which are lost, damaged, or destroyed through fault or neglect on the part of anyone concerned. Pending revisions of Air Force Manual 67-1, it is not necessary for shipping documents covering the turn-in of reparable Air Force expendable supplies not charged on M/R to be furnished to or vouchered by the USP&DO. Copies of issue and turn-in slips prepared by the base supply officer covering local issues of Air Force expendable supplies not charged on M/R will not be furnished to the USP&DO. Reports of Survey and National Guard Bureau Forms 18 covering Air Force expendable supplies will continue to be processed through the USP&DO as prescribed, however, when such documents cover items not charged on memorandum receipt, no posting is required by the USP&DO."

You will note that paragraph 47.2 provides for establishment of a "reference jacket file" by the USP&DO and for shipping documents to be separately certified by the USP&DO and the Base Supply Officer with one (1) copy to be filed in the stock record account and one (1) copy to be filed in the so-called "reference jacket file". It is too late to change the provisions of paragraph 47.2 contained in Change 5 to conform entirely with the preceding part of my presentation, therefore, the procedure given you will govern pending receipt of formal amendment to paragraph 47.2.

CONTROL NOT LESSENED

It is emphasized that this change in method of accounting for Air Force expendable supplies does not lessen the degree of care, control, and use to be made thereof. Authorized inspection authorities will check pertinent records to insure that proper procedures and adequate supply discipline are being complied with.

Section 27 of USAF Supply manual 67-1 which pertains to supply of the National Guard will be amended in accordance with the provisions of paragraph 47.2, TM 38-275, and the foregoing pertinent comments.

It is believed that the provisions of paragraph 47.2, as amended, adequately cover the procedure to be followed in transferring the Air Force expendable items now being carried on memorandum receipt and for processing subsequent requisitions and shipping documents for such supplies.

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II. AIR NATIONAL GUARD UNIT PROPERTY RECORDS.

Unit property records will be maintained for each Air National Guard unit as prescribed in Paragraph 55, TM 38-275, except that pending revision of TM 38-275 and amendment of Section 27, AF Manual 67-1, a Consolidated Memorandum Receipt, marked "Internal Use", will be used for the Unit Property Book. The Regular Air Force has devised a "Unit Property Record and Equipment List, AF Form 115", titled "UPREL". This is a pre-printed carbon-interleaved form used for maintaining a record of T/O & E property in possession of Regular Air Force organizations. Essentially, it is a combination of the OEL form which was used extensively during World War II and the old Air Force Squadron property book Form No. 115. The following information is printed on the UPREL form by electric accounting machines: Property class code stock number, item description, unit of issue, and quantity requisitioned, quantity due in, turn in slip number, quantity turn in, new total on hand, and location data. The latter information is similar to that contained on AGO Form 14-110.

Regular Air Force procedures regarding use of the "UPREL" will be included in Part III to be added to AF Manual 67-1.

It is anticipated that all Air Force T/O & E units will be furnished with current UPRELS within the present calendar year.

Regardless of whether the Air National Guard units are organized as Wing Base Units, it is contemplated that the UPREL will be adopted for the Air National Guard. If this is done, the Consolidated Memorandum Receipt would be abolished.

Air National Guard unit property records are essential for recording a unit's authorized T/O & E equipment, particularly so in the event of induction into the service of the United States. During peacetime, such records should be used to record the status of authorized T/O & E equipment, regardless of who has local base custody of the equipment; likewise this record can be used if and when the unit is away from its home base on field training.

Applicability of Air Force Manual No. 67-1 is cited in the CSNGB Letter dated 6 October 1948, signed by the Deputy Chief and Executive Officer, Air Force Division, National Guard Bureau. It rescinded, as far as the Air National Guard is concerned, the provisions of TM 38-410 dated January 1946, AF M&S Directive No. 65-25 dated 6 February 1948 and AF M&S Directive No. 65-25A dated 5 April 1948, and substituted therefor Air Force Manual No. 67-1, with the exception of the Sections listed in Paragraph 280b (4) (a) thru (e) inclusive, as being applicable to Acting USP & DOs and National Guard Base Supply Officers.

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The adoption of AF Forms Nos. 84B Stock Tally Card, 84C Property Order Cards, 84D Property Recap Card, 84E Property Insert Card, and 84F Property Back Order Card for utilization by the Air National Guard Base Supply Officers was definitely a step in the right direction and, if properly utilized, enables a close check to be maintained on consumption of property and of property on hand or on memorandum receipt, etc. However, although the "go ahead" signal was given for the utilization of this system of accounting in May of 1948, many National Guard Units still have not fully installed these stock record cards and some units are utilizing only a portion thereof. This system of accounting WILL and MUST work, at least until a better system is found. To reap the full benefit from these records, the entire series must be utilized as each one is dependent upon another. Of necessity, a balance must be attained between the account of the USP & DO, the account of the Air National Guard Base Supply Officer and the physical property in the warehouse and/or on memorandum receipt. In connection with the attaining of this stock balance, the use of Inventory Adjustment Vouchers is not applicable to the Air National Guard to adjust shortages. Shortages, if any, will be adjusted by means of Report of Survey.

If the technical service property at the Air National Guard Bases has not been set up on the 84 Series Stock Record Cards, action should be taken to establish these records as rapidly as possible. The Joint Army-Air Force agreement, whereby the Air Force will at some time in the near future assume the supply responsibilities for all technical service property for the Air Force, will include the civilian components. When this becomes a reality the requisitioning and obtaining of Technical Service items will be through the same channels now employed for requisitioning Air Force property. Requisitions for the cabinets and stands should be submitted to the National Guard Bureau for supply action as follows:

8600-155000 Cabinet, visible file, steel, gray, for card size 8" wide x 5" high, 16 slides, Kardex Model

Class 25-A C-8516. $153.75

8600-NL Stand, visible file, steel, gray, for two 8" wide visible cabinets, complete with shelf and caster

Class 25-A base, Kardex Model 92127-WC. $55.75

The postings to be made to these stock record cards are many and varied. These cards should also be considered in the same light as the 105F Series Stock Record Cards utilized by the USP & DO. Under no circumstances will erasures, alterations, or changes of any kind be made in posting for the purpose of correcting an error or making

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an adjustment. A very good system for correcting errors is clearly defined in Paragraph 45K, Section V, Air Force Manual No. 67-1 and these must be adhered to. This system has been taken much too lightly by some Supply Officers and posting personnel.

From a procedural standpoint, some of the difficulties being encountered by Air National Guard Base Supply Officers can be attributed to the lack of delineation of responsibility as applicable to Supply and Maintenance in the preparation and flow of paperwork. Without attempting to appear facetious, the Air National Guard would seem to fly on paperwork. Consequently, certain flow lines must be adhered to. For example, Air Force Manual No. 67-1 clearly states that the requesting organization will prepare the request for the supplies and/or parts needed. Therefore, before the Base Supply Officer can take the initial step to either supply or order the requested material, a Form 446, Issue Slip, properly prepared and properly signed, must be presented thereto. From that time on it is the responsibility of the Base Supply Officer either to furnish the desired property from stock if it is available or requisition it from the source prescribed in Air Force Manual No. 67-1. The determination of the degree of priority to be assigned to any requisition is the responsibility of the Base Supply Officer based on information that he has available and also based on information supplied by Engineering or Maintenance.

In the preceding paragraph the statement was made that Form 446, Issue Slip, must be properly prepared and properly signed. This is repeated for emphasis because frequently Issue Slips are improperly prepared and a high percentage are either not signed or the signatures are not authenticated as required in Section VI, Air Force Manual No. 67-1. This applies equally to Form 447, Turn-In Slip. Too many times has the statement been made that "these are not accountable records so why should we insist that they be handled as such?" It is indeed true that these records are not accountable. However, since the account of the USP&DO is largely predicated upon the accuracy of the responsible officer's records and the authenticity of all documents instigated thereby, it is only good business and good common sense to consider the responsible records of the Air National Guard Base Supply Officer in the same category as the accountable records of the USP&DO.

Adequate internal control is lacking in some instances. Quite frequently it is impracticable to effect a simultaneous exchange of other than non-recoverable property exclusive of items coded XC in the Supply catalog, i.e., have the reparable part to turn in at the time of drawing the replacement part. When this occurs, it is the responsibility of the Base Supply Officer or his representative, to secure a temporary hand receipt from the authorized representative of the organization pending the turn-in of similar items except under the few conditions set forth in Paragraph 52b, Section VI, Air Force Manual No. 67-1. The Base Supply Officer must then institute a system of follow-up to insure the prompt turn-in of the like unserviceable

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item within a time limit consistent with good accounting and with the maintaining of an accurate, up-to-date record. Except in extremely rare instances, all property on hand receipts under the circumstances referred to herein should be submitted within a maximum of five working days, and within three working days if at all possible. Air Force Manual No. 67-1 does not provide for a specific time limit and the USP&DO in conjunction with the Base Supply Officer and the Maintenance Officer may deem it necessary to allow additional time. However, in as much as reparable items are, through necessity, a major source of supply, it behooves all concerned to insure the prompt turn-in of items in this category and effect shipment thereof as rapidly as possible. In addition to the hand receipts, Issue Slips covering replacement issues as defined herein will be plainly marked to indicate the acceptance of temporary receipts and will be filed in the control file. Temporary receipts will be held in a suspense file and will be cancelled when a like reparable or condemned item is turned in. The Turn-in Slip on which the unserviceable item is submitted will be appropriately cross-referenced to the Issue Slip covering the issue of a like servicable item to complete the voucher.

MAKE FOLLOW-UPS WHEN REQUIRED

Follow-up procedure on requisitions is not, in many instances, being utilized to the fullest extent. Again, there are certain stipulations and governing rules. For routine, non-priority requisitions, follow-up action will not be made routinely. It will be initiated only in case of emergency or when supply information has not been received in a normal time limit taking into consideration in transit time of the paperwork and processing time at the receiving activity. For priority requisitions, the Base Supply Officer will follow-up on the appropriate Air Materiel Area on expiration of the fifth working day after the requisition was submitted, unless notice of extraction of supply action has been received. If notice of extraction has been received, subsequent follow-up will be directed to the activity to which the requisition had been extracted. Follow-up on specialized depots or Headquarters, Air Materiel Command, will be initiated on expiration of the sixth working day after extraction was made by the Air Materiel Area unless notification of supply or extraction has been received. Again the internal organization of the Air National Guard precludes exact compliance with the time limits established. It is impossible to set an extract time limit since follow-ups initiated by the Base Supply Officer are routed through the Office of the USP&DO prior to submission to the activity concerned. Therefore, to the basic time discussed herein, add the intransit time to and through the Office of the USP&DO and a fairly accurate estimate can be reached. Remember this point: Follow-ups are legal and should be made whenever required.

The control register and control numbers are to the Base Supply Officer as the voucher register and voucher numbers are to the USP&DO and should be accounted for in the same manner. The control register

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was devised to provide a basic documentary record of all transactions affecting the property records maintained by the Base Supply Officer. From this register control numbers will be assigned to each and every document of whatever type utilized. Emphasis is being placed on the control register inasmuch as there has been some misunderstanding as to what documents should be registered therein. Also, each number in the fiscal year series must be accounted for by a document in the control file. If a control number is cancelled it should not be reassigned. Cancelled vouchers should bear a certification as to the cause of cancellation and should be signed by the Base Supply Officer or his designated representative prior to being placed in the control file. Lost or missing vouchers are handled somewhat differently. When a thorough search has determined that a voucher is lost or missing, a certificate will be prepared on a blank sheet of paper in lieu of the lost or missing voucher and appropriate identification entered in the control register opposite the assigned control number. This certificate should include the original control number, the name of the consignee or of the consignor, if known, a description of the first item, the date on which the control number was assigned and any other available identification or information. This certificate will be signed by the Base Supply Officer and should be forwarded to the USP&DO for appropriate remarks and approval. After approval has been granted, the document will then be filed in the control file.

It is hoped that you will not assume from these remarks that the records of the Base Supply Officers are completely inadequate because that is not the case. However, much improvement can and must be made. It is realized that nearly all Air National Guard personnel have multiple assignments and that sometimes the job assigned is dull and tedious. Nevertheless, even a dull and tedious job is important and the very nature of the task itself should tend to induce the individual concerned to do the job right the first time.

III. PROCESSING CHANNELS FOR AIR NATIONAL GUARD REPORTS OF SURVEY

As of 1 February 1949, the Department of the Air Force assumed those functions and responsibilities incident to processing Air National Guard reports of survey which were formerly performed by the Department of the Army. This change is indicated in added paragraph 55e of Change 5 to TM 38-275. This change will have no effect on the present method of preparing and processing Air National Guard reports of survey up through the Adjutant General concerned. The basic change is that the Adjutant General will transmit the Air National Guard report to the appropriate Air Force Command instead of to the appropriate Army Command. Letters of advice and instructions on this change have been disseminated to all concerned pending publication or revision of pertinent directives. An AF Regulation is being prepared which will prescribe current processing channels. TM 14-904 entitled "Accounting for Lost, Damaged, and Destroyed Property", is in the process of revision as a Joint Department of the Army-Department of the Air Force directive and it is tentatively planned that procedures for preparation of Air National Guard reports of survey will be included therein. Pending revision of TM 14-904, the applicable provisions of Chapter 4, TM 38-275 as amended by Change 5, will be followed in the preparation of Air National Guard reports of survey.

IV. TM 38-275. SUPPLY AND ACCOUNTING PROCEDURE

It is understood that TM 38-275 will be revised in the near future and that such a revision will include a separate section pertaining to the USP&DO and one pertaining to the Army National Guard. Rather than include a separate section for Air National Guard Supply procedure in TM 38-275, it is contemplated that such supply procedures will be included in Section 27 of AF Manual 67-1. It is also understood that the Army Audit Agency will continue to audit the USP&DO's stock record accounts. Informal information has been received that one Regional Army Audit Office requires that the USP&DO maintain a property audit file as referred to in Paragraph 3a of WD Circular 135, dated 29 May 1947. This procedure is not intended by the Army Audit Agency and Paragraph 8a contained in Change 2 to TM 38-275 will govern distribution of copies of Shipping Documents to appropriate Army Regional Audit Offices. It is suggested that if any Regional Army Audit offices are requiring the USP&DO to maintain a property audit file of shipping documents, that the Chief, National Guard Bureau be advised and the Bureau will indicate which procedure will be followed.

V. AR 130-10 entitled "National Guard Induction Into The Service Of The United States"

This regulation is in the process of revision. It is contemplated that this revision will be published as a Joint Army-Air Force Regulation. Several changes recommended by Headquarters, USAF, insofar as supply and related accounting matters for inducted Air Force units are being included in the revision.

VI. AF MANUAL 67-1 (USAF MANUAL)

Insofar as the National Guard is concerned, this AF Supply Manual includes or will be amended to include, all pertinent policy and procedures which were, or are included in TM 38-410, AFR 65-30, and M&S Directives 65-25 and 65-25A. One of the proposed changes pertains to distribution of Shipping Documents from Air Force depots. It is planned that when a Shipping Document is prepared to have the depot forward one (1) advance information copy of the Shipping Document to the USP&DO and one (1) copy to the Base Supply Officer. Three (3) copies of the Shipping Document will accompany the shipment. After checking in the shipment, the Base Supply Officer will sign the Shipping Document as a M/R or accomplish the expendable certificate on three (3) copies of the Shipping Document and forward them to the USP&DO. The USP&DO will voucher the three (3) copies of the Shipping Document. In

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the case of Memorandum Receipt items the USP&DO will post and file such documents in his Stock Record and Memorandum Receipt Accounts and return one (1) copy to the Base Supply Officer. In the case of non-Memorandum Receipt Shipping Documents, the USP&DO will file one (1) copy in the Stock Record Account, return one (1) copy for voucher number information to the Base Supply Officer, and will retain the remaining copy for reference use in inspecting the Base Supply Officer's Property Records.

VII. PROPOSED AIR NATIONAL GUARD EQUIPMENT INVENTORY PROCEDURE.

The Department of the Air Force is responsible for computing quantitative and fund requirements for all Air Force-procured and Army-procured materiel authorized the Air National Guard. In order to accurately and effectively carry out related functions and responsibilities, it is essential that an inventory report covering all T/O & E and T/A equipment on hand or being held for Air National Guard units or activities be made available to the Commanding General, Air Materiel Command.

Although present plans contemplate that if and when the Air National Guard is organized as Wing Base Units, the UPREL will be utilized by the Air National Guard, it is necessary in the interim to obtain an equipment inventory report of Air National Guard T/O & E and T/A supplies and equipment as soon as practicable. Additional information and instructions will be disseminated as soon as possible. Headquarters, Air Materiel Command, will be requested to use a pre-printed inventory form for obtaining this inventory report. If a pre-printed form cannot be made available, it will be necessary for a manual or typewritten report to be submitted. In case of T/A 21-1, clothing will be reported by total quantities of line items as listed in the T/A and not by size. Items being held in State Warehouses or State Motor Pools for Air National Guard units will also be reported in order to have complete information.

It is contemplated that the initial report will be obtained on or about 1 May 1949 and that semi-annual reports will be obtained thereafter until the UPREL form is adopted.

VIII. LOCAL PURCHASE PROCEDURE

Funds are made available to the various states by the Air Force Division under Project 434, for supplies and equipment, and Project 542 for the emergency local procurement of aviation gasoline and lubricants.

Funds are made available under Project 434 on a quarterly basis not to exceed $500.00 per state, unless completely justified. Although the sum of $500.00 has been established as an authorized ceiling per quarter, the actual amount requested should be based on past experience

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and projected requirements. These funds are made available for the local procurement of supplies and materiel not available through established supply channels or supplies and materiel that come under the provisions of M&S Directive 70-9. Procurement of such supplies and materiel may be effected locally when a requisition is returned indicating that local procurement for required item is necessary. However, due to the complexities arising, when local procurement is necessary, the USP&DO must use his own judgment. If an item of supply is required immediately for an extreme emergency, local procurement would be authorized. If such procurement exceeds the amount made available to the USP&DO under Project 434, a supplemental Form 41 should be submitted to the National Guard Bureau outlining action taken and required additional funds. For further explanation: If a requisition is returned from the supplying depot coded indefinite or that such item will not be available for at least 60 days, local procurement is authorized not to exceed $100.00. Local procurement exceeding the sum of $100.00 will have to be authorized by this Bureau. For example: supply bins are not available through established supply channels and funds required for construction of such bins exceed $100.00. Upon request, varying sums of money will be made available for the local procurement of required lumber for these bins. The Air Technician Detachment will be used for the actual construction.

When requesting funds for local procurement of supplies and equipment, particular attention must be taken of the type of equipment that is to be repaired so that the proper Project Number will be used on the Form 41. Local procurement of supplies for equipment peculiar to the Air Force, whether assigned to Air Units or Army Units, is properly chargeable to Project 434. Local procurement of supplies for Army equipment, whether assigned to Air Units or Army Units is properly chargeable to Project 433. For example: local procurement of supplies for a sedan assigned to the Air National Guard should be charged to Project 433.

It has been reported that although local purchase has been authorized, in many instances the USP&DO could not locate the required item to effect procurement. To alleviate this situation, it has been recommended to Headquarters, USAF, that when suitable sources are not available or are unknown for local procurement, the USP&DO be authorized to request the purchasing department of the appropriate Air Materiel Area to effect such local procurement. The USP&DO will cite the procurement authority for obligation on the purchase order. After the purchasing department of the Air Materiel Area has completed the local purchase, all papers will be forwarded to the USP&DO who will complete action when the procured property is received by the Air Unit concerned.

Funds are also available under Project 542 for the emergency local procurement of aviation gasoline and lubricants. However, to control such expenditures and to prevent large sums of money, under this Project, being unobligated and held by the various states at the end of the Fiscal Year, funds are only made available after procurement has been effected and completely justified. All flights should be planned so that landing will be effected at either National Guard Air Bases, USAF Bases, US Navy Air Bases, or Fields where government contracts for fuel and lubricants are in effect. All pilots should be informed that this program is being strictly adhered to. Landings at other than these Air Bases, to secure aviation gasoline and lubricants commercially, is not authorized unless for emergency reasons, such as: Inclement weather, maintenance failure of the aircraft, etc. Local procurement of aviation gasoline and lubricants not in accordance with the foregoing is not authorized and money involved in such procurement will have to be furnished by personnel involved in the flight.

Local procurement of aviation gasoline and lubricants for aircraft of the Army National Guard will be in accordance with current instructions published by the Army Logistics Group of the National Guard Bureau.

NGR 75-14 BEING REVISED

National Guard Regulation 75-14 which establishes maintenance procedure is now in the process of revision and will eliminate the complicated procedure as set forth in the present regulation. The revised National Guard Regulation 75-14 will be brief and will follow the procedure as set forth in Air Force Regulation 65-30 dated 26 August 1947, for maintenance and repair of Air Force property and Circular 220 dated 15 August 1947, for maintenance and repair of Technical Service Property. Therefore, the present National Guard Regulation 75-14 should be disregarded since funds are made available to the Air Forces and the Technical Services in bulk for the maintenance and repair of equipment of the Air National Guard without any specific amount being designated to any individual State or Air Unit.

PROPER DISTRIBUTION OF ARMY PROCURED EQUIPMENT TO AIR UNITS

Reports to the National Guard Bureau, confirmed by its personnel after visits to units, show some States are not taking action to make an equitable distribution of certain Technical Service Property.

Primarily, the property involved is that delivered to the USP&DO administratively for issue to Army and Air units upon their Federal recognition. It especially involves sedans and other general purpose vehicles.

All Adjutants General have received a letter dated 24 November 1947, subject: "Distribution of Authorized Technical Service T/O & E Equipment and Supplies to Federally Recognized Air Units". Adjutants General also have received a Bureau letter, dated 15 November 1948, subject: "Vehicles Authorized Air National Guard Units".

The second letter covered in detail the question of vehicles still being held in State vehicle pools for repairs and earmarked for

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particular air units. It said the unit commander should be advised of the vehicles he had on hand or scheduled to be received on completion of repairs.

When Technical Service property, particularly vehicles and sedans, has not been equitably distributed on a T/O & E basis, corrective action should be undertaken by the Adjutant General through the USP&DO. Redistribution, through this action, will provide air units with their fair share of this property.

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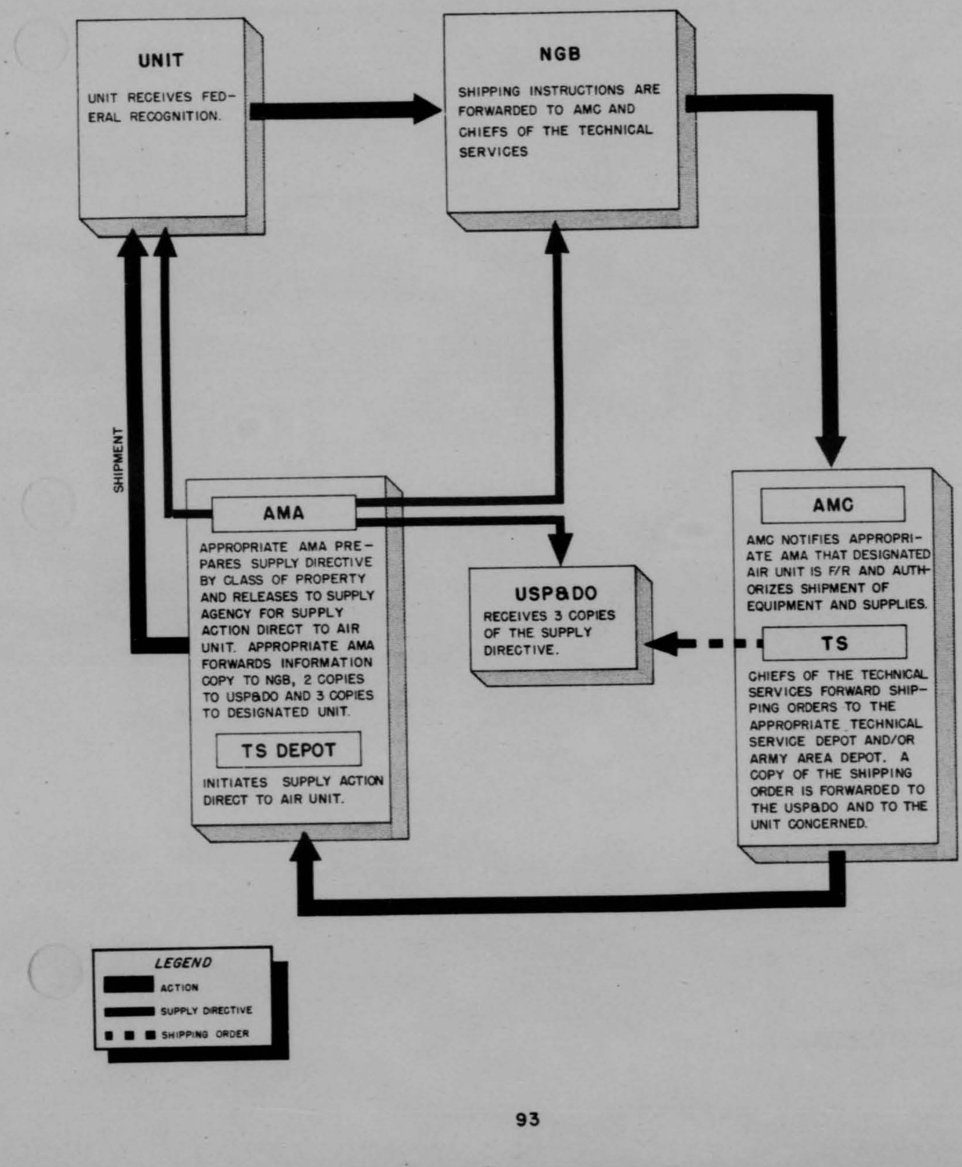
AIR NATIONAL GUARD SUPPLY PROCEDURE

AUTOMATIC ISSUE AF MANUAL 67-1



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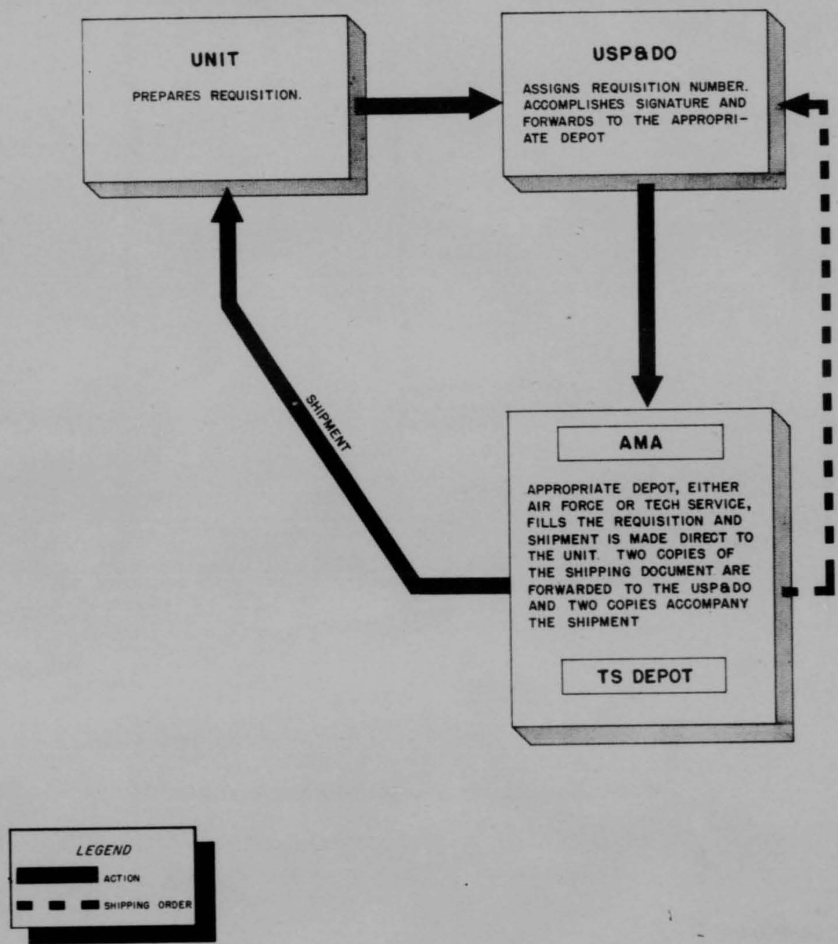
AIR NATIONAL GUARD SUPPLY PROCEDURE

REQUISITIONING REPLACEMENT REQUIREMENTS OF AIR FORCE AND ARMY PROCURED—AIR FORCE STORED SUPPLIES AND EQUIPMENT FOR ALL AIR NATIONAL GUARD UNITS



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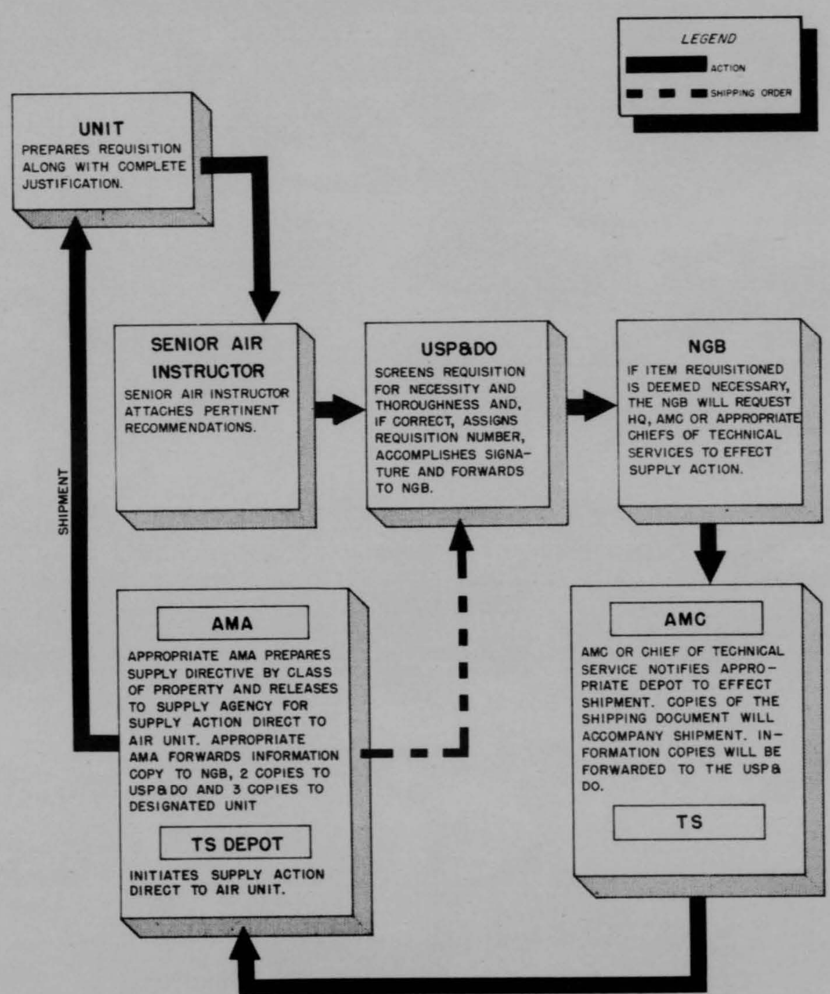
AIR NATIONAL GUARD SUPPLY PROCEDURE

REQUISITIONING OF EQUIPMENT OVER AND ABOVE THAT AUTHORIZED BY APPROPRIATE T/O & E's AND T/A's



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AIR NATIONAL GUARD
PERCENTAGES OF EQUIPMENT

STATE	FY 48			FISCAL YEAR 1949												FISCAL YEAR 1950								
	JUN			SEP			DEC			MAR			JUN			SEP			DEC			MAR		
	AF	TS	AVG	AF	TS	AVG	AF	TS	AVG	AF	TS	AVG	AF	TS	AVG	AF	TS	AVG	AF	TS	AVG	AF	TS	AVG
ALABAMA	55	71	63	55	71	63	70	74	72															
ARIZONA	65	70	68	65	70	68	75	72	74															
ARKANSAS	80	80	80	80	80	80	85	80	83															
CALIFORNIA	45	43	44	45	43	44	46	45	46															
COLORADO	48	73	61	48	73	61	81	75	78															
CONNECTICUT	94	83	89	94	83	89	94	83	89															
DELAWARE	80	80	80	80	80	80	85	85	85															
DIST. OF COLUMBIA	70	70	70	70	70	70	76	75	76															
FLORIDA	80	76	78	80	76	78	83	79	81															
GEORGIA	85	73	79	85	73	79	85	78	82															
HAWAII	94	75	85	94	75	85	94	78	86															
IDAHO	84	71	78	84	71	78	86	79	83															
ILLINOIS	49	44	47	49	44	47	49	44	47															
INDIANA	85	85	85	85	85	85	85	85	85															
IOWA	96	84	90	96	84	90	96	90	93															
KANSAS	92	91	92	92	91	92	92	91	92															
KENTUCKY	35	44	40	35	44	40	50	60	55															
LOUISIANA	60	60	60	60	60	60	73	79	76															
MAINE	92	33	63	92	33	63	95	70	83															
MARYLAND	70	75	73	70	75	73	70	75	73															
MASSACHUSETTS	65	65	65	65	65	65	65	65	65															
MICHIGAN	47	43	45	47	43	45	61	60	61															
MINNESOTA	45	45	45	45	45	45	60	55	58															
MISSISSIPPI	80	80	80	80	80	80	82	85	84															
MISSOURI	54	65	60	54	65	60	60	65	63															
MONTANA	77	66	72	77	66	72	77	70	74															
NEBRASKA	92	84	88	92	84	88	92	85	89															
NEVADA	—	—	—	—	—	—	—	—	—															
NEW HAMPSHIRE	75	83	79	75	83	79	85	82	84															
NEW JERSEY	55	49	52	55	49	52	62	54	58															
NEW MEXICO	75	75	75	75	75	75	75	75	75															
NEW YORK	50	50	50	50	50	50	50	50	50															
NORTH CAROLINA	30	30	30	30	30	30	44	77	61															
NORTH DAKOTA	62	71	67	62	71	67	62	71	67															
OHIO	71	79	75	71	79	75	71	79	75															
OKLAHOMA	80	66	73	80	66	73	82	70	76															
OREGON	70	70	70	70	70	70	72	70	71															
PENNSYLVANIA	75	71	73	75	71	73	77	75	76															
PUERTO RICO	50	50	50	50	50	50	50	50	50															
RHODE ISLAND	—	—	—	—	—	—	0	30	15															
SOUTH CAROLINA	90	90	90	90	90	90	90	90	90															
SOUTH DAKOTA	90	79	85	90	79	85	90	79	85															
TENNESSEE	80	77	79	80	77	79	80	77	79															
TEXAS	54	79	67	54	79	67	54	79	67															
UTAH	82	84	83	82	84	83	82	84	83															
VERMONT	85	70	78	85	70	78	85	70	78															
VIRGINIA	45	45	45	45	45	45	45	45	45															
WASHINGTON	75	70	73	75	70	73	42	47	45															
WEST VIRGINIA	55	55	55	55	55	55	55	55	55															
WISCONSIN	70	74	72	70	74	72	70	74	72															
WYOMING	50	50	50	50	50	50	50	50	50															
TOTALS	68	66	67	66	65	66	69	69	69															

LEGEND: AF-AIR FORCE TS-TECH SERVICES AVG-AVERAGE
NOTE: IN FEDERALLY RECOGNIZED UNITS ONLY

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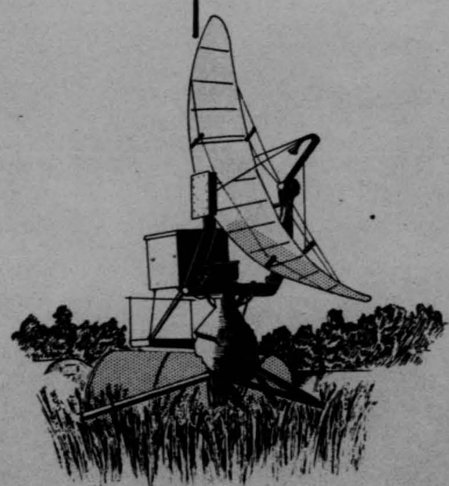
COMMUNICATIONS



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THE AIR DEFENSE PLAN

The plan for overall air defense of the United States, set up by the Air Defense Command, USAF, calls for Aircraft Control and Warning Units of the Air National Guard to bear a heavy share of responsibility. Since the same plan calls for reorganization of Air National Guard Aircraft Control and Warning units, their part in an M-Day assignment is outlined herewith.

The United States Air Force, aware of its responsibility to provide an adequate air defense system for the United States, plans to use the Air National Guard Aircraft Control and Warning Units, beginning on M-Day, to actively defend the United States against air attack. Sixty percent of the total number of Aircraft Control and Warning troops will be Air National Guard. For the purpose of air defense the United States will be divided into twenty air defense areas of responsibility. Normally, one Aircraft Control and Warning Group will operate the Aircraft Control and Warning installations in each of these areas. The air defense Control Center will be operated by the Aircraft Control Squadron, together with the GCI and early warning radar stations with associated communications equipment. This associated equipment will come from two to five Aircraft Control and Warning Squadrons, all a part of the Aircraft Control and Warning Group.

On M-Day the Air National Guard will be ordered into Federal Service and given the responsibility for the active air defense of twelve of the twenty Air Defense Areas of Responsibility. During peace time each National Guard area with its associated air units will be the responsibility of the Fighter Wing.

Since the Air National Guard cannot actively engage in the air defense of the Continental United States prior to M-Day, the Air Force will provide all air defense installations, with the exception of ten Air Defense Control Centers, and maintain them on an operational basis. Some of these will be operated continuously and others intermittently on schedule. The 40% Air Force Aircraft Control and Warning troops required will be deployed to maintain the entire air defense system in peacetime. In order to accomplish this, the eight Air Force Air Defense Control Centers willassume control over one or more Air National Guard Air Control Areas. Guard areas will remain on an inactive status until M-Day.

TRAINING

It is expected that all of the twelve Air National Guard Air Defense Control Center installations, except Bismarck, North Dakota and Los Alamos, New Mexico will be constructed and organized by the National Guard Bureau on an inactive status and utilized for training as required.

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In peacetime it is desired that necessary arrangements be made to organize each Area Air Command so that the Air Defense Control Center can effectively coordinate the activities of all military and civilian agencies in the area which performs an air defense function. Some of these organizations are Army and Navy posts, camps, and stations, Civil Air Patrol, local and state police, and civil defense organizations. Arrangements for communicating with these units will be completed prior to M-Day in order that no time delay will result.

In addition to the requirement for operation of the permanent installations, the Air Force plan requires the organization of twelve additional squadrons for the Air National Guard Aircraft Control and Warning Unit Troop Program. These twelve units will be in addition to the forty-eight Air National Guard Aircraft Control and Warning Units presently established. Headquarters, USAF, will provide 20 AN/TPS-1B radar sets in addition to the 6 sets which have already been made available to the Air National Guard to support the new squadrons requiring this type of equipment. These new squadrons, together with the existing Aircraft Control and Warning Squadrons, will be rapidly deployed after M-Day, according to a plan to be determined by Headquarters, Air Defense Command. The new light weight radar squadrons will be operated as gap filler stations between early Warn-radar stations to increase the coverage on low flying aircraft.

All other Air National Guard Aircraft Control and Warning Squadrons will be given an M-Day assignment to operate one or more of the permanent USAF Radar Stations. In circumstances where Air National Guard Aircraft Control and Warning Squadrons are located to have access to a permanent USAF radar station, these facilities will be made available for operational training. Utilization of mobile type equipment will no longer be required since the Air Force fixed stations having modern type radar equipment will be available to the Air National Guard Aircraft Control and Warning Squadrons for operation during the field training period, and for regular Armory drill periods.

All Aircraft Control and Warning Squadrons operating heavy Radar equipment will be furnished a minimum quantity of the best type radar equipment available to the Air Force for this purpose. It is not planned to procure additional type radar equipment such as the AN/CPS-1, AN/CPS-5, AN/CPS-6 () or AN/FPS-3 for Air National Guard training installations. Radar equipment such as the SCR-270DA and SCR-527A, (the latter will be modified to operate on a non-interference frequency), and Navy type Radar SP-1M, is considered suitable for training purposes. Headquarters, USAF also will allocate sufficient quantity to the Air National Guard of AN/TTQ-1 Operations Center equipment which will be provided each Aircraft Control Squadron only. It will not be possible to furnish the Air National Guard Aircraft Control and Warning Squadron with the same type Radar Equipment being used by the USAF due to the excessive cost of this equipment.

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Each of the newer type sets being procured by the Air Force costs from three-quarters of a million to a million and a quarter dollars.

Supervision of training of the Air National Guard Aircraft Control and Warning Units is the responsibility of the USAF and will be conducted to conform to this plan. As soon as available for operation, the USAF Radar Stations and Air Defense Control Center installations will be assigned to Air National Guard Aircraft Control and Warning troops for operation beginning on M-Day. Prior to this time annual field training exercises will be conducted at these installations and all training during regular drills will be directed toward their efficient operation.

RADAR AND MANNING REQUIREMENTS

The proposed operational requirements for the basic Aircraft Control and Warning System of the Air National Guard in the USAF interim Air Defense Plan for the continental United States are as follows:

a. Radar Stations; Number and type required:

5 each AN/CPS-6B (Large GCI Station)

3 each AN/FPS-3 With Height Finder Radar (GCI Station)

26 each AN/CPS-6C (GCI Station)

18 each AN/CPS-5 (Search-Early Warning)

48 each AN/TPS-1B (Light Weight Search - Early Warning)

b. Twelve Aircraft Control and Warning Groups for Continental United States to be operated entirely by Air National Guard.

c. Twelve Aircraft Control Centers to be manned by Air National Guard.

d. Thirty-six Aircraft Control and Warning Squadrons to be manned by the Air National Guard.

The proposed equipment listed in paragraph a, above, will be manned 100% of T/O & E Strength during peace time by Air National Guard personnel from Aircraft Control and Warning Units. All of the aforementioned personnel will havemobilization assignments to operate USAF Radar Sets beginning on M-Day. It is estimated that by "M ≠ 30" the Air National Guard Aircraft Control and Warning personnel will be operating the radar equipment in twelve of the twenty Air Defense Areas. The USAF plans to release control of the Radar Stations assigned to the Air National Guard as soon as possible after "M-Day".

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Based on the equipment listed in paragraph a, above, the Air National Guard manning table was determined from USAF T/O & E 1-600 for Air National Guard Aircraft Control and Warning Units as follows. All Air National Guard Aircraft Control and Warning Units will be staffed 100% for their part in the USAF interim Air Defense Plan of the United States:

No.	Type Unit	T/O&E Str.	Aggregate
12	AC&W Group Hqs.	62	744
12	Aircraft Control Squadrons	256	3072
12	AN/TPS-1B Sqdns (Including Sq Hq)	211	2532
24	AC&W Sqdn Hq (Team AD/AC)	55	1320
5	AN/CPS-6B Teams	287	1435
3	AN/FPS-3 Teams	107	321
26	AN/CPS-6C Teams	109	2834
18	AN/CPS-5 Teams	55	990
		Total Aggregate	13248

REORGANIZATION IS REQUIRED

The organization of the Aircraft Control and Warning Units of the Air National Guard, based upon the operation and manning requirements previously outlined, is as follows:

No. of Units	Type Unit	Unit Designation	T/O&E Str.	Agg. Str.
12	Gp Hq	AC&W Gp Hq	62	744
12	A	AC C Sq	256	3072
12	F	AC&W Sq (AN/TPS-1B)	211	2532
5	B	AC&W Sq (AN/CPS-6B)	342	1710
13	C	AC&W Sq (AN/CPS-6C)	273	3549
3	D	AC&W Sq (AN/FPS-3)	272	816
3	E	AC&W Sq (AN/CPS-5)	275	825
			Total Aggregate	13248

Present Authorized troop strength for Air National Guard Aircraft Control & Warning Units under "514 Unit Plan"	13404
Proposed Troop Strength under new plan	13248
Decrease in Troop Strength with new plan	156

Allocation of Air National Guard Aircraft Control and Warning Units by Fighter Wing Areas under proposed Reorganization Plan:

The numerical designations of the Air National Guard Aircraft Control and Warning Units authorized and accepted by the several States and the District of Columbia as outlined by the "Army Air

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Forces Plan for the Air National Guard", dated January 1947, remain unchanged under the proposed USAF Plan for the Air National Guard Aircraft Control and Warning Units reorganization. However, their functions have changed as indicated in the list below. In addition the additional twelve squadrons allotted to the Air National Guard will of necessity receive new unit numerical designations. These, together with the proposed locations and functions by type for these new Squadrons under their assigned Aircraft Control and Warning Groups, are shown below. The grouping of the presently authorized squadrons under their respective Aircraft Control and Warning Groups are also shown below with the new type squadrons in order to give a complete overall picture of the proposed reorganization.

New units are indicated by an asterick (*) preceding the unit designation. Redesignated units are indicated by two astericks (**) preceding the unit.

ORGANIZATION	HOME STATION	TYPE UNIT
67th Fighter Wing Area:		
151st AC&W Gp	Boston, Mass	1 AB
101st AC C Sq	Boston, Mass	A
102nd AC&W Sq	Providence, R.I.	C
103rd AC&W Sq	Hartford, Comm	F
*104th AC&W Sq	Portland, Maine	C
52nd Fighter Wing Area:		
152nd AC&W Gp	White Plains, N.Y.	1 AB
106th AC C Sq	White Plains, N.Y.	A
*105th AC&W Sq	Newark, N.J.	F
107th AC&W Sq	White Plains, N.Y.	B
108th AC&W Sq	Syracuse, N.Y.	B
53rd Fighter Wing Area:		
153rd AC&W Gp	D. C.	1 AJ
**113th AC C Sq	D. C.	A
*109th AC&W Sq	Richmond, Va.	F
111th AC&W Sq	State College, Pa.	C
112th AC&W Sq	Pittsburgh, Pa	C
54th Fighter Wing Area:		
154th AC&W Gp	Atlanta, Ga.	1 AB
116th AC C Sq	Atlanta, Ga.	A
*110th AC&W Sq	Columbia, S.C.	F
*114th AC&W Sq	Jacksonville, Fla.	F
*115th AC&W Sq	Birmingham, Ala.	F
117th AC&W Sq	Savannah, Ga.	C
118th AC&W Sq	Charlotte, N.C.	C

55th Fighter Wing Area:		
155th AC&W Gp	Columbus, Ohio	1 AB
121st AC C Sq	Lockbourne AFB, Ohio	A
*119th AC&W Sq	Knoxville, Tenn	F
122nd AC&W Sq	Indianapolis, Ind.	C
123rd AC&W Sq	Cincinnati, Ohio	C
66th Fighter Wing Area:		
156th AC&W Gp	Park Ridge, Ill.	1 AB
126th AC C Sq	Park Ridge, Ill.	A
*120th AC&W Sq	Green Bay, Wis.	F
127th AC&W Sq	Detroit, Mich.	B
128th AC&W Sq	Milwaukee, Wis.	C
71st Fighter Wing Area:		
157th AC&W Gp	St. Louis, Mo.	1 AB
131st AC C Sq	St. Louis, Mo.	A
*125th AC&W Sq	Kansas City, Mo.	F
132nd AC&W Sq	Minneapolis, Minn.	E
133rd AC&W Sq	Ft. Dodge, Iowa	C
63rd Fighter Wing Area:		
158th AC&W Gp	Houston, Texas	1 AB
134th AC C Sq	Houston, Texas	A
*124th AC&W Sq	Norman, Okla.	F
135th AC&W Sq	New Orleans, La.	C
136th AC&W Sq	Dallas, Texas	C
86th Fighter Wing Area:		
159th AC&W Gp	Denver, Colo.	1 AB
137th AC C Sq	Denver, Colo	A
138th AC&W Sq	Denver, Colo	E
139th AC&W Sq	Boulder, Colo.	E
60th Fighter Wing Area:		
160th AC&W Gp	Spokane, Wash.	1 AB
141st AC C Sq	Spokane, Wash.	A
142nd AC&W Sq	Portland, Ore.	D
143rd AC&W Sq	Seattle, Wash.	B
61st Fighter Wing Area:		
161st AC&W Gp	Alameda, Calif.	1 AB
*130th AC C Sq	Salt Lake City, Utah	A
**144th AC&W Sq	Alameda, Calif.	F
145th AC&W Sq	San Francisco, Calif.	B
146th AC&W Sq	Sacramento, Calif.	D
62nd Fighter Wing Area:		
162nd AC&W Gp	Burbank, Calif.	1 AB

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147th AC C Sq	Burbank, Calif.	A
*129th AC&W Sq	Phoenix, Ariz	F
148th AC&W Sq	-Compton, Calif.	C
149th AC&W Sq	Ontario, Calif.	D

NOTE: For information purposes, the type of each unit which was previously explained is as follows:

TYPE UNIT	GENERAL PURPOSE	FUNCTION
AB	Group Headquarters	Administrative
A	Control Squadron	Operation of Control Center.
B-	AN/CPS-6B Squadron	Operates one Large GCI Station on AN/CPS-6B type
C	AN/CPS-6C Squadron	Operates two GCI Stations of AN/CPS-6C or AN/FPS-3 type with Height Finder.
D	AN/FPS-3 Squadron	Operates one GCI Station of AN/FPS-3 or AN/CPS-6C type with Height Finder plus two Early Warning Stations of the AN/CPS-5 type.
E	AN/CPS-5 Squadron	Operates four Early Warning Stations of AN/CPS-5 type.
F	AN/TPS-1B Squadron	Operates four Light Weight Early Warning Stations of the AN/TPS-1B type.

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AIRCRAFT CONTROL AND WARNING UNITS

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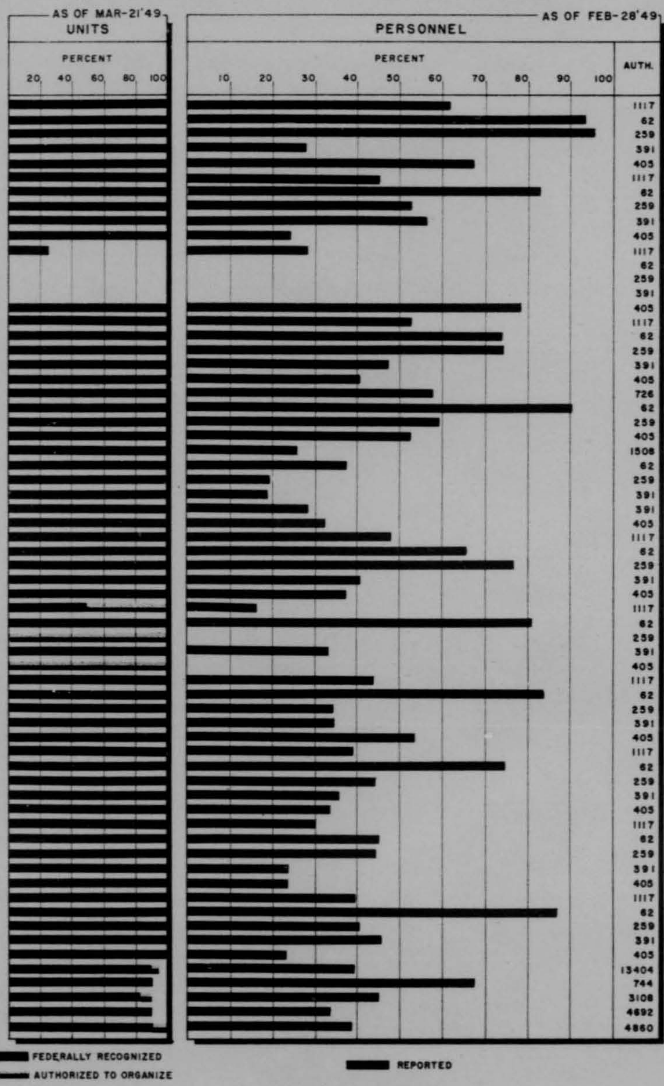
AIR NATIONAL GUARD UNITS and PERSONNEL
AIRCRAFT CONTROL and WARNING



WING	STATE	ORGANIZATION	AUTH.
67 WING		151 AC & W GROUP	1117
	MASS	GP HQ	62
	MASS	101 AC SQ	259
	RI	102 AC & W SQ (LS)	391
	CONN	103 AC & W SQ (FWD)	405
52 WING		152 AC & W GROUP	1117
	N.Y.	GP HQ	62
	N.Y.	106 AC SQ	259
	N.Y.	107 AC & W SQ (LS)	391
	N.Y.	108 AC & W SQ (FWD)	405
53 WING		153 AC & W GROUP	1117
	PA	GP HQ	62
	PA	111 AC SQ	259
	PA	112 AC & W SQ (LS)	391
	D.C.	113 AC & W SQ (FWD)	405
54 WING		154 AC & W GROUP	1117
	GA	GP HQ	62
	GA	116 AC SQ	259
	GA	117 AC & W SQ (LS)	391
	NC	118 AC & W SQ (FWD)	405
55 WING		155 AC & W GROUP	726
	OHIO	GP HQ	62
	OHIO	121 AC SQ	259
	OHIO	123 AC & W SQ (FWD)	405
66 WING		156 AC & W GROUP	1508
	ILL	GP HQ	62
	ILL	126 AC SQ	259
	IND	122 AC & W SQ (LS)	391
	MICH	127 AC & W SQ (LS)	391
	WIS	128 AC & W SQ (FWD)	405
71 WING		157 AC & W GROUP	1117
	MO	GP HQ	62
	MO	131 AC SQ	259
	MINN	132 AC & W SQ (LS)	391
	IOWA	133 AC & W SQ (FWD)	405
63 WING		158 AC & W GROUP	1117
	TEX	GP HQ	62
	TEX	134 AC SQ	259
	LA	135 AC & W SQ (LS)	391
	TEX	136 AC & W SQ (FWD	405
86 WING		159 AC & W GROUP	1117
	COLO	GP HQ	62
	COLO	137 AC SQ	259
	COLO	138 AC & W SQ (LS)	391
	COLO	139 AC & W SQ (FWD)	405
60 WING		160 AC & W GROUP	1117
	WASH	GP HQ	62
	WASH	141 AC SQ	259
	ORE	142 AC & W SQ (LS)	391
	WASH	143 AC & W SQ (FWD)	405
61 WING		161 AC & W GROUP	1117
	CAL	GP HQ	62
	CAL	144 AC SQ	259
	CAL	145 AC & W SQ (LS)	391
	CAL	146 AC & W SQ (FWD)	405
62 WING		162 AC & W GROUP	1117
	CAL	GP HQ	62
	CAL	147 AC SQ	259
	CAL	148 AC & W SQ (LS)	391
	CAL	149 AC & W SQ (FWD)	405
TOTALS		12 AC & W GROUPS	13404
		12 GP HQS	744
		12 AC SQS	3108
		12 AC & W SQS (LS)	4692
		12 AC & W SQS (FWD)	4860

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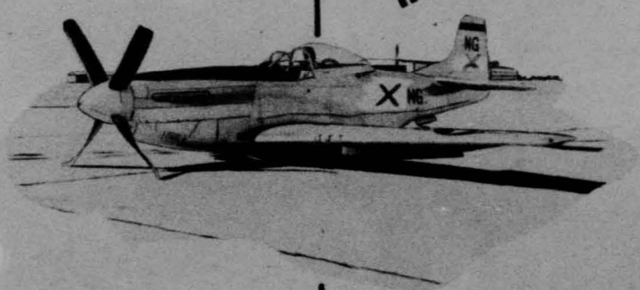
FLYING SAFETY

Head Up and Locked



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FLYING HOURS

During calendar year 1948, the Air National Guard flew 276,693 hours, sixty-five percent of which time was compiled in tactical, firstline combat aircraft. The overall total of flying hours represents a 221% gain over the previous year, when the Air National Guard flew 125,000 hours.

MAJOR AND MINOR ACCIDENTS

The Air National Guard suffered 255 major and minor accidents during the past year, as compared to 139 in 1947. While flying time increased 221%, the number of aircraft accidents increased only 183%. This represents a favorable trend in the reduction of aircraft accidents.

The combined major and minor accident rate for calendar year 1948 was 92 per 100,000 flying hours, in comparison to a rate of 111 in 1947. This represents a decrease of 19 accidents for every 100,000 hours flown.

Of the total accidents in 1948, 198 were of a major nature of which 70 resulted in complete aircraft wrecks, representing a total loss to the Air National Guard program. Two hundred and seventy two aircraft were involved in the 255 accidents, 17 of which were multi-aircraft accidents.

Forty-five fatalities, 34 minor and 12 major injuries resulted from Air National Guard aircraft accidents.

Nineteen National Guardsmen made successful parachute escapes. Two of these, however, drowned after landing in water, because they were not equipped with life vests. Ironically, life vests were available for wear and, in both cases, rescue was only minutes away.

Two pilots were killed in a B-26 accident, when they struck the disabled aircraft in jumping, probably as a result of the aircraft not being slowed sufficiently for safe jumping.

Pilot error caused 166 accidents; maintenance and materiel failure caused 68; and other factors, ranging from collision with birds to control tower and other supervisory operational deficiencies, caused 16 accidents. The remaining five accidents were caused by unknown factors. Sixty-five percent of the total number of accidents were due to pilot error; 27% to maintenance and materiel failures, including noncompliances with technical orders; 6% to supervisory error, collision with birds and other miscellaneous factors; and the remaining 2% were caused by unknown factors. A number of accidents resulted from multi-cause factors.

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ACCIDENT TREND DOWN

The Air National Guard accident rate shows a definite overall downward trend as indicated in the rate drop per 100,000 flying hours from 111 in 1947 to 92 during 1948. This may be attributed to improved maintenance; increase in the number of air technicians; increasing experience of personnel; elimination of pilots found not professionally qualified; and improved operations and clearance procedures (including increased distribution and use of maps, handbooks and flying safety literature).

PREVENTION

The main factor contributing to the reduction in the number of aircraft accidents is the requirement as outlined in NGB Air Memorandum 60-9, of a minimum of 100 hours per year flying time for each pilot. Pilot proficiency is the most effective accident preventive.

Certain cause factors of accidents have become most apparent. During the summer field training months, the number of engine failures, in flight, increased out of proportion to the increase in hours flown. This was attributed mostly to a general deterioration of parts on aircraft which had been flown very little during the year. These aircraft were brought into extensive use without a thorough inspection of all external component parts.

The fact that only 2% of Air National Guard accidents have resulted from unknown causes, emphasizes the validity of the phrase, "Aviation is not unsafe; but like the sea, it is terribly unforgiving of any carelessness or neglect". Sixty-one percent of Air National Guard accidents occurred during final approach, landing and taxiing. These accidents were mostly the result of carelessness and neglect. A small percentage can be attributed to poor technique. Thirty-seven accidents were the result of ground loops and 19 of striking stationary objects while taxiing. Twenty-seven were the result of nose-ups while taxiing and landing. These 83 accidents represent roughly one third of the Air National Guard total.

It is evident that pilots taxi at excessive speeds, and are not observant of surrounding objects. Past experience on checking out Air National Guard pilots, in both T-6 and F-51 aircraft, has shown a decided need for increased emphasis on ground-loop and high landing stall procedures and techniques by all Air National Guard pilots.

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AIR NATIONAL GUARD - AIRCRAFT ACCIDENTS
Calendar 1948

	TOTAL AIRCRAFT	MAJOR	MINOR	WRECKS	FATALITIES
December	20	16	4	7	6
November	21	16	5	6	4
October	12	9	3	0	0
September	21	17	4	9	7
August	39	38	1	14	7
July	19	13	6	3	0
June	31	20	11	7	6
May	23	16	7	8	6
April	20	16	4	2	3
March	17	14	3	6	1
February	17	10	7	3	2
January	15	11	4	5	3
TOTAL	255	196	59	70	45

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ANALYSIS OF AIRCRAFT MAINTENANCE, UTILIZATION AND FLYING SAFETY FOR CALENDAR YEAR 1948

All Air National Guard organizations reporting significant aircraft activities during the calendar year 1948 have been included in the following tables. The relative standing of each organization is its position in relation to the total of 88 organizations included in the presentation. In making comparison with the relative standing for 1947, it should be noted that the 1947 standing was based on 76 organizations reporting over a six-month period.

The relative standing of Air National Guard organizations with regards to maintenance and utilization factors considers (1) the average percent of aircraft in commission and (2) the average hours flown per aircraft on hand, because it is possible to calculate this data on a comparable basis. The average number of aircraft on hand was not considered as important as the extent that aircraft on hand were being maintained and utilized. Maintenance and utilization was computed on the flying active aircraft on hand and does not include aircraft in storage, transient, etc.

Organizations were arrayed from lowest to highest for each of the two factors chosen. The arithmetic mean, standard deviation, and coefficient of relative variation were then computed. It was found that the variation from the mean average in the "average hours flown per aircraft on hand" was twice that for the "in commission" factor. Weighting factors of two (2) and one (1), respective, were assigned to "average hours flown" and "in commission" factors. The highest organization in each array was established as the 100% for the individual factor. Each organization was given an index number based on its relation to the high organization in each array. The respective weights then were applied to the index numbers and the two products were added to secure the number of points to be credited to the organization. The organization with the highest number of points was ranked first, the next highest second, etc.

The following table includes factors utilized:

	Avg % of Acft In Commission	Avg hrs flown per Acft on Hand
Mean	58.5	14.0
Standard deviation	14.5	7.1
Coefficient of relative variation	24.8	50.7
Weight	1.0	2.0
Figure for high organization	92.1	56.7

The relative standing of each organization based on Flying Safety was determined by the accident rate per 1,000 flying hours. Where no accidents had been reported and, consequently, no rate existed, as was the case in some 20 organizations, the standing was based on the total

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hours flown giving preference to the units with the greater amount of accident free flying.

In computing the relative standing for both maintenance and utilization and Flying Safety, credit could only be given for data which had been reported.

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ANALYSIS OF AIRCRAFT MAINTENANCE, UTILIZATION AND FLYING SAFETY

FOR CALENDAR YEAR 1948

Reports Control Symbol SC-SS-3379

ORGANIZATION	TOTAL FLYING TIME	AVERAGE NO. ACTIVE ACFT. ON HAND	PERCENT ACFT. IN COMMISSION	AVERAGE HOURS PER ACFT ON HAND PER MONTH	REL. STANDING BASED ON MAINTENANCE & UTILIZATION 1947	REL. STANDING BASED ON MAINTENANCE & UTILIZATION 1948	NUMBER OF ACCIDENTS MAJOR	NUMBER OF ACCIDENTS MINOR	REL. STANDING BASED ON FLYING SAFETY 1947	REL. STANDING BASED ON FLYING SAFETY 1948	FUEL CONSUMPTION (GALLONS)	NUMBER OF MONTHS REPORTING
WINGS												
53	626	5	80	10.4	11	25	1	0	25	79	36,100	12
54	499	1	61	41.6	3	2	0	0	28	6	44,799	12
61	760	5	72	25.4	*	3	2	0	*	87	31,017	6
62	1,010	4	68	23.0	30	5	0	0	24	5	80,356	11
66	258	1	29	21.5	4	47	0	0	27	12	24,266	12
67	206	1	31	17.2	9	68	0	0	31	13	22,136	12
71	325	1	43	27.1	6	10	0	0	30	10	29,677	12
RADAR CALIBRATION DETACHMENTS												
104	641	2	48	26.5	1	7	0	0	22	8	57,941	12
107	680	1	71	56.7	2	1	0	0	26	7	62,503	12
112	38	1	92	19.0	*	4	0	0	*	17	3,655	2
LIGHT BOMBARDMENT SQUADRONS												
102	2,523	19	59	11.1	40	57	3	1	59	78	268,719	12
106	3,996	22	60	15.1	16	32	1	0	41	22	486,359	12
107	4,351	23	50	15.8	28	45	2	2	42	53	446,252	12
108	3,439	18	46	15.9	55	51	0	2	57	34	293,585	12
112	3,181	22	49	12.0	53	63	1	1	66	38	371,573	12
114	2,653	18	47	12.3	21	66	1	1	18	42	289,368	12
115	4,472	23	54	16.2	7	40	0	0	1	1	574,319	12
122	2,911	20	56	12.1	8	55	1	0	14	25	273,202	12
168	3,271	21	38	13.0	12	79	1	0	35	24	333,090	12
180	2,826	25	63	9.4	65	58	2	1	50	62	348,333	12
FIGHTER SQUADRONS												
101	3,800	25	45	12.7	58	69	3	3	58	77	359,886	12
104	4,483	35	70	10.7	35	41	3	1	67	50	360,868	12
105	6,330	36	71	14.7	27	20	7	0	2	63	554,017	12
109	4,961	32	58	12.9	36	46	2	2	54	45	338,026	12
110	5,966	31	55	16.0	34	37	2	1	40	30	439,711	12
111	3,742	27	62	11.5	64	48	1	0	16	23	278,010	12
113	5,107	26	71	16.4	22	15	2	0	43	26	376,633	12
116	3,731	29	72	10.7	59	38	4	1	45	70	218,236	12
118	4,094	28	79	13.3	23	17	4	0	6	55	468,761	11
119	4,331	36	46	10.0	73	80	3	2	62	64	419,251	12
120	5,215	33	62	13.2	74	43	7	1	73	74	412,448	12
121	5,838	41	45	11.9	70	72	2	1	8	31	454,447	12
123	2,508	30	48	7.6	54	83	1	0	55	29	159,447	11
124	3,992	30	46	11.1	63	76	3	0	10	43	259,044	12
125	4,517	28	65	13.4	37	33	4	3	3	75	331,163	12
126	3,498	26	48	12.2	72	64	3	0	65	48	232,520	11
127	3,965	31	74	10.7	52	35	0	0	7	2	286,435	12
128	6,848	39	42	14.6	20	62	7	0	39	60	491,071	12
131	3,265	29	52	9.4	75	77	4	0	72	66	305,740	12
132	2,914	22	47	11.0	46	73	4	1	9	82	275,901	12
133	1,849	16	56	9.6	32	67	1	0	19	33	154,848	12
134	4,946	35	54	11.8	56	59	4	1	47	59	421,914	12
136	5	1	79	5.0	5	54	0	0	29	20	175	1

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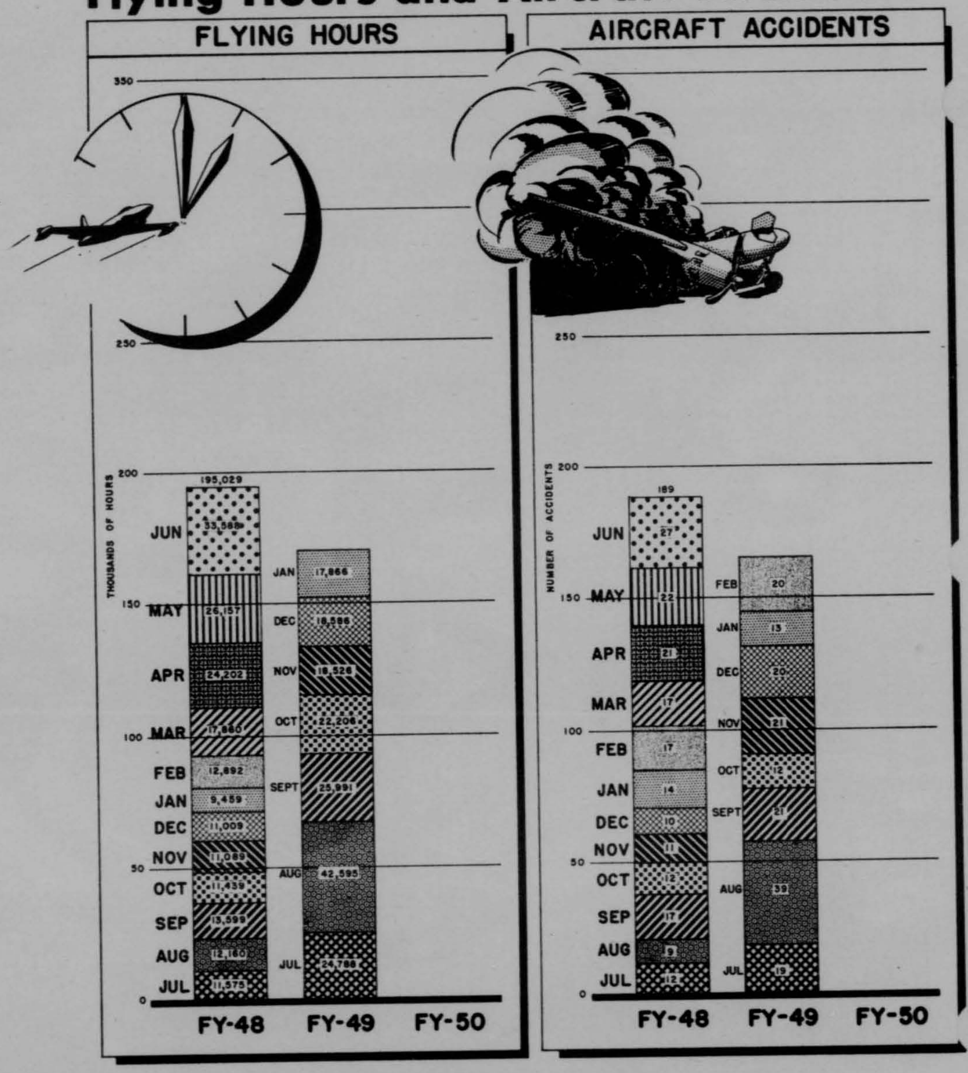
ORGANIZATION	TOTAL FLYING TIME	AVERAGE NO. ACTIVE ACFT. ON HAND	PERCENT ACFT. IN COMMISSION	AVERAGE HOURS PER ACFT ON HAND PER MONTH	REL. STANDING BASED ON MAINTENANCE & UTILIZATION 1947	REL. STANDING BASED ON MAINTENANCE & UTILIZATION 1948	NUMBER OF ACCIDENTS MAJOR	NUMBER OF ACCIDENTS MINOR	REL. STANDING BASED ON FLYING SAFETY 1947	REL. STANDING BASED ON FLYING SAFETY 1948	FUEL CONSUMPTION (GALLONS)	NUMBER OF MONTHS REPORTING
Fighter Squadrons (Continued)												
137	1,213	16	49	12.6	14	60	1	0	34	46	103,439	6
138	1,108	23	50	4.0	33	85	1	0	38	52	76,531	12
139	26	3	69	4.3	*	74	0	0	*	18	941	2
142	4,055	27	67	15.0	61	23	2	2	21	56	323,465	10
146	127	1	87	10.6	51	18	0	0	37	14	6,865	12
148	4,038	34	52	9.9	67	71	1	0	53	21	405,033	12
149	4,042	29	69	11.6	76	39	6	0	23	73	395,098	12
152	51	2	39	12.8	*	78	0	0	*	16	1,293	2
153	3,626	30	72	10.1	42	44	5	1	51	80	335,011	12
154	4,932	28	64	14.7	60	29	3	6	13	83	367,366	12
155	5,067	27	67	15.6	50	21	2	0	5	27	331,282	12
156	2,555	21	65	12.2	*	42	0	1	*	28	209,809	10
157	4,643	27	78	15.6	31	13	3	1	44	49	314,258	11
158	5,152	37	60	11.6	42	50	6	0	68	65	592,026	12
159	6,056	32	62	15.8	29	27	2	3	56	47	445,025	12
160	3,129	18	72	14.5	*	19	3	0	*	54	216,827	12
162	3,356	19	69	14.7	19	22	2	0	33	36	209,260	12
163	2,356	18	54	10.9	*	61	2	1	*	69	140,395	12
164	356	3	66	19.8	*	11	0	0	*	9	9,305	6
165	5,751	26	76	18.4	38	6	3	1	48	41	382,407	12
166	5,604	27	56	17.3	57	28	3	0	64	32	319,210	12
167	3,395	22	72	12.9	71	24	0	2	74	35	177,298	12
169	2,665	19	50	11.7	47	65	5	0	69	84	162,012	12
170	15	4	9	3.8	17	88	0	0	32	19	660	1
171	1,579	13	67	20.2	*	9	1	0	*	40	93,739	6
172	2,240	20	48	9.3	26	81	4	1	76	86	136,005	12
173	3,918	34	54	9.6	68	70	4	1	68	67	390,880	12
174	2,894	31	49	7.8	69	82	3	1	60	71	149,475	12
175	4,718	31	81	12.7	25	16	3	0	75	39	244,886	12
176	90	3	34	15.0	*	75	0	0	*	15	2,439	2
178	3,832	35	66	9.1	44	52	3	1	63	61	251,424	12
181	4,975	20	62	20.7	13	12	2	1	52	37	298,600	12
182	3,064	20	69	12.8	49	14	3	0	36	57	248,021	12
185	4,815	27	59	14.9	62	36	7	1	15	81	337,999	12
186	2,855	22	60	10.8	41	56	2	2	49	72	206,159	12
187	3,173	31	42	8.5	66	84	7	0	12	85	208,105	12
188	3,777	25	73	12.6	10	26	3	0	17	44	284,551	12
190	4,468	26	62	14.3	45	34	4	3	71	76	316,890	12
191	3,802	32	66	9.9	18	49	0	0	70	3	285,356	12
192	310	14	19	3.2	*	87	0	0	*	11	33,201	7
195	5,908	23	64	21.4	15	8	5	1	61	58	412,443	12
196	3,421	23	69	12.4	48	31	0	0	11	4	299,893	12
197	4,445	31	72	11.9	24	30	1	3	4	51	305,001	12
198	1,364	18	35	7.6	*	86	5	0	*	88	100,647	10
199	3,140	26	56	12.1	39	53	4	0	20	68	359,246	10

* Not reported in 1947

AIR NATIONAL GUARD
Flying Hours and Aircraft Accidents



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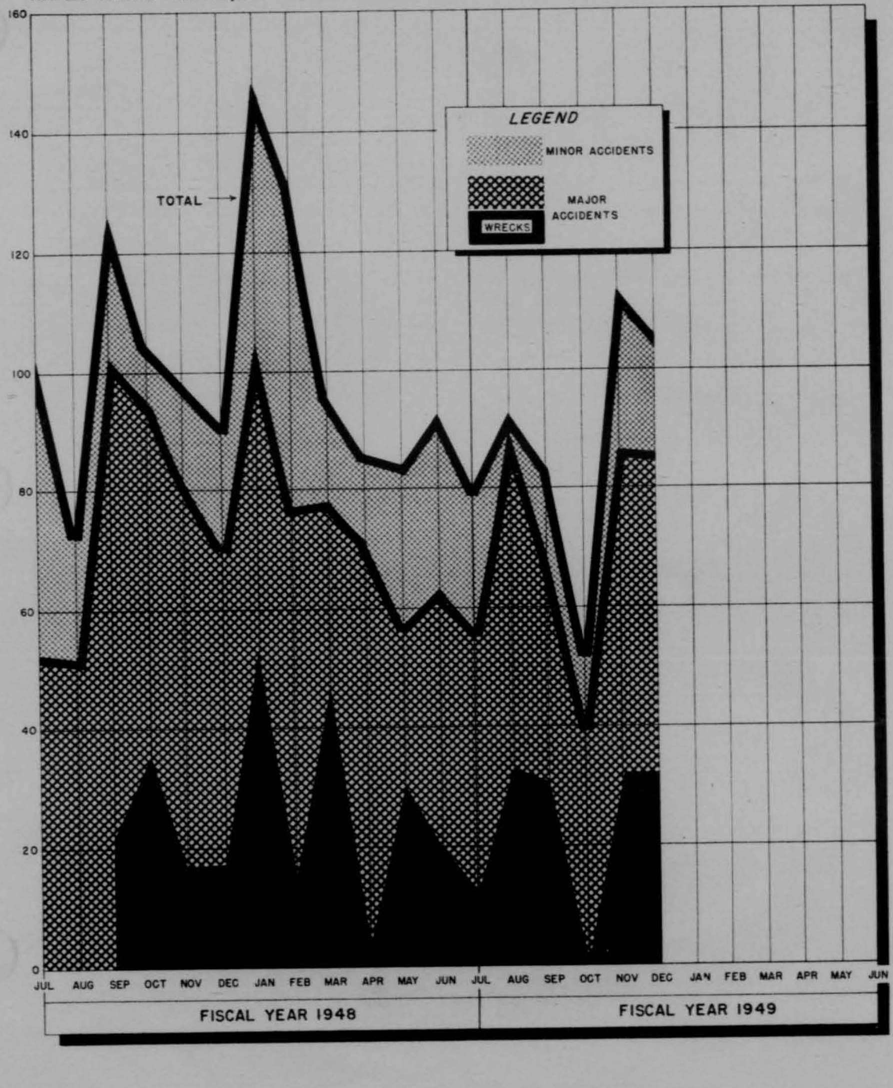
AIR NATIONAL GUARD
AIRCRAFT ACCIDENT RATES

RATES BASED ON 100,000 HOURS FLYING TIME



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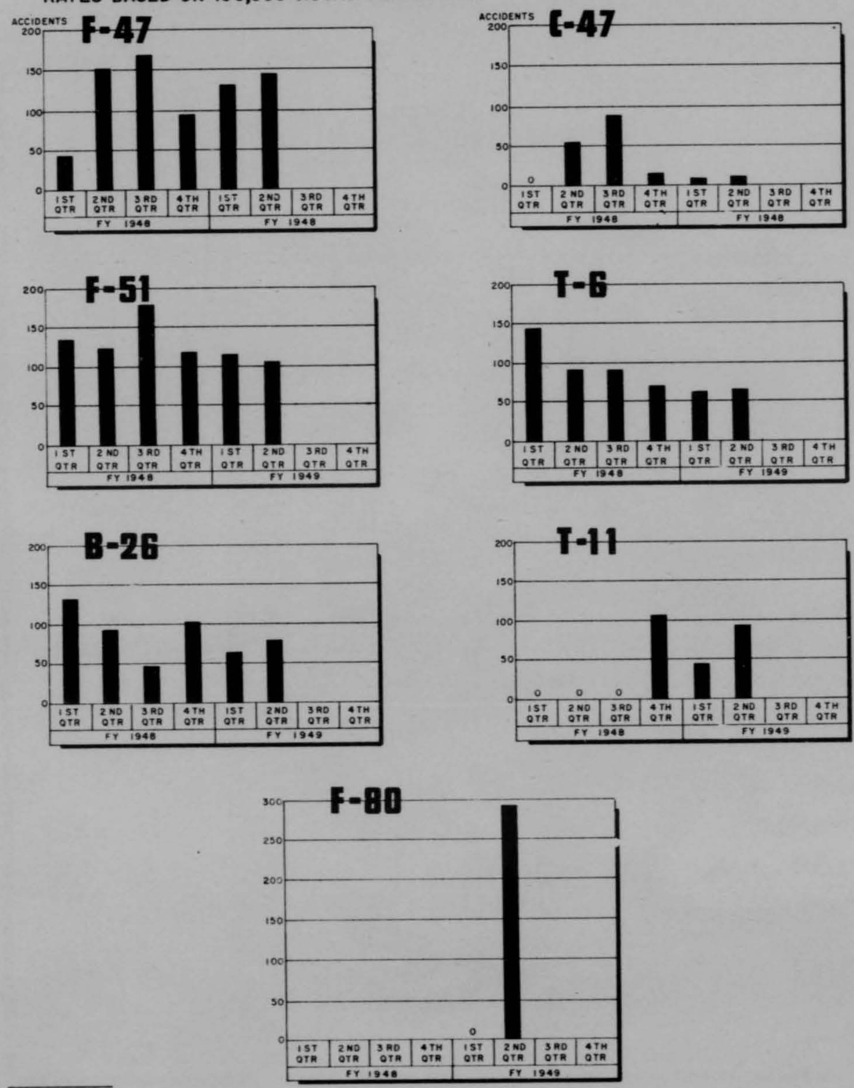
AIR NATIONAL GUARD

Aircraft Accident Rates FY's '48 & '49

RATES BASED ON 100,000 HOURS FLYING TIME



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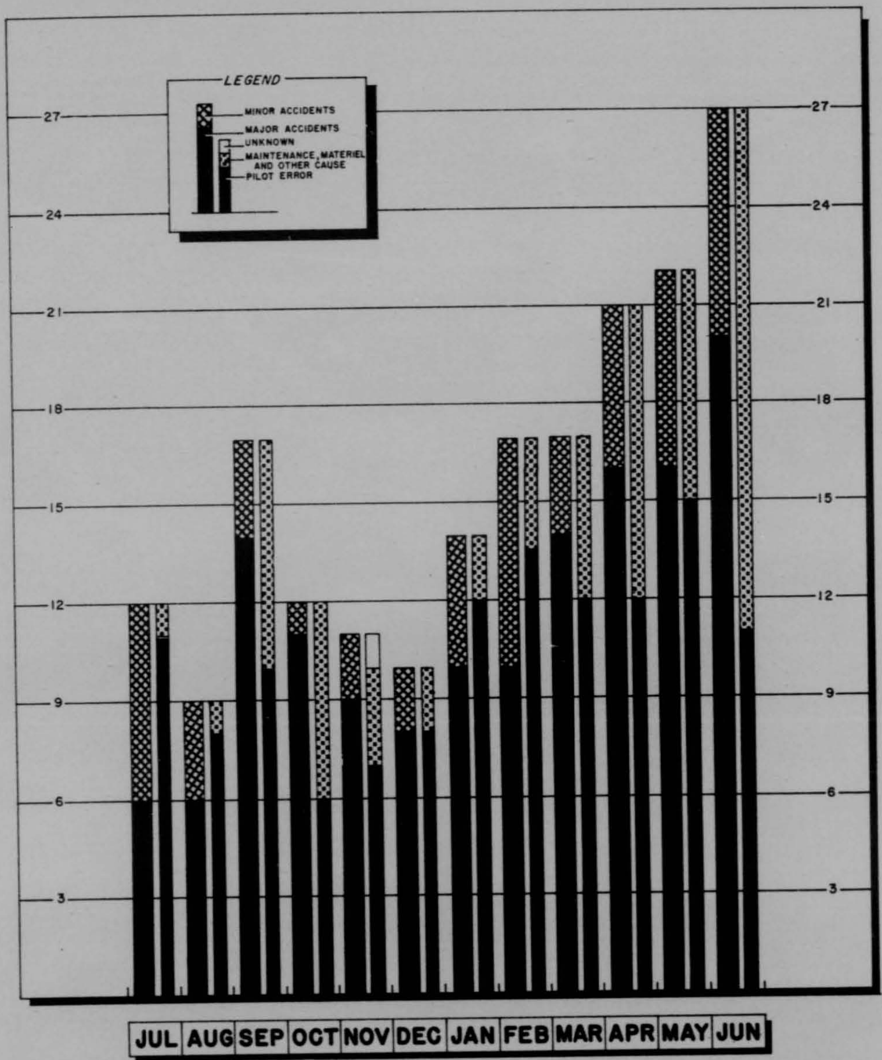
AIR NATIONAL GUARD
Aircraft Accidents FY-1948



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AIR NATIONAL GUARD FY-1948

Flying Hours and Aircraft Accidents

	JUL—DEC					JANUARY					FEBRUARY					MARCH				
	MAJ	MIN	PE	MMO	FLY'G HRS	MAJ	MIN	PE	MMO	FLY'G HRS	MAJ	MIN	PE	MMO	FLY'G HRS	MAJ	MIN	PE	MMO	FLY'G HRS
ALABAMA	1		1		1578					205					338					597
ARIZONA					1563		1	1		255		1	1		353					370
ARKANSAS					1022					204		1	1		336					417
CALIFORNIA	4	1	4	1	7050	1		1		1064					951	1		1		1409
COLORADO	2		2		537	1			1	175					233	1		1		510
CONNECTICUT					1502						1			1	158					274
DELAWARE					459											1		1		253
DIST. OF COLUMBIA					401	1		1		245					168					280
FLORIDA	2			2	1352		1	1		286					299					409
GEORGIA	4			4	4122	1		1		593	1			1	765	1			1	1107
HAWAII					149															208
IDAHO	1	3	4		1342		1	1		325		1	1		286					335
ILLINOIS	1	2	1	2	1906	1		1		338					505	1		1		442
INDIANA	1			1	1427					241					506					439
IOWA	1	1	1	1	2297					282					344	1			1	399
KANSAS					1446					190					145					187
KENTUCKY	1		1		1038	1		1		121					194					467
LOUISIANA					951					169					145	1			1	197
MAINE					1439					84					59					90
MARYLAND	4		3	1	2609					199	1	1	2		191					264
MASSACHUSETTS	4		4		1976					41					222					241
MICHIGAN	2		1	1	1552					268	1		1		290					341
MINNESOTA	2		2		1521					192					167		1		1	259
MISSISSIPPI	1		1		872					87	1		1		174					157
MISSOURI	1	1	2		2904	1			1	365					645	1			1	573
MONTANA	1		1		1013	1		1		105					140	1		1		144
NEBRASKA	1			1	1106		1	1		160					202	1		1		198
NEVADA																				
NEW HAMPSHIRE					570					11					64					90
NEW JERSEY	1	1	2		1087					91					194	1	1	2		233
NEW MEXICO					664					229					283					296
NEW YORK	1		1		1425					20					190					351
NORTH CAROLINA					18															
NORTH DAKOTA	1	1	2		1058					91					119					203
OHIO	4	1	4	1	2391					310					482					776
OKLAHOMA					2404	1		1		392	1	2	2½	½	549	1		1		644
OREGON		2	2		1356					196					137					378
PENNSYLVANIA	1		1		1119					180	1		1		292					292
PUERTO RICO																				87
RHODE ISLAND																				
SOUTH CAROLINA		1	1		1376							1	1		276					276
SOUTH DAKOTA	4	2	6		1364					141					165	1		1		243
TENNESSEE					3738					490					575					995
TEXAS	1		1		1640	1		1		378					466					771
UTAH	2	1		3	1014					101					158					269
VERMONT	1		1		1051					104					243					305
VIRGINIA					407					142	2		2		301	1		1		304
WASHINGTON	1			1	1181					211					181					228
WEST VIRGINIA	2		1	1	456					64					88		1	1		219
WISCONSIN	1		1		471										184					161
WYOMING					1096					111	1			1	116					172
TOTALS	54	17	51	20	71020	10	4	12	2	9456	10	7	13½	3½	12879	14	3	12	5	17860

	APRIL					MAY					JUNE				
	MAJ	MIN	PE	MMO	FLY'G HRS	MAJ	MIN	PE	MMO	FLY'G HRS	MAJ	MIN	PE	MMO	FLY'G HRS
ALABAMA	1			1	581	1		1		707	1		1		722
ARIZONA	1		1		383					380					978
ARKANSAS					380	2		2		390	1	1	1	1	1037
CALIFORNIA					1201					1470	1		1		1464
COLORADO					418	1		1		487	1		1		808
CONNECTICUT					462					431					362
DELAWARE					313					403	1	1	1	1	587
DIST. OF COLUMBIA					444	1		1		510					729
FLORIDA		1		1	761	1			1	710					903
GEORGIA					1652					1166	3		2	1	1532
HAWAII	1		1		257	1			1	238					669
IDAHO	1		½	½	366					423	1	1	2		951
ILLINOIS					804	1	1	1	1	810		1	1		696
INDIANA	1		1		538	1		1		807					925
IOWA	1		1		589					583					883
KANSAS					419					363					313
KENTUCKY					452		1	1		618	2		2		618
LOUISIANA					259					326					230
MAINE					195					285					305
MARYLAND					463					394					455
MASSACHUSETTS					465					531					786
MICHIGAN	1			1	556	1			1	444		2	1	1	829
MINNESOTA					337					566	1			1	520
MISSISSIPPI					312	1	1	1	1	242					318
MISSOURI					912		1	1		934					920
MONTANA					180					247					698
NEBRASKA					354	1		1		422					489
NEVADA															2
NEW HAMPSHIRE					119					142					131
NEW JERSEY					333					488	1		1		453
NEW MEXICO					230					279	1			1	302
NEW YORK	1		½	½	527					740					549
NORTH CAROLINA					151					207					276
NORTH DAKOTA					468	1		1		377		1		1	769
OHIO		1		1	1277	1			1	1180	1		1		1511
OKLAHOMA					770		2	2		992	2		2		844
OREGON	1			1	308										297
PENNSYLVANIA					331					499					445
PUERTO RICO	1			1	94					78					159
RHODE ISLAND															0
SOUTH CAROLINA		1	1		424					493					475
SOUTH DAKOTA					383					454	1		1		1559
TENNESSEE	2		1	1	1140					1254					1609
TEXAS	1		1		1254					1186					1175
UTAH					334					445					466
VERMONT		1		1	376	1			1	495					488
VIRGINIA					365					426					471
WASHINGTON	1	1	2		238					460	2		1	1	765
WEST VIRGINIA					353					375					353
WISCONSIN					315					444					364
WYOMING	2		2		298	1		1		256					318
TOTALS	16	5	12	9	24141	16	6	15	7	26157	20	7	19	8	33508

REMARK: OMISSIONS OF FLYING HOURS ABOVE RESULT FROM LATE SUBMISSION OF REPORTS.
MAJ-MAJOR ACCIDENTS MIN-MINOR ACCIDENTS PE-PILOT ERROR MMO-MAINTENANCE, MATERIEL, OTHER

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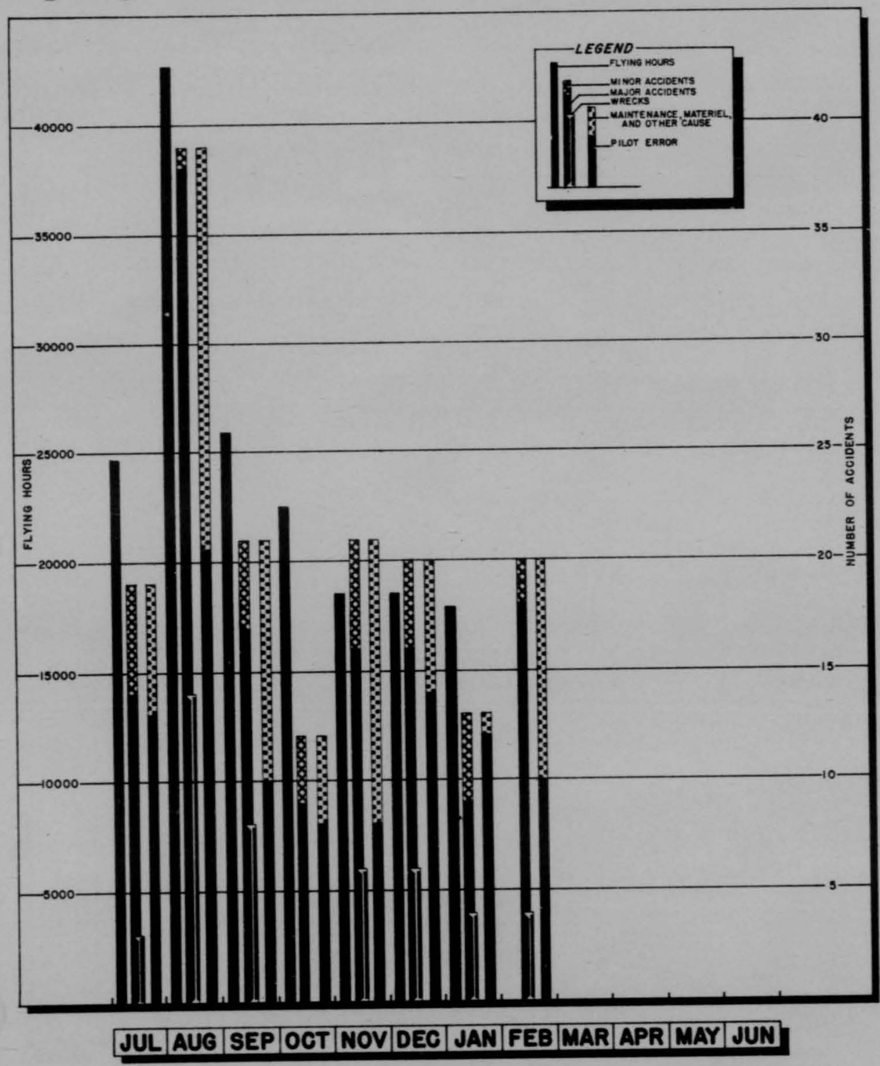
AIR NATIONAL GUARD FY–1949

Flying Hours and Aircraft Accidents



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AIR NATIONAL GUARD FY–1949

Flying Hours and Aircraft Accidents

	JULY						AUGUST						SEPTEMBER						OCTOBER						NOVEMBER						DECEMBER					
	MAJ	WR	MIN	PE	MMO	FLY'G HRS	MAJ	WR	MIN	PE	MMO	FLY'G HRS	MAJ	WR	MIN	PE	MMO	FLY'G HRS	MAJ	WR	MIN	PE	MMO	FLY'G HRS	MAJ	WR	MIN	PE	MMO	FLY'G HRS	MAJ	WR	MIN	PE	MMO	FLY'G HRS
ALABAMA						1083						505						675						597						693	1	1		1		422
ARIZONA						215						260						253						289			1	1		339						370
ARKANSAS	1	1			1	206						359						315						565						363						360
CALIFORNIA	1			1		1083	3	1		1	2	2073						1221						1145			1	1		1233						1295
COLORADO						221	1				1	366						648			1		1	538	2			1	1	442						369
CONNECTICUT						399	2	2			2	575						479						376						330	1			1		248
DELAWARE						358						1030			1	1		352						300						223						236
DIST. OF COLUMBIA						479						937						579						480						436			1	1		551
FLORIDA			1	1		490						511	1				1	611						363						405						308
GEORGIA						1089	4	2		3	1	1050	3	2		2	1	1735						828						745						878
HAWAII						296	1				1	482	1	1			1	246						239						265						240
IDAHO						318						331	1	1		1		307						350						249	1				1	228
ILLINOIS						562	1			1		2503	1	1			1	656						841						863	1			1		628
INDIANA			1	1		618						1536						515						471	1	1		1		435	1	1		1		432
IOWA			1	1		584	1			1		1594						471	1			1		633	2	2			2	251						273
KANSAS						312						898						274						391						245						228
KENTUCKY						400						1103						597						370						426						385
LOUISIANA						238						532						205						261						145						204
MAINE	1				1	303	1			½	½	544						352			1	1		254	1				1	174	1			1		279
MARYLAND						261						719						464						435						364	2			1	1	274
MASSACHUSETTS						796	5	2		3	2	1646	1			1		654						800			1		1	490	1	1	2	2	1	589
MICHIGAN	1				1	597	1			1		1987			1	1		761	1			1		647						716	1	1			1	734
MINNESOTA	1			1		856						727						506	1			1		384						177						270
MISSISSIPPI						884						324						222	1			1		257						338	2	1		1	1	311
MISSOURI						602						2105	1				1	718			1	1		873	1				1	528						622
MONTANA						215						196			1		1	159						227						257			1	1		292
NEBRASKA						295	1	1			1	747						244						267						274	1				1	266
NEVADA												65						68						75						53						47
NEW HAMPSHIRE	1			1		125						462						220						198						109						178
NEW JERSEY			1	1		1011						379						454						309	1			1		145						241
NEW MEXICO						342	1			1		607						316						283						259						351
NEW YORK			1	1		583						1182	1				1	1261	1				1	895	3		1	1	3	731						509
NORTH CAROLINA						301			1		1	391						486						328						247						168
NORTH DAKOTA	1	1			1	246	1			1		340						412						422						152						233
OHIO						1806						1078	3	2		2	1	1457						942						890						788
OKLAHOMA	2			1	1	729	3	1		3		1970						620						656	1	1			1	569						597
OREGON						171						203						169						241						176						232
PENNSYLVANIA						603						717						520						353						317	1	1		1		242
PUERTO RICO						192	2	1			2	184						133	1			1		157	1				1	135						145
RHODE ISLAND																																				51
SOUTH CAROLINA						312						521	2			1	1	788						411						304						363
SOUTH DAKOTA						306						291						460	1				1	346						121						249
TENNESSEE	3	1		2	1	1117	2	1		1	1	850						1352	1				1	694						657	1			1		664
TEXAS						1032	2	1		1	1	2741	1			1		747						802	1		1	1	1	490						739
UTAH						317						656						420						285						204						147
VERMONT						494						868	1	1			1	694						320						293	1			1		266
VIRGINIA	1			1		379	2	1		1	1	526						211						244	1	1		1		374						299
WASHINGTON						131	1			1		497						342						254						332						92
WEST VIRGINIA						320						810			1		1	109						258						237						209
WISCONSIN						260	2	1		1	1	759						299						354	1	1			1	185						263
WYOMING	1			1		251	1				1	858						234	1			1		198						140						221
TOTALS	14	3	5	13	6	24,788	38	14	1	20½	18½	42,595	17	8	4	10	11	25,991	9	0	3	8	4	22,206	16	6	5	8	13	18,526	16	6	4	14	6	18,586

MAJ-MAJOR ACCIDENTS WR-WRECKS(included in Major) MIN-MINOR ACCIDENTS PE-PILOT ERROR MMO-MAINTENANCE,MATERIEL,OTHER
REMARK OMISSIONS OF FLYING HOURS ABOVE RESULT FROM LATE SUBMISSION OF REPORTS.

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AIR NATIONAL GUARD FY–1949

Flying Hours and Aircraft Accidents

	JANUARY						FEBRUARY						MARCH						APRIL						MAY						JUNE					
	MAJ	WR	MIN	PE	MMO	FLY'G HRS	MAJ	WR	MIN	PE	MMO	FLY'G HRS	MAJ	WR	MIN	PE	MMO	FLY'G HRS	MAJ	WR	MIN	PE	MMO	FLY'G HRS	MAJ	WR	MIN	PE	MMO	FLY'G HRS	MAJ	WR	MIN	PE	MMO	FLY'G HRS
ALABAMA			1	1		597																														
ARIZONA						401																														
ARKANSAS						269																														
CALIFORNIA			1	1		1179	3	1		2	1																									
COLORADO						285	3	2		2	1																									
CONNECTICUT	1			1		332			1	1																										
DELAWARE						429																														
DIST. OF COLUMBIA						532	2	1		1	1																									
FLORIDA	1	1			1	398																														
GEORGIA	1	1		1		894																														
HAWAII						193																														
IDAHO						237																														
ILLINOIS						552	1			1																										
INDIANA						440																														
IOWA						184	1				1																									
KANSAS						64																														
KENTUCKY						290																														
LOUISIANA			1	1		204																														
MAINE						248	2			1	1																									
MARYLAND						330																														
MASSACHUSETTS						661	2				2																									
MICHIGAN						486	2			1	1																									
MINNESOTA						240																														
MISSISSIPPI						353																														
MISSOURI						242																														
MONTANA						196																														
NEBRASKA						165																														
NEVADA						101																														
NEW HAMPSHIRE						229																														
NEW JERSEY						297																														
NEW MEXICO						210																														
NEW YORK	1			1		1113																														
NORTH CAROLINA						320																														
NORTH DAKOTA						80	1	1			1																									
OHIO	1	1	1	2		644																														
OKLAHOMA						261																														
OREGON						84																														
PENNSYLVANIA						368																														
PUERTO RICO						180																														
RHODE ISLAND						86																														
SOUTH CAROLINA	1			1		447																														
SOUTH DAKOTA						155																														
TENNESSEE						501																														
TEXAS						455																														
UTAH	1			1		111																														
VERMONT						405			1		1																									
VIRGINIA	1	1		1		479																														
WASHINGTON						197																														
WEST VIRGINIA						244	1			1																										
WISCONSIN						277																														
WYOMING	1			1		221																														
TOTALS	9	4	4	12	1	17,866	18	5	2	10	10																									

REMARK: OMISSIONS OF FLYING HOURS ABOVE RESULT FROM LATE SUBMISSION OF REPORTS
MAJ–MAJOR ACCIDENTS WR–WRECKS (included in Major) MIN–MINOR ACCIDENTS PE–PILOT ERROR MMO–MAINTENANCE, MATERIEL, OTHER

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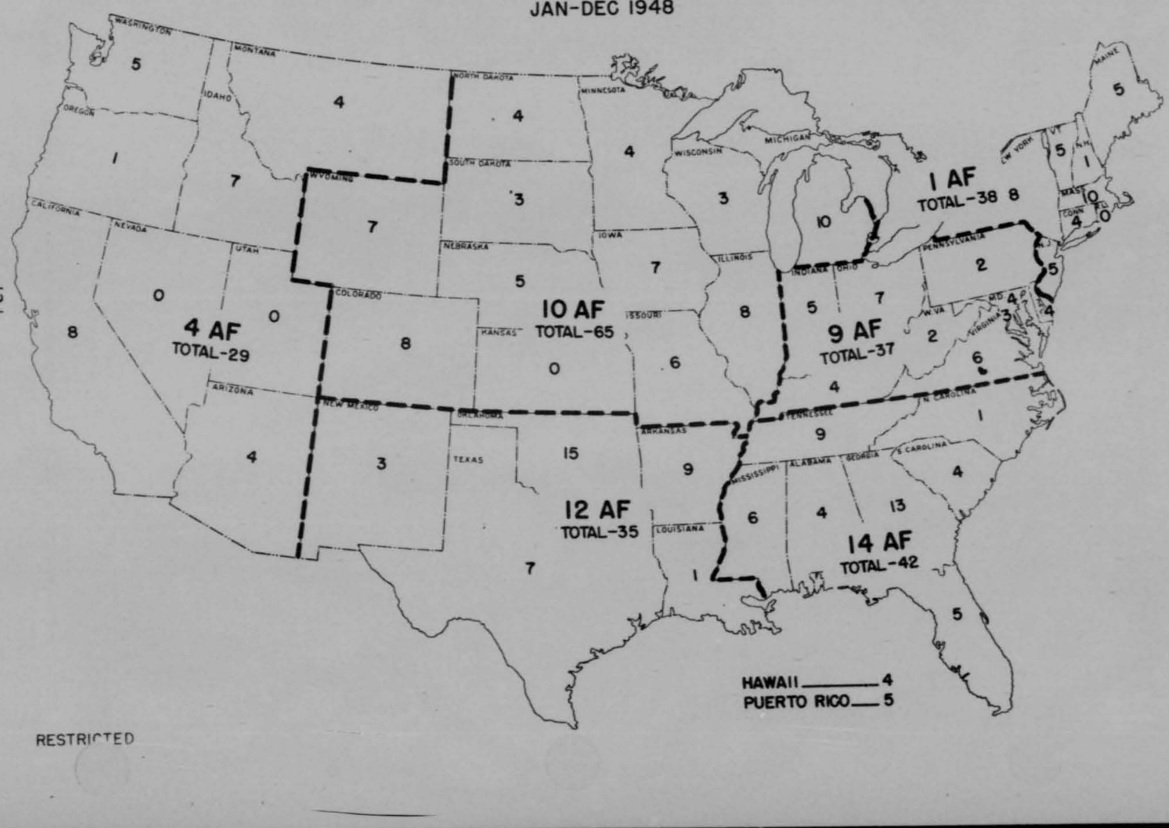
AIR NATIONAL GUARD
MAJOR AND MINOR AIRCRAFT ACCIDENTS
BY STATE AND AIR FORCE

JAN-DEC 1948



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STATISTICS

314
×7
22198
×2
4
72÷8=9

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AS OF 21 March 1949

STATUS OF AIR NATIONAL GUARD ORGANIZATION BY WINGS AND OVERSEAS AREAS

WING OR AREA	UNITS			STATE	BALANCE				
	ALLOTTED	F/R	PER CENT		INSP	TO BE INSP	AUTH TO ORG	NOT AUTH TO ORG	TOTAL NOT F/R
66	64	64	100.0						
54	56	56	100.0						
71	48	48	100.0						
67	44	44	100.0						
55	37	37	100.0						
60	28	28	100.0						
62	28	28	100.0						
86	28	28	100.0						
PR	4	4	100.0						
TH	4	4	100.0						
61	25	24	96.0	California		1			1
63	46	44	95.7	Texas		1	1		2
52	49	45	91.8	New Jersey				4	4
53	53	35	66.0	Pennsylvania	3		8	7	18
Totals	514	469			3	2	9	11	25

AIR UNITS NOT FEDERALLY RECOGNIZED AS OF MARCH 1949

AUTHORIZED TO ORGANIZE

California (2) 194 Ftr Sq, SE, Hayward

Pennsylvania
(1) 146 Ftr Sq, SE, Pittsburgh
(1) 146 Util Flt, "
(1) Det A, 212 ASG(F) "
146 Wea Sta, "
553 USAF Band, Harrisburg
112 Ftr Gp,Hq, Pittsburgh
Hq Det, 212 ASG(F) "
147 Ftr Sq, SE "
147 Util Flt, "
147 Wea Sta, "
Det B, 212 ASG(F) "

Texas
(3) 134 A/C Sq, Freeport
136 A/C W Sq(F) Beaumont

ALLOTTED TO AND ACCEPTED BY THE STATES, BUT NOT AUTHORIZED TO ORGANIZE

New Jersey
141 Ftr Sq, SE Newark
141 Util Flt, "
141 Wea Sta, "
Det A, 208 ASG(F) "

Pennsylvania
103 Rad Cal Det, Penn St Col.
603 Sig LC Co, Harrisburg
153 A/C W Gp Hq, "
111 A/C Sq, "
112 A/C W Sq(LS) Pittsburgh
1902 Eng Avn Bn Hq Johnstown
1803 Eng Avn Co, "

REMARKS:

(1) Inspected for Federal recognition 18 June 1948.
(2) Inspection Team requested for 21 March 1949.
(3) Inspection Team requested for 3 March 1949.

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AS OF 28 February 1949

REPORT OF PERSONNEL IN AIR NATIONAL GUARD UNITS

DATE	NO. OF UNITS	PHASE STRENGTH OFF	PHASE STRENGTH WO	PHASE STRENGTH EM	PHASE STRENGTH TOTAL	ACTUAL STRENGTH OFF	ACTUAL STRENGTH WO	ACTUAL STRENGTH EM	ACTUAL STRENGTH TOTAL	SHORT OFF	SHORT WO	SHORT EM	SHORT TOTAL	OVER OFF	OVER EM	OVER TOTAL
30 Nov 46						1035	4	3041	3080							
31 Jan 47	173				3696	1540	7	3292	4839							1143
31 Mar 47	223				5316	2312	13	5136	7461							2145
30 Jun 47	277	1738	51	6708	8497	2739	18	7329	10086		33			1001	621	1589
30 Sep 47	302	2260	63	9303	11626	2936	26	10022	12984		37			676	719	1358
31 Dec 47	348	2917	73	12248	15238	3530	37	15059	18626		36			613	2811	3388
31 Mar 48	364	3469	77	15032	18578	3819	37	17103	20959		40			359	2062	2381
30 Jun 48	416					4417	51	24789	29257							
30 Sep 48	452	4938	69	25129	30136	4707	53	25518	30278	231	16				389	142
31 Dec 48	492	5600	78	29822	35500	5319	63	30462	35844	281	15				640	344
31 Jan 49	492	5753	79	31134	36966	5491	63	32027	37581	262	16				893	615
28 Feb 49	492	5873	80	32315	38268	5637	61	32969	38667	236	19				654	399

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REMARKS: As of 28 Feb 1949:

1. Federally recognized air units were located in the 48 States, Hawaii, Puerto Rico and the District of Columbia.

2. In 27 areas, there were overall personnel shortages; in 24 areas, there were overall overages.

3. From 31 Jan 49 . actual strength increased by 1086 , as against a phase requirements increase of 1302.

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STATUS OF AIR NATIONAL GUARD UNITS AND PERSONNEL BY TYPE ORGANIZATION

UNITS AS OF 21 March 1949 — PERSONNEL AS OF 28 February 1949

TYPE ORG	ALLOTTED	F/R	INSP	I.T. REQ	ADD. A/O	TOTAL F/R, I, I.T., A/O	NO. UNITS REPORTING	AUTH.	RPTD.	PER CENT
Wing, Hq & Hq Sq	12	12				12	12	2460	1841	74.8
Lt Bomb Gp, Hq	3	3				3	3	240	164	68.3
Ftr Gp, Hq	24	23				23	23	1656	1344	81.2
A/C W Gp, Hq	12	11				11	11	744	503	67.6
Acft Contl Sq	12	10		1		11	10	3108	1398	45.0
A/C W Sq (LS)	12	11				11	11	4692	1543	32.9
A/C W Sq (F)	12	11			1	12	11	4860	1889	38.9
AF Comm Sq, Wg	12	12				12	12	1056	741	70.2
Radar Calib Det	12	11				11	11	420	298	71.0
AS Gp (LB), Hq Det	3	3				3	3	522	292	55.9
Det A	3	3				3	3	441	319	72.3
Det B	3	3				3	3	441	243	55.1
Det C	3	3				3	3	441	410	93.0
Det D	3	3				3	3	441	408	92.5
ASGp (F), Hq Det	24	23				23	23	4632	3163	68.3
Det A	24	22	1			23	23	4248	3019	71.1
Det B	24	23				23	23	4248	3451	81.2
Det C	24	24				24	24	4248	3475	81.8
Eng Avn Bn, Hq	4	3				3	3	868	229	26.4
Eng Avn Co	12	11				11	11	1620	527	32.5
Signal LC Co	12	11				11	11	1224	580	47.4
USAF Band	12	11				11	11	348	259	74.4
Lt Bomb Sq	12	12				12	12	1992	1654	83.0
Ftr Sq	72	68	1	1		70	69	9576	7952	83.0
Util Flt	84	81	1			82	82	2940	2430	82.7
Wea Sta	84	81			1	82	81	672	535	79.6
Totals	514	489	3	2	2	496	492	58138	38667	66.5

LEGEND: F/R - Federally recognized
Insp- Inspected for Federal Recognition
I.T.Req.- Federal inspection team requested
Add. A/O- Additional authorized to organize

AS OF 28 February 1949

STATUS OF AIR NATIONAL GUARD PERSONNEL BY GRADE

GRADE	NO. AUTH	ACTUAL	PER CENT
Brigadier General	12	8	66.7
Colonel	78	45	57.7
Lieutenant Colonel	289	187	64.7
Major	734	437	59.5
Captain	2278	1496	65.7
First Lieutenant	2807	2268	80.8
Second Lieutenant	1593	1196	75.1
Total Officers	7791	5637	72.4
Warrant Officers	120	61	50.8
Master Sergeant	1245	790	63.5
First Sergeant	319	211	66.1
Technical Sergeant	2110	1208	57.3
Staff Sergeant	8290	4609	55.6
Sergeant	12219	3891	31.8
Corporal	15013	4479	29.8
Private First Class	3299	5634	170.8
Private	7732	12147	157.1
Total Enlisted	50227	32969	65.6
Total Personnel	58138	38667	66.5

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AS OF 28 February 1949

STATUS OF UNITS AND PERSONNEL
BY NUMBERED AIR FORCES, WING, AND OVERSEAS AREAS

BY NUMBERED AIR FORCES AND OVERSEAS AREAS

UNITS

NO.	AREA	STATES	ALLOTTED	F/R	PER CENT
1	14	Ala, Fla, Ga, Miss, NC, SC, Tenn	56	56	100.0
2	CAC	Puerto Rico	4	[illegible]	100.0
3	TH	Hawaii	4	4	100.0
4	10	Colo,Ill,Ind,Ia,Kans,Mich,Minn,Mo,Neb,ND,SD,Wis,Wyo	140	139	99.3
5	4	Ariz, Calif, Ida, Mont, Nev, Oreg, Utah, Wash	81	80	97.6
6	1	Conn, Me, Mass, NH, NJ, NY, RI, Vt	93	89	95.7
7	12	Ark, La, NM, Okla, Tex	46	44	95.7
8	9	Del, DC, Ky, Md, Ohio, Pa, Va, W Va	90	72	80.0
		Totals	514	488	94.9

PERSONNEL

NO.	AREA	STATES	AUTH.	ACTUAL	PER CENT
1	TH	Hawaii	353	347	98.3
2	14	Ala, Fla, Ga, Miss, NC, SC, Tenn	6030	5017	83.2
3	1	Conn, Me, Mass, NH, NJ, NY, RI, Vt	10504	7720	73.5
4	CAC	Puerto Rico	353	257	72.8
5	12	Ark, La, NM, Okla, Tex	5062	3336	65.9
6	10	Colo,Ill,Ia,Kans,Mich,Minn,Mo,Neb,ND,SD,Wisc,Wyo	15960	10230	64.1
7	4	Ariz,Calif,Ida,Mont,Nev,Ore,Utah,Wash	10022	6110	61.0
8	9	Del, DC, KY, Md, Ohio, Pa, Va, W Va	9854	5650	57.3
		Totals	58138	38667	66.5

BY WINGS AND OVERSEAS AREAS

UNITS

NO.	AREA	STATES	ALLOTTED	F/R	PER CENT
1	54	Ga, Ala, NC, SC, Fla, Miss, Tenn	56	56	100.0
2	71	Mo, Minn, Iowa, SD, ND	48	48	100.0
3	67	Mass, RI, Conn, Me, NH, Vt	44	44	100.0
4	55	Ohio, Ky, W Va	37	37	100.0
5	60	Wash, Oreg, Mont, Ida	28	28	100.0
6	62	Calif, Ariz	28	28	100.0
7	86	Colo, Kans, Neb, Wyo	28	28	100.0
8	CAC	Puerto Rico	4	4	100.0
9	TH	Hawaii	4	4	100.0
10	66	Ill, Wisc, Ind, Mich	64	63	98.4
11	61	Calif, Utah, Nev	25	24	96.0
12	63	Tex, La, Okla, Ark, NM	46	44	95.7
13	52	NY, NJ	49	45	91.8
14	53	Pa, DC, Md, Va, Del	53	35	66.0
		Totals	514	488	94.9

PERSONNEL

NO.	AREA	STATES	AUTH.	ACTUAL	PER CENT
1	TH	Hawaii	353	347	98.3
2	54	Ga, Ala, Fla, NC, SC, Miss, Tenn	6030	5017	83.2
3	67	Mass, Conn, Me, RI, NH, Vt	4968	4017	80.9
4	71	Mo, Minn, Iowa, SD, ND	5324	3911	73.5
5	62	Calif, Ariz	3388	2477	73.1
6	CAC	Puerto Rico	353	257	72.8
7	55	Ohio, Ky, W Va	3965	2869	72.4
8	52	NY, NJ	5536	3703	66.9
9	63	Tex, La, Okla, Ark, NM	5062	3336	65.9
10	60	Wash, Oreg, Mont, Idaho	3385	2139	63.2
11	86	Colo, Kans, Neb, Wyo	3385	2086	61.6
12	66	Ill, Wisc, Ind, Mich	7251	4233	58.4
13	53	Penn, D.C, Md, Va, Del	5889	2781	47.2
14	61	Calif, Utah, Nev	3249	1494	46.0
		Totals	58138	38667	66.5

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AS OF 28 February 1949

STATUS OF UNITS AND PERSONNEL BY STATE, TERRITORY, AND D.C.

UNITS					PERSONNEL				
NO.	STATE	ALLOTTED	F/R	PER CENT	NO.	STATE	AUTH	ACTUAL	PER CENT
1	New York	39	39	100.0	1	Vermont	353	355	100.6
2	Ohio	27	27	100.0	2	Mississippi	353	352	99.7
3	Illinois	26	26	100.0	3	Arizona	353	350	99.2
4	Georgia	19	19	100.0	4	Hawaii	353	347	98.3
5	Massachusetts	18	18	100.0	5	Delaware	353	344	97.5
6	Missouri	18	18	100.0	6	South Carolina	353	344	97.5
7	Colorado	16	16	100.0	7	West Virginia	353	342	96.9
8	Washington	12	12	100.0	8	Florida	353	338	95.8
9	Indiana	11	11	100.0	9	Utah	353	337	95.5
10	Iowa	11	11	100.0	10	Arkansas	353	337	95.5
11	Minnesota	11	11	100.0	11	Virginia	353	332	94.1
12	Wisconsin	11	11	100.0	12	Massachusetts	1883	1769	93.9
13	Alabama	10	10	100.0	13	Alabama	971	903	93.0
14	Oklahoma	10	10	100.0	14	Oklahoma	968	871	90.0
15	Tennessee	10	10	100.0	15	Tennessee	968	870	89.9
16	Oregon	8	8	100.0	16	Maryland	353	316	89.5
17	Connecticut	7	7	100.0	17	Wyoming	353	316	89.5
18	Dist. of Col.	7	7	100.0	18	Kansas	353	304	86.1
19	Kentucky	6	6	100.0	19	Nebraska	353	299	84.7
20	Maine	6	6	100.0	20	Idaho	353	296	83.9
21	Louisiana	5	5	100.0	21	Maine	615	504	82.0
22	North Carolina	5	5	100.0	22	New Hampshire	353	286	81.0
23	Rhode Island	5	5	100.0	23	New Mexico	353	286	81.0
24	Arizona	4	4	100.0	24	North Dakota	353	285	80.7
25	Arkansas	4	4	100.0	25	Missouri	1886	1497	79.4
26	Delaware	4	4	100.0	26	Georgia	2274	1791	78.8
27	Florida	4	4	100.0	27	Dist. of Col.	1020	795	77.9
28	Hawaii	4	4	100.0	28	Connecticut	1020	786	77.1
29	Idaho	4	4	100.0	29	Montana	353	272	77.1
30	Kansas	4	4	100.0	30	South Dakota	353	270	76.5
31	Maryland	4	4	100.0	31	Puerto Rico	353	257	72.8
32	Mississippi	4	4	100.0	32	Ohio	2997	2124	70.9
33	Montana	4	4	100.0	33	Iowa	1373	974	70.9
34	Nebraska	4	4	100.0	34	New York	4568	3117	68.2
35	Nevada	4	4	100.0	35	Indiana	1359	903	66.4
36	New Hampshire	4	4	100.0	36	Kentucky	615	403	65.5
37	New Mexico	4	4	100.0	37	Minnesota	1359	885	65.1
38	North Dakota	4	4	100.0	38	Oregon	1141	723	63.4
39	Puerto Rico	4	4	100.0	39	Michigan	1850	1145	61.9
40	South Carolina	4	4	100.0	40	New Jersey	968	586	60.5
41	South Dakota	4	4	100.0	41	Nevada	353	211	59.8
42	Utah	4	4	100.0	42	Louisiana	747	441	59.0
43	Vermont	4	4	100.0	43	Illinois	2669	1538	57.6
44	Virginia	4	4	100.0	44	North Carolina	758	419	55.3
45	West Virginia	4	4	100.0	45	California	5578	3073	55.1
46	Wyoming	4	4	100.0	46	Washington	1538	848	55.1
47	California	41	40	97.6	47	Texas	2641	1401	53.0
48	Michigan	16	15	93.8	48	Colorado	2326	1167	50.2
49	Texas	23	21	91.3	49	Wisconsin	1373	647	47.1
50	New Jersey	10	6	60.0	50	Rhode Island	744	317	42.6
51	Pennsylvania	34	16	47.1	51	Pennsylvania	3810	994	26.1
	Totals	514	488	94.9		Totals	58138	38667	66.5

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AS OF 28 February 1949

STATUS OF UNITS AND PERSONNEL BY STATE, TERRITORY, AND D.C.

NO.	STATE	UNITS			PERSONNEL						PILOTS		WITH
		ALL'T'D	F/R	PER CENT	AUTH	PHASE	ACTUAL	SHORT/	OVER	PER CENT	T/O & E	NON T/O & E	SHORTAGES
1.	Alabama	10	10	100.0	971	775	903		128	93.0	63	17	3
2	Arizona	4	4	100.0	353	353	350	3		99.2	33	12	2
3	Arkansas	4	4	100.0	353	353	337	16		95.5	30	9	3
4	California	41	40	97.6	5578	2732	3073		341	55.1	115	149	19
5	Colorado	16	16	100.0	2326	1728	1167	561		50.2	38	31	14
6	Connecticut	7	7	100.0	1020	958	786	172		77.1	34	11	7
7	Delaware	4	4	100.0	353	353	344	9		97.5	32	7	3
8	Dist.of Columbia	7	7	100.0	1020	1020	795	225		77.9	41	15	7
9	Florida	4	4	100.0	353	353	338	15		95.8	30	2	2
10	Georgia	19	19	100.0	2274	2046	1791	225		78.8	82	45	15
11	Hawaii	4	4	100.0	353	353	347	6		98.3	32	2	3
12	Idaho	4	4	100.0	353	351	296	55		83.9	29	11	4
13	Illinois	26	26	100.0	2669	1506	1538		32	57.6	101	11	12
14	Indiana	11	11	100.0	1359	876	903		27	66.4	60	18	5
15	Iowa	11	11	100.0	1373	942	974		32	70.9	*60	*6	9
16	Kansas	4	4	100.0	353	353	304	49		86.1	31	1	3
17	Kentucky	6	6	100.0	615	521	403	118		65.5	32	18	6
18	Louisiana	5	5	100.0	747	519	441	78		59.0	21	4	5
19	Maine	6	6	100.0	615	615	504	111		82.0	36	7	6
20	Maryland	4	4	100.0	353	353	316	37		89.5	32	1	3
21	Massachusetts	18	18	100.0	1883	1720	1769		49	93.9	77	39	13
22	Michigan	16	15	93.5	1850	1062	1145		83	61.9	76	17	9
23	Minnesota	11	11	100.0	1359	818	885		67	65.1	62	11	7
24	Mississippi	4	4	100.0	353	353	352	1		99.7	33	3	1
25	Missouri	18	18	100.0	1886	1597	1497	100		79.4	69	40	14
26	Montana	4	4	100.0	353	267	272		5	77.1	28		2
# 27	Nebraska	4	4	100.0	353	353	299	54		84.7	*33		4
28	Nevada	4	4	100.0	353	152	211		59	59.8	34	5	1
29	New Hampshire	4	4	100.0	353	305	286	19		81.0	27		3
30	New Jersey	10	6	60.0	968	525	586		61	60.5	38	14	5
31	New Mexico	4	4	100.0	353	267	286		19	81.0	26		1
32	New York	39	39	100.0	4568	2125	3117		992	68.2	139	41	14
33	North Carolina	5	5	100.0	758	275	419		144	55.3	32	6	0
34	North Dakota	4	4	100.0	353	353	285	68		80.7	32	3	4
35	Ohio	27	27	100.0	2997	1732	2124		392	70.9	128	49	13
36	Oklahoma	10	10	100.0	968	938	871	67		90.0	72	11	7
37	Oregon	8	8	100.0	1141	976	723	253		63.4	33	7	8
38	Pennsylvania	34	16	47.1	3810	882	994		112	26.1	73	14	8
39	Puerto Rico	4	4	100.0	353	227	257		30	72.8	13		3
40	Rhode Island	5	5	100.0	744	240	317		77	42.6	24	1	1
41	South Carolina	4	4	100.0	353	353	344	9		97.5	28	7	4
42	South Dakota	4	4	100.0	353	352	270	82		76.5	24	7	3
43	Tennessee	10	10	100.0	968	945	870	75		89.9	58	9	9
44	Texas	23	21	91.3	2641	1373	1401		28	53.0	95	27	15
45	Utah	4	4	100.0	353	353	337	16		95.5	31	3	3
46	Vermont	4	4	100.0	353	353	355		2	100.6	37	5	0
47	Virginia	4	4	100.0	353	265	332		67	94.1	30	1	1
48	Washington	12	12	100.0	1538	766	848		82	55.1	43	19	5
49	West Virginia	4	4	100.0	353	310	342		32	96.9	30	1	3
50	Wisconsin	11	11	100.0	1373	618	647		29	47.1	58	15	2
51	Wyoming	4	4	100.0	353	353	316	37		89.5	32	2	4
	Totals	514	488	94.9	58138	38268	38667		399	66.5	2447	734	298**

** 298 units were short of phase strength requirements:
65 short 1 each; 47 short 2 each and 186 short 3 or more each.

* Estimated

31 Jan 49 data used, inasmuch as 28 Feb 49 data not reported.

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AS OF 28 February 1949

STATUS OF UNITS AND PERSONNEL IN GROUPS

FIGHTER GROUPS

UNITS						PERSONNEL					
NO.	GROUP	STATE	ALLOTTED	F/R	PER CENT	NO.	GROUP	STATE	AUTH	ACTUAL	PER CENT
1	107	N Y	18	18	100.0	1	102	Mass	968	952	98.3
2	113	D C	18	18	100.0	2	146	Calif	1677	1615	96.3
3	116	Ga	18	18	100.0	3	117	Ala	1324	1255	94.8
4	121	Ohio	18	18	100.0	4	116	Ga	1674	1568	93.7
5	136	Tex	18	18	100.0	5	137	Okla	1674	1494	89.2
6	137	Okla	18	18	100.0	6	113	DC	1674	1471	87.9
7	140	Colo	18	18	100.0	7	101	Me	1321	1143	86.5
8	142	Oreg	18	18	100.0	8	136	Tex	1677	1444	86.1
9	146	Calif	18	18	100.0	9	122	Ind	968	830	85.7
10	101	Me	14	14	100.0	10	131	Mo	971	830	85.5
11	117	Ala	14	14	100.0	11	118	Tenn	1321	1126	85.2
12	118	Tenn	14	14	100.0	12	132	Iowa	1321	1095	82.9
13	127	Mich	14	14	100.0	13	121	Ohio	1677	1375	82.0
14	132	Iowa	14	14	100.0	14	142	Oreg	1674	1369	81.8
15	133	Minn	14	14	100.0	15	140	Colo	1674	1323	79.0
16	102	Mass	10	10	100.0	16	123	Ky	968	745	77.0
17	103	Conn	10	10	100.0	17	133	Minn	1321	1012	76.6
18	122	Ind	10	10	100.0	18	127	Mich	1324	1003	75.8
19	123	Ky	10	10	100.0	19	103	Conn	968	715	73.9
20	128	Wisc	10	10	100.0	20	107	NY	1674	1146	68.5
21	131	Mo	10	10	100.0	21	144	Calif	1321	814	61.6
22	144	Calif	14	13	92.9	22	108	NJ	968	586	60.5
23	108	N J	10	6	60.0	23	128	Wisc	968	516	53.3
24	112	Pa	14	4	28.6	24	112	Pa	1321	437	33.1
		Totals	344	329	95.6			Totals	32428	25864	79.8

LIGHT BOMBARDMENT GROUPS

NO.	GROUP	STATE	ALLOTTED	F/R	PER CENT	NO.	GROUP	STATE	AUTH	ACTUAL	PER CENT
1	126	Ill	18	18	100.0	1	106	NY	966	918	95.0
2	106	N Y	10	10	100.0	2	126	Ill	1672	1179	70.4
3	111	Pa	10	10	100.0	3	111	Pa	966	273	28.3
		Totals	38	38	100.0			Totals	3604	2368	65.7

AIRCRAFT CONTROL AND WARNING GROUPS

NO.	GROUP	STATE	ALLOTTED	F/R	PER CENT	NO.	GROUP	STATE	AUTH	ACTUAL	PER CENT
1	156	Ill	5	5	100.0	1	151	Mass	1117	694	62.1
2	151	Mass	4	4	100.0	2	155	Ohio	726	423	58.3
3	152	N Y	4	4	100.0	3	154	Ga	1117	581	52.0
4	154	Ga	4	4	100.0	4	157	Mo	1117	543	48.6
5	157	Mo	4	4	100.0	5	152	NY	1117	506	45.3
6	159	Colo	4	4	100.0	6	159	Colo	1117	490	43.9
7	160	Wash	4	4	100.0	7	160	Wash	1117	438	39.2
8	161	Calif	4	4	100.0	8	162	Calif	1117	437	39.1
9	162	Calif	4	4	100.0	9	161	Calif	1117	335	30.0
10	155	Ohio	3	3	100.0	10	153	Pa	1117	316	28.3
11	158	Tex	4	2	50.0	11	156	Ill	1508	388	25.7
12	153	Pa	4	1	25.0	12	158	Tex	1117	182	16.3
		Totals	48	43	89.6			Totals	13404	5333	39.8

AS OF 28 February 1949

STATUS OF UNITS AND PERSONNEL IN LIGHT BOMBARDMENT SQUADRONS

UNITS						PERSONNEL					
NO.	SQ. NO.	STATE	ALLOTTED	F/R	PER CENT	NO.	SQ. NO.	STATE	AUTH	ACTUAL	PER CENT
1	102	N Y	4	4	100.0	1	106	Ala	356	350	98.3
2	103	Pa	4	4	100.0	2	108	Ill	356	345	96.9
3	106	Ala	4	4	100.0	3	115	Calif	356	343	96.3
4	107	Mich	4	4	100.0	4	114	NY	356	342	96.1
5	108	Ill	4	4	100.0	5	102	NY	356	341	95.8
6	112	Ohio	4	4	100.0	6	180	Mo	356	338	94.9
7	114	N Y	4	4	100.0	7	112	Ohio	356	330	92.7
8	115	Calif	4	4	100.0	8	107	Mich	356	323	90.7
9	117	Pa	4	4	100.0	9	122	La	355	309	86.8
10	122	La	4	4	100.0	10	168	Ill	356	222	62.4
11	168	Ill	4	4	100.0	11	117	Pa	356	109	30.6
12	180	Mo	4	4	100.0	12	103	Pa	356	98	27.5
		Totals	48	48	100.0			Totals	4272	3450	80.8

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AS OF 28 February 49

STATUS OF UNITS AND PERSONNEL IN FIGHTER SQUADRONS

UNITS						PERSONNEL					
NO.	SQ. NO.	STATE	ALLOTTED	F/R	PER CENT	NO.	SQ. NO.	STATE	AUTH.	ACTUAL	PER CENT
1	101	Massachusetts	4	4	100.0	1	134	Vermont	353	355	100.6
2	104	Maryland	4	4	100.0	2	153	Mississippi	353	352	99.7
3	105	Tennessee	4	4	100.0	3	131	Massachusetts	353	350	99.2
4	109	Minnesota	4	4	100.0	4	197	Arizona	353	350	99.2
5	110	Missouri	4	4	100.0	5	199	Hawaii	353	347	98.3
6	111	Texas	4	4	100.0	6	148	Pennsylvania	353	346	98.0
7	113	Indiana	4	4	100.0	7	158	Georgia	353	345	97.7
8	116	Washington	4	4	100.0	8	119	New Jersey	353	344	97.5
9	118	Connecticut	4	4	100.0	9	142	Delaware	353	344	97.5
10	119	New Jersey	4	4	100.0	10	101	Massachusetts	353	343	97.2
11	120	Colorado	4	4	100.0	11	138	New York	353	342	96.9
12	121	Dist. of Col.	4	4	100.0	12	167	West Virginia	353	342	96.9
13	123	Oregon	4	4	100.0	13	110	Missouri	353	340	96.3
14	124	Iowa	4	4	100.0	14	159	Florida	353	338	95.8
15	125	Oklahoma	4	4	100.0	15	124	Iowa	353	337	95.5
16	126	Wisconsin	4	4	100.0	16	154	Arkansas	353	337	95.5
17	127	Kansas	4	4	100.0	17	191	Utah	353	337	95.5
18	128	Georgia	4	4	100.0	18	196	California	353	337	95.5
19	131	Massachusetts	4	4	100.0	19	157	South Carolina	353	335	94.9
20	132	Maine	4	4	100.0	20	195	California	353	334	94.6
21	133	New Hampshire	4	4	100.0	21	105	Tennessee	353	332	94.1
22	134	Vermont	4	4	100.0	22	149	Virginia	353	332	94.1
23	136	New York	4	4	100.0	23	182	Texas	353	331	93.8
24	137	New York	4	4	100.0	24	164	Ohio	353	330	93.5
25	138	New York	4	4	100.0	25	111	Texas	353	327	92.6
26	139	New York	4	4	100.0	26	162	Ohio	353	326	92.4
27	142	Delaware	4	4	100.0	27	185	Oklahoma	353	325	92.1
28	148	Pennsylvania	4	4	100.0	28	160	Alabama	353	323	91.5
29	149	Virginia	4	4	100.0	29	174	Iowa	353	320	90.7
30	152	Rhode Island	4	4	100.0	30	104	Maryland	353	316	89.5
31	153	Mississippi	4	4	100.0	31	187	Wyoming	353	316	89.5
32	154	Arkansas	4	4	100.0	32	109	Minnisota	353	312	88.4
33	155	Tennessee	4	4	100.0	33	123	Oregon	353	309	87.5
34	156	North Carolina	4	4	100.0	34	128	Georgia	353	308	87.3
35	157	South Carolina	4	4	100.0	35	163	Indiana	353	307	87.0
36	158	Georgia	4	4	100.0	36	113	Indiana	353	304	86.1
37	159	Florida	4	4	100.0	37	127	Kansas	353	304	86.1
38	160	Alabama	4	4	100.0	38	169	Illinois	353	303	85.8
39	162	Ohio	4	4	100.0	39	118	Connecticut	353	300	85.0
40	163	Indiana	4	4	100.0	40	125	Oklahoma	353	300	85.0
41	164	Ohio	4	4	100.0	41	126	Wisconsin	353	300	85.0
42	165	Kentucky	4	4	100.0	42	173	Nebraska	353	299	84.7
43	166	Ohio	4	4	100.0	43	116	Washington	353	297	84.1
44	167	West Virginia	4	4	100.0	44	137	New York	353	297	84.1
45	169	Illinois	4	4	100.0	45	155	Tennessee	353	296	83.9
46	170	Illinois	4	4	100.0	46	190	Idaho	353	296	83.9
47	171	Michigan	4	4	100.0	47	181	Texas	353	290	82.2
48	172	Michigan	4	4	100.0	48	132	Maine	353	286	81.0
49	173	Nebraska	4	4	100.0	49	133	New Hampshire	353	286	81.0
50	174	Iowa	4	4	100.0	50	188	New Mexico	353	286	81.0
51	175	South Dakota	4	4	100.0	51	178	North Dakota	353	285	80.7
52	176	Wisconsin	4	4	100.0	52	121	Dist. of Col.	353	275	77.9
53	178	North Dakota	4	4	100.0	53	186	Montana	353	272	77.1
54	179	Minnesota	4	4	100.0	54	156	Ohio	353	270	76.5
55	181	Texas	4	4	100.0	55	175	South Dakota	353	270	76.5
56	182	Texas	4	4	100.0	56	165	Kentucky	353	263	74.5
57	185	Oklahoma	4	4	100.0	57	198	Puerto Rico	353	257	72.8
58	186	Montana	4	4	100.0	58	156	North Carolina	353	256	72.5
59	187	Wyoming	4	4	100.0	59	172	Michigan	353	239	67.7
60	188	New Mexico	4	4	100.0	60	171	Michigan	353	232	65.7
61	190	Idaho	4	4	100.0	61	120	Colorado	353	231	65.4
62	191	Utah	4	4	100.0	62	192	Nevada	353	211	59.8
63	192	Nevada	4	4	100.0	63	152	Rhode Island	353	203	57.5
64	195	California	4	4	100.0	64	139	New York	353	199	56.4
65	196	California	4	4	100.0	65	136	New York	353	192	54.4
66	197	Arizona	4	4	100.0	66	179	Minnesota	353	188	53.3
67	198	Puerto Rico	4	4	100.0	67	170	Illinois	353	152	43.1
68	199	Hawaii	4	4	100.0	68	194	California	353	114	32.3
69	194	California	4	3	75.0	69	176	Wisconsin	353	112	31.7
70	141	New Jersey	4	0	0	70	146	Pennsylvania	353	91	25.8
71	146	Pennsylvania	4	0	0	71	141	New Jersey	353	0	0
72	147	Pennsylvania	4	0	0	72	147	Pennsylvania	353	0	0
		Totals	288	275	95.5			Totals	25416	20425	80.4

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AS OF 28 February 1949

STATUS OF PERSONNEL BY TYPE ORGANIZATION

ORG	CITY	STATE	DATE F/R	ACTUAL STRENGTH			
				OFF	WO	EM	TOTAL
	WING, FTR, HQ & HQ SQ		AUTH	53		152	205
52	White Plains	New York	Oct 3-7	44		111	155
53	Harrisburg	Pennsylvania	Jan 17-7	48		139	187
54	Marietta	Georgia	Oct 2-6	42		133	175
55	Columbus	Ohio	Dec 7-7	46		73	119
60	Spokane	Washington	Apr 19-8	47		78	125
61	Alameda	California	Apr 4-8	45		83	128
62	Burbank	California	Sep 14-6	44		152	196
63	Houston	Texas	May 23-8	32		62	94
66	Chicago	Illinois	Nov 26-6	38		110	148
67	Boston	Massachusetts	Oct 15-6	50		149	199
71	St Louis	Missouri	Jul 3-6	42		132	174
86	Denver	Colorado	Jun 3-6	43		98	141
		Actual Total		521		1320	1841
		Authorized Total		636		1824	2460
		% Act/Auth		81.9		72.4	74.8
	LT BOMB GP HQ		AUTH	31	1	48	80
106	New York	New York	Mar 21-7	26		44	70
111	Philadelphia	Pennsylvania	Dec 20-8	17		10	27
126	Chicago	Illinois	Jun 29-7	27		40	67
		Actual Total		70		94	164
		Authorized Total		93	3	144	240
		% Act/Auth		75.3		65.3	68.3
	FTR GP HQ		AUTH	27		42	69
101	Augusta	Maine	Feb 4-7	25		35	60
102	Boston	Massachusetts	Oct 22-6	25		42	67
103	Hartford	Connecticut	Aug 7-6	25		42	67
107	Niagara Falls	New York	Dec 8-8	9		24	33
108	Newark	New Jersey	Oct 31-6	21		41	62
112	Coraopolis	Pennsylvania	-	-		-	-
113	Washington	Dist of Columbia	Oct 2-6	23		36	59
116	Marietta	Georgia	Sep 9-6	24		40	64
117	Birmingham	Alabama	Nov 26-6	23		41	64
118	Nashville	Tennessee	Oct 2-7	22		42	64
121	Dayton	Ohio	Jun 26-8	19		28	47
122	Indianapolis	Indiana	Dec 9-6	22		37	59
123	Louisville	Kentucky	Sep 20-7	20		20	40
127	Detroit	Michigan	Sep 29-6	25		42	67
128	Milwaukee	Wisconsin	Jun 29-8	20		21	41
131	St Louis	Missouri	Jul 15-6	20		37	57
132	Des Moines	Iowa	Aug 23-6	22		37	59
133	St Paul	Minnesota	Aug 28-7	18		40	58
136	Dallas	Texas	Jan 27-7	23		34	57
137	Norman	Oklahoma	Dec 18-7	24		35	59
140	Denver	Colorado	Oct 1-6	21		42	63
142	Portland	Oregon	Aug 30-6	23		42	65
144	Alameda	California	Jun 2-8	25		42	67
146	Van Nuys	California	Sep 14-6	23		42	65
		Actual Total		502		842	1344
		Authorized Total		648		1008	1656
		% Act/Auth		77.5		83.5	81.2
	A/C W GP HQ		AUTH	20		42	62
151	Boston	Massachusetts	Oct 16-6	16		42	58
152	White Plains	New York	Mar 29-8	15		36	51
153	Harrisburg	Pennsylvania	-	-		-	-
154	Marietta	Georgia	Oct 6-6	16		29	45
155	Columbus	Ohio	Jan 16-8	15		41	56
156	Chicago	Illinois	May 6-8	11		12	23
157	St Louis	Missouri	Apr 26-8	18		22	40
158	Houston	Texas	May 23-8	9		41	50
159	Denver	Colorado	Dec 1-6	16		36	52
160	Spokane	Washington	May 17-8	18		28	46
161	Alameda	California	Jun 2-8	12		16	28
162	Burbank	California	Apr 11-8	15		39	54
		Actual Total		161		342	503
		Authorized Total		240		504	744
		% Act/Auth		67.1		67.9	67.6

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AS OF 28 February 1949

STATUS OF PERSONNEL BY TYPE ORGANIZATION

ORG	CITY	STATE	DATE F/R	ACTUAL STRENGTH OFF	WO	EM	TOTAL
	ACFT CONT SQ		AUTH	22		237	259
101	Boston	Massachusetts	Jan 27-7	19		231	250
106	White Plains	New York	Mar 8-8	17		120	137
111	Harrisburg	Pennsylvania	-	-		-	-
116	Marietta	Georgia	Dec 10-6	17		171	188
121	Columbus	Ohio	Feb 20-8	13		139	152
126	Chicago	Illinois	Oct 28-8	9		41	50
131	St Louis	Missouri	Nov 18-6	14		182	196
134	Houston	Texas	-	-		-	-
137	Denver	Colorado	Mar 7-8	12		77	89
141	Spokane	Washington	Sep 7-8	17		96	113
144	Alameda	California	Sep 27-8	12		103	115
147	Burbank	California	Jul 18-8	9		99	108
		Actual Total		139		1259	1398
		Authorized Total		264		2844	3108
		% Act/Auth		52.7		44.3	45.0
	A/C W SQ (LS)		AUTH	29		362	391
102	Providence	Rhode Island	Jun 28-8	12		100	112
107	White Plains	New York	Dec 5-7	15		207	222
112	Philadelphia	Pennsylvania	-	-		-	-
117	Savannah	Georgia	May 17-8	18		167	185
122	Indianapolis	Indiana	Jul 8-8	14		59	73
127	Detroit	Michigan	Jun 27-8	8		103	111
132	Minneapolis	Minnesota	Apr 26-8	15		143	158
135	New Orleans	Louisiana	May 19-8	15		117	132
138	Boulder	Colorado	Apr 14-7	15		119	134
142	Portland	Oregon	Nov 5-7	16		126	142
145	San Francisco	California	Sep 27-8	10	1	84	95
148	Compton	California	Jun 14-8	14		165	179
		Actual Total		152	1	1390	1543
		Authorized Total		348		4344	4692
		% Act/Auth		43.7		32.0	32.9
	A/C W SQ (F)		AUTH	24	2	379	405
103	Hartford	Connecticut	Apr 2-7	24	1	249	274
108	Syracuse	New York	Nov 22-8	15	1	80	96
113	Washington	Dist of Columbia	Oct 22-6	18	1	297	316
118	Charlotte	North Carolina	Aug 10-8	12		151	163
123	Cincinnati	Ohio	Mar 19-8	15	1	199	215
128	Milwaukee	Wisconsin	Feb 10-8	5	1	125	131
133	Ft Dodge	Iowa	Jun 1-8	11		138	149
136	Dallas	Texas	-	-	-	-	-
139	Denver	Colorado	Jan 15-8	18		197	215
143	Seattle	Washington	Apr 21-8	13	1	123	137
146	Sacramento	California	Oct 18-8	10		87	97
149	Ontario	California	Aug 31-8	9		87	96
		Actual Total		150	6	1733	1889
		Authorized Total		288	24	4548	4860
		% Act/Auth		52.1	25.0	38.1	38.9
	RADAR CALIB DET		AUTH	9		26	35
101	Boston	Massachusetts	Nov 24-7	7		24	31
102	New York	New York	May 3-8	6		14	20
103	Philadelphia	Pennsylvania	-	-		-	-
104	Marietta	Georgia	Oct 2-6	9		28	37
105	Columbus	Ohio	Jan 26-7	8		22	30
106	Chicago	Illinois	Aug 30-8	6		21	27
107	St Louis	Missouri	Nov 18-6	8		26	34
108	Houston	Texas	Jul 29-8	3		7	10
109	Denver	Colorado	Mar 30-7	6		14	20
110	Seattle	Washington	Apr 21-8	8		21	29
111	Alameda	California	Jul 12-8	5		23	28
112	Burbank	California	Mar 16-7	7		25	32
		Actual Total		73		225	298
		Authorized Total		108		312	420
		% Act/Auth		67.6		72.1	71.0

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STATUS OF PERSONNEL BY TYPE ORGANIZATION

ORG	CITY	STATE	DATE F/R	ACTUAL STRENGTH OFF	WO	EM	TOTAL
	AIR SV GP, HQ DET (LB)		AUTH	24	1	149	174
206	New York	New York	Jun 19-7	16	1	148	165
211	Philadelphia	Pennsylvania	Dec 20-8	10		29	39
226	Chicago	Illinois	Aug 7-7	14	1	73	88
		Actual Total		40	2	250	292
		Authorized Total		72	3	447	522
		% Act/Auth		55.6	66.7	55.9	55.9
	AIR SV GP, HQ DET (F)		AUTH	28	1	164	193
201	Bangor	Maine	Feb 5-7	23		135	158
202	Boston	Massachusetts	Oct 22-6	27	1	164	192
203	Windsor Locks	Connecticut	Jan 22-7	20	1	124	145
207	Niagara Falls	New York	Dec 8-8	6		77	83
208	Newark	New Jersey	Dec 4-7	18		162	180
212	Pittsburgh	Pennsylvania	-	-	-	-	-
213	Washington	Dist of Columbia	Oct 2-6	20	1	124	145
216	Marietta	Georgia	Nov 24-6	22	1	155	178
217	Birmingham	Alabama	Oct 1-7	24		142	166
218	Nashville	Tennessee	Feb 3-7	25		153	178
221	Cleveland	Ohio	Oct 11-8	12	1	59	72
222	Indianapolis	Indiana	Apr 14-7	21	1	138	160
223	Louisville	Kentucky	Oct 25-7	20	1	79	100
227	Detroit	Michigan	Oct 5-7	12		130	142
228	Milwaukee	Wisconsin	Oct 7-8	15	1	47	63
231	St Louis	Missouri	Aug 2-8	15		80	95
232	Des Moines	Iowa	Oct 12-8	12		97	109
233	St Paul	Minnesota	Mar 7-7	22	1	146	169
236	Dallas	Texas	Jul 10-7	22	1	107	130
237	Norman	Oklahoma	Feb 13-6	24	1	162	187
240	Denver	Colorado	Dec 1-6	23		87	110
242	Portland	Oregon	Nov 27-6	17	1	112	130
244	Alameda	California	Jun 2-8	18		67	85
246	Van Nuys	California	Sep 29-6	21	1	164	186
		Actual Total		439	13	2711	3163
		Authorized Total		672	24	3936	4632
		% Act/Auth		65.3	54,2	68.9	68.3
	AIR SV GP. DET (LB)		AUTH	7	1	139	147
A 206	New York	New York	Feb 20-7	5		137	142
211	Philadelphia	Pennsylvania	Dec 20-8	4		27	31
226	Chicago	Illinois	Jan 19-7	6	1	139	146
		Actual Total		15	1	303	319
		Authorized Total		21	3	417	441
		% Act/Auth		71.4	33.3	72.7	72.3
			AUTH	8		139	147
B 206	New York	New York	Jun 19-7	6		135	141
211	Philadelphia	Pennsylvania	Dec 20-8	4		26	30
226	Chicago	Illinois	Oct 19-7	3		69	72
		Actual Total		13		230	243
		Authorized Total		24		417	441
		% Act/Auth		54.2		55.2	55.1
			AUTH	8		139	147
C 206	Birmingham	Alabama	Nov 26-6	8		136	144
211	New Orleans	Louisiana	Dec 5-6	8		119	127
226	Detroit	Michigan	Sep 29-6	4		135	139
		Actual Total		20		390	410
		Authorized Total		24		417	441
		%Act/Auth		83.3		93.5	93.0
			AUTH	7	1	139	147
D 206	Cleveland	Ohio	Dec 2-6	5	1	121	127
211	Burbank	California	Sep 29-6	7	1	134	142
226	St Joseph	Missouri	Aug 22-6	7	1	131	139
		Actual Total		19	3	386	408
		Authorized Total		21	3	417	441
		% Act/Auth		90.5	100.0	92.6	92.5

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STATUS OF PERSONNEL BY TYPE ORGANIZATION

ORG	CITY	STATE	DATE F/R	ACTUAL STRENGTH			
				OFF	WO	EM	TOTAL
	AIR SV GP. DET (F)		AUTH	8	1	168	177
A 201	Bangor	Maine	Feb 5-7	6		133	139
202	Westfield	Massachusetts	Aug 23-6	7		168	175
203	Windsor Locks	Connecticut	Aug 7-6	6	1	143	150
207	Niagara Falls	New York	Dec 8-8	4		75	79
208	Newark	New Jersey	-	-	-	-	-
212	Coraopolis	Pennsylvania	I Jun 18-8	3		47	50
213	Washington	Dist of Columbia	Oct 2-6	8	1	120	129
216	Marietta	Georgia	Sep 9-6	6		136	142
217	Meridian	Mississippi	Sep 12-6	8		168	176
218	Nashville	Tennessee	Feb 3-7	6	1	162	169
221	Dayton	Ohio	Nov 2-7	6	1	155	162
222	Indianapolis	Indiana	Jul 21-7	7	1	142	150
223	Louisville	Kentucky	Feb 16-7	7		116	123
227	Detroit	Michigan	Apr 25-8	5		72	77
228	Madison	Wisconsin	Oct 6-8	5		43	48
231	St Louis	Missouri	Sep 23-6	7	1	165	173
232	Des Moines	Iowa	Sep 6-6	6	1	152	159
233	St Paul	Minnesota	Sep 14-6	7		146	153
236	Dallas	Texas	Feb 27-7	5		139	144
237	Tulsa	Oklahoma	Feb 15-7	8	1	131	140
240	Denver	Colorado	Jun 30-6	8		82	90
242	Portland	Oregon	Aug 30-6	7	1	143	151
244	Alameda	California	Jun 9-8	6	1	65	72
246	Van Nuys	California	Sep 29-6	7	1	160	168
		Actual Total		145	11	2863	3019
		Authorized Total		192	24	4032	4248
		% Act/Auth		75.5	45.8	71.0	71.1
			AUTH	9		168	177
B 201	Manchester	New Hampshire	Apr 14-7	6		146	152
202	Westfield	Massachusetts	Feb 24-7	8		170	178
203	Providence	Rhode Island	Sep 15-8	7		80	87
207	White Plains	New York	May 24-8	4		163	167
208	Newark	New Jersey	Jan 20-7	8		167	175
212	Coraopolis	Pennsylvania	-	-		-	-
213	Baltimore	Maryland	Jan 11-7	5		150	155
216	Columbia	South Carolina	Dec 9-6	9		166	175
217	Birmingham	Alabama	Oct 1-7	7		140	147
218	Memphis	Tennessee	Dec 23-6	6		135	141
221	Mansfield	Ohio	Jun 20-8	6		164	170
222	Fort Wayne	Indiana	Nov 10-7	8		151	159
223	Charleston	West Virginia	Mar 7-7	8		165	173
227	Battle Creek	Michigan	Sep 16-7	6		105	111
228	Milwaukee	Wisconsin	Jun 25-7	8		124	132
231	Peoria	Illinois	Jun 21-7	6		144	150
232	Sioux City	Iowa	Dec 2-6	7		151	158
233	Fargo	North Dakota	Jan 16-7	8		125	133
236	Houston	Texas	Feb 9-7	4		164	168
237	Little Rock	Arkansas	Aug 24-6	9		156	165
240	Cheyenne	Wyoming	Aug 11-6	8		143	151
242	Spokane	Washington	Feb 10-7	6		140	146
244	Reno	Nevada	Apr 12-8	7		78	85
246	San Bernardino	California	Nov 9-6	8		165	173
		Actual Total		159		3292	3451
		Authorized Total		216		4032	4248
		% Act/Auth		73.6		81.6	81.2

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STATUS OF PERSONNEL BY TYPE ORGANIZATION

ORG	CITY	STATE	DATE F/R	ACTUAL STRENGTH OFF	WO	EM	TOTAL
	AIR SV GP DET (F)		AUTH	8	1	168	177
C 198	San Juan	Puerto Rico	Nov 23-7	6	1	128	135
199	Honolulu	Hawaii	Nov 4-6	6	1	167	174
201	Burlington	Vermont	Aug 14-6	8	1	168	177
202	Schenectady	New York	Nov 18-8	4		88	92
207	Syracuse	New York	Oct 28-7	7		167	174
208	Wilmington	Delaware	Sep 6-6	8	1	162	171
212	Reading	Pennsylvania	Feb 27-7	7		168	175
213	Richmond	Virginia	Jun 21-7	8	1	160	169
216	Savannah	Georgia	Oct 13-6	6	1	168	175
217	Jacksonville	Florida	Feb 9-7	8	1	168	177
218	Charlotte	North Carolina	Mar 15-8	7		105	112
221	Columbus	Ohio	Jan 26-7	7	1	118	126
222	Lincoln	Nebraska	Jul 26-6	6	1	127	134
227	Great Falls	Montana	Jun 27-7	5	1	120	126
228	Albuquerque	New Mexico	Jul 7-7	8	1	125	134
231	Springfield	Illinois	Sep 30-8	5		57	62
232	Sioux Falls	South Dakota	Sep 20-6	7	1	117	125
233	Duluth	Minnesota	Sep 17-8	5		77	82
236	San Antonio	Texas	Oct 6-7	6		164	170
237	Norman	Oklahoma	Feb 13-7	8		145	153
240	Wichita	Kansas	Sep 7-6	7		137	144
242	Boise	Idaho	Oct 13-6	7		137	144
244	Salt Lake City	Utah	Nov 18-6	6	1	162	169
246	Phoenix	Arizona	Dec 12-6	7		168	175
		Actual Total		159	13	3303	3475
		Authorized Total		192	24	4032	4248
		% Act/Auth		82.8	54.2	81.9	81.8
	COMM SQ, WG		AUTH	6		82	88
101	Boston	Massachusetts	Dec 8-7	6		71	77
102	White Plains	New York	Mar 29-8	5		68	73
103	Harrisburg	Pennsylvania	Jan 17-7	5		82	87
104	Marietta	Georgia	Sep 9-6	5		65	70
105	Zanesville	Ohio	Feb 27-8	5		45	50
106	Chicago	Illinois	Feb 19-8	3		45	48
107	St Louis	Missouri	Sep 23-6	5		80	85
108	Houston	Texas	Jul 1-8	3		35	38
109	Denver	Colorado	Oct 30-7	4		38	42
110	Spokane	Washington	Sep 17-8	5		38	43
111	Alameda	California	Jul 12-8	5		39	44
112	Burbank	California	Apr 13-7	5		79	84
		Actual Total		56		685	741
		Authorized Total		72		984	1056
		% Act/Auth		77.8		69.6	70.2
	ENGR AVN BN HQ		AUTH	18		199	217
1901	New York	New York	Jun 2-8	10		135	145
1902	Johnstown	Pennsylvania	-	-		-	-
1903	Chicago	Illinois	Dec 16-8	5		30	35
1905	Alameda	California	Sep 27-8	8		41	49
		Actual Total		23		206	229
		Authorized Total		72		796	868
		% Act/Auth		31.9		25.9	26.4
	ENGR AVN CO		AUTH	4		131	135
1801	Boston	Massachusetts	Jun 28-8	4		71	75
1802	New York	New York	Nov 10-8	2		37	39
1803	Pittsburgh	Pennsylvania	-	-		-	-
1804	Marietta	Georgia	Nov 24-6	3		81	84
1805	Cincinnati	Ohio	Sep 7-8	2		55	57
1806	Detroit	Michigan		2		29	31
1807	St Louis	Missouri	Oct 4-8	2		48	50
1808	Dallas	Texas	Sep 30-8	2		27	29
1809	Denver	Colorado	Oct 14-8	3		14	17
1810	Portland	Oregon	Nov 27-6	4		73	77
1811	Alameda	California	Sep 27-8	3		29	32
1812	Van Nuys	California	Oct 18-8	1		35	36
		Actual Total		28		499	527
		Authorized Total		48		1572	1620
		% Act/Auth		58.3		31.7	32.5

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STATUS OF PERSONNEL BY TYPE ORGANIZATION

ORG	CITY	STATE	DATE F/R	ACTUAL STRENGTH OFF	WO	EM	TOTAL
	SIG LT CONST CO		AUTH	6		96	102
601	Worcester	Massachusetts	Apr 9-7	5		94	99
602	New York	New York	Jun 2-8	3		85	88
603	Johnstown	Pennsylvania	-	-		-	-
604	Marietta	Georgia	Oct 6-6	4		82	86
605	Springfield	Ohio	Jan 29-8	5		48	53
606	Chicago	Illinois	Dec 16-8	2		14	16
607	St Louis	Missouri	Sep 23-6	4		63	67
608	Houston	Texas	Sep 9-8	3		24	27
609	Denver	Colorado	Oct 30-7	3		27	30
610	Seattle	Washington	Sep 9-8	3		26	29
611	Alameda	California	Sep 27-8	3		34	37
615	Burbank	California	Jul 18-8	3		45	48
		Actual Total		38		542	580
		Authorized Total		72		1152	1224
		% Act/Auth		52.8		47.9	47.4
	USAF BAND		AUTH		1	28	29
530	Marietta	Georgia	Nov 24-6		1	25	26
531	Houston	Texas	Oct 24-8		1	17	18
532	Denver	Colorado	Jun 28-8		1	22	23
552	White Plains	New York	Nov 14-7		1	26	27
553	Harrisburg	Pennsylvania	-		-	-	-
555	Toledo	Ohio	Jun 30-8		1	16	17
560	Spokane	Washington	Apr 18-8		1	28	29
561	Alameda	California	Oct 14-8		1	26	27
562	Burbank	California	Nov 10-6		1	28	29
566	Chicago	Illinois	Dec 23-8		1	13	14
567	Boston	Massachusetts	Nov 10-7		1	27	28
571	St Louis	Missouri	Jun 7-8		1	20	21
		Actual Total			11	248	259
		Authorized Total			12	336	348
		% Act/Auth			91.7	73.8	74.4
	LT BOMB SQ		AUTH	34		132	166
102	New York	New York	Feb 20-7	28		132	160
103	Philadelphia	Pennsylvania	Dec 20-8	10		40	50
106	Birmingham	Alabama	Nov 26-6	33		130	163
107	Detroit	Michigan	Sep 29-6	20		125	145
108	Chicago	Illinois	Jan 19-7	27		131	158
112	Cleveland	Ohio	Dec 2-6	33		130	163
114	New York	New York	Jun 19-7	30		132	162
115	Burbank	California	Sep 29-6	30		129	159
117	Philadelphia	Pennsylvania	Dec 20-8	15		49	64
122	New Orleans	Louisiana	Dec 5-6	29		120	149
168	Chicago	Illinois	Oct 19-7	26		93	119
180	St Joseph	Missouri	Aug 22-6	32		130	162
		Actual Total		313		1341	1654
		Authorized Total		408		1584	1992
		% Act/Auth		76.7		84.7	83.0
	UTIL FLT (LB)		AUTH	6		29	35
102	New York	New York	Feb 20-7	4		29	33
103	Philadelphia	Pennsylvania	Dec 20-8	4		10	14
106	Birmingham	Alabama	Nov 26-6	6		29	35
107	Detroit	Michigan	Sep 29-6	5		26	31
108	Chicago	Illinois	Jan 19-7	5		28	33
112	Cleveland	Ohio	Dec 2-6	5		28	33
114	New York	New York	Jun 19-7	5		29	34
115	Burbank	California	Sep 14-6	6		29	35
117	Philadelphia	Pennsylvania	Dec 20-8	4		8	12
122	New Orleans	Louisiana	Dec 5-6	3		23	26
168	Chicago	Illinois	Oct 19-7	5		19	24
180	St Joseph	Missouri	Aug 22-6	5		25	30
		Actual Total		57		283	340
		Authorized Total		72		348	420
		% Act/Auth		79.[illegible]		81.3	81.0

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STATUS OF PERSONNEL BY TYPE ORGANIZATION

ORG	CITY	STATE	DATE F/R	ACTUAL STRENGTH OFF	WO	EM	TOTAL
	WEA STA (TYPE A) (LB)		AUTH	3		3	8
102	New York	New York	Feb 20-7	1		5	6
103	Philadelphia	Pennsylvania	Dec 20-8	2		1	3
106	Birmingham	Alabama	Nov 26-6	3		5	8
107	Detroit	Michigan	Sep 29-6	3		5	8
108	Chicago	Illinois	Jan 19-7	3		5	8
112	Cleveland	Ohio	Dec 2-6	2		5	7
114	New York	New York	Jun 19-7	1		4	5
115	Burbank	California	Sep 29-6	2		5	7
117	Philadelphia	Pennsylvania	Dec 20-8	1		2	3
122	New Orleans	Louisiana	Dec 5-6	2		5	7
168	Chicago	Illinois	Oct 19-7	2		5	7
130	St Joseph	Missouri	Apr 27-7	3		4	7
		Actual Total		25		51	76
		Authorized Total		36		60	96
		% Act/Auth		69.4		85.0	79.2
	FTR SQ		AUTH	32		101	133
101	Boston	Massachusetts	Aug 23-6	27		101	128
104	Baltimore	Maryland	Aug 17-6	28		95	123
105	Nashville	Tennessee	Feb 3-7	23		100	123
109	St Paul	Minnesota	Sep 14-6	27		94	121
110	St Louis	Missouri	Sep 23-6	27		99	126
111	Houston	Texas	Feb 9-7	27		91	118
113	Indianapolis	Indiana	Apr 14-7	26		88	114
116	Spokane	Washington	Feb 10-7	28		85	113
118	Windsor Locks	Connecticut	Aug 7-6	27		92	119
119	Newark	New Jersey	Jan 20-7	29		99	128
120	Denver	Colorado	Jun 30-6	25		83	108
121	Washington	Dist of Columbia	Oct 2-6	30		86	116
123	Portland	Oregon	Aug 30-6	24		94	118
124	Des Moines	Iowa	Aug 23-6	22		114	136
125	Tulsa	Oklahoma	Feb 15-7	30		88	118
126	Milwaukee	Wisconsin	Jun 25-7	28		99	127
127	Wichita	Kansas	Sep 7-6	29		89	118
128	Marietta	Georgia	Aug 20-6	29		95	124
131	Westfield	Massachusetts	Feb 24-7	30		100	130
132	Bangor	Maine	Feb 5-7	28		84	112
133	Manchester	New Hampshire	Apr 14-7	23		76	99
134	Burlington	Vermont	Aug 14-6	34		101	135
136	Niagara Falls	New York	Dec 8-8	7		86	93
137	White Plains	New York	May 24-8	25		72	87
138	Syracuse	New York	Oct 28-7	22		107	129
139	Schenectady	New York	Nov 18-8	19		682	81
141	Trenton	New Jersey	-	-		-	-
142	Wilmington	Delaware	Sep 6-6	32		99	131
146	Coraopolis	Pennsylvania	I Jun 18-8	9		34	43
147	Coraopolis	Pennsylvania	-	-		-	-
148	Reading	Pennsylvania	Feb 27-7	29		101	130
149	Richmond	Virginia	Jun 21-7	29		96	125
152	Providence	Rhode Island	Sep 15-8	22		71	93
153	Meridian	Mississippi	Sep 12-6	32		101	133
154	Little Rock	Arkansas	Aug 24-6	29		101	130
155	Memphis	Tennessee	Dec 23-6	24		99	123
156	Charlotte	North Carolina	Mar 15-8	31		81	112
157	Columbia	South Carolina	Dec 9-6	27		101	128
158	Savannah	Georgia	Oct 13-6	27		101	128
159	Jacksonville	Florida	Feb 9-7	27		93	120
160	Birmingham	Alabama	Oct 1-7	33		101	134
162	Dayton	Ohio	Nov 2-7	28		96	124
163	Fort Wayne	Indiana	Nov 10-7	26		88	114
164	Mansfield	Ohio	Jun 20-8	26		98	124
165	Louisville	Kentucky	Feb 16-7	27		89	116
166	Columbus	Ohio	Jan 26-7	27		86	113
167	Charleston	West Virginia	Mar 7-7	28		100	128
169	Peoria	Illinois	Jun 21-7	26		93	119
170	Springfield	Illinois	Sep 30-8	17		49	66
171	Detroit	Michigan	Apr 25-8	25		97	122
172	Battle Creek	Michigan	Sep 16-7	23		68	91
173	Lincoln	Nebraska	Jul 26-6	30		95	125
		(Cont'd)					

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STATUS OF PERSONNEL BY TYPE ORGANIZATION

ORG	CITY	STATE	DATE F/R	ACTUAL STRENGTH OFF	WO	EM	TOTAL
	FTR SQ (Cont'd)						
174	Sioux City	Iowa	Dec 2-6	25		97	122
175	Sioux Falls	South Dakota	Sep 20-6	22		83	106
176	Madison	Wisconsin	Oct 6-8	20		26	46
178	Fargo	North Dakota	Jan 16-7	29		88	117
179	Duluth	Minnesota	Sep 17-8	22		59	81
181	Dallas	Texas	Feb 27-7	26		83	109
182	San Antonio	Texas	Oct 6-7	22		96	118
185	Norman	Oklahoma	Feb 13-7	30		101	131
186	Great Falls	Montana	Jun 27-7	26		85	111
187	Cheyenne	Wyoming	Aug 11-6	28		96	124
188	Albuquerque	New Mexico	Jul 7-7	25		91	116
190	Boise	Idaho	Oct 13-6	27		88	115
191	Salt Lake City	Utah	Nov 18-6	30		97	127
192	Reno	Nevada	Apr 12-8	32		66	98
194	Alameda	California	-	-		-	-
195	Van Nuys	California	Sep 29-6	28		97	125
196	San Bernardino	California	Nov 9-6	23		102	125
197	Phoenix	Arizona	Dec 12-6	31		101	132
198	San Juan	Puerto Rico	Nov 23-7	14		78	92
199	Honolulu	Hawaii	Nov 4-6	30		101	131
		Actual Total		1798		6154	7952
		Authorized Total		2304		7272	9576
		% Act/Auth		78.0		84.6	83.0
	UTIL FLT (F)		AUTH	6		29	35
101	Boston	Massachusetts	Aug 23-6	6		27	33
104	Baltimore	Maryland	Jan 11-7	6		24	30
105	Nashville	Tennessee	Feb 3-7	5		28	33
109	St Paul	Minnesota	Sep 14-6	6		25	31
110	St Louis	Missouri	Sep 23-8	6		28	34
111	Houston	Texas	Feb 9-7	6		27	33
113	Indianapolis	Indiana	Apr 14-7	4		29	33
116	Spokane	Washington	Feb 10-7	5		26	31
118	Windsor Locks	Connecticut	Aug 7-6	6		19	25
119	Newark	New Jersey	Jan 20-7	6		28	34
120	Denver	Colorado	Jun 30-6	6		22	28
121	Washington	Dist of Columbia	Oct 2-6	6		18	24
123	Portland	Oregon	Aug 30-6	6		27	33
124	Des Moines	Iowa	Aug 23-6	6		27	33
125	Tulsa	Oklahoma	Feb 15-7	6		29	35
126	Milwaukee	Wisconsin	Jun 25-7	5		29	34
127	Wichita	Kansas	Sep 7-6	6		28	34
128	Marietta	Georgia	Aug 20-6	6		29	35
131	Westfield	Massachusetts	Feb 24-7	6		29	35
132	Bangor	Maine	Feb 5-7	6		23	29
133	Manchester	New Hampshire	Jun 27-7	6		23	29
134	Burlington	Vermont	Aug 14-6	6		29	35
136	Niagara Falls	New York	Ded 8-8	2		12	14
137	White Plains	New York	May 24-8	6		23	29
138	Syracuse	New York	Oct 28-7	6		23	29
139	Schenectady	New York	Nov 18-8	5		16	21
141	Trenton	New Jersey	-	-		-	-
142	Wilmington	Delaware	Sep 6-6	5		29	34
146	Coraopolis	Pennsylvania	I Jun 18-8	2		6	8
147	Coraopolis	Pennsylvania	-	-		-	-
148	Reading	Pennsylvania	Feb 27-7	6		29	35
149	Richmond	Virginia	Jun 21-7	4		26	30
152	Providence	Rhode Island	Sep 18-8	6		12	18
153	Meridian	Mississippi	Sep 12-6	6		29	35
154	Little Rock	Arkansas	Aug 24-6	6		29	35
155	Memphis	Tennessee	Dec 23-6	6		19	25
156	Charlotte	North Carolina	Mar 15-8	6		19	25
157	Columbia	South Carolina	Dec 9-6	5		29	34
158	Savannah	Georgia	Oct 13-6	6		29	35
159	Jacksonville	Florida	Feb 9-7	6		29	35
160	Birmingham	Alabama	Oct 1-7	6		28	34
162	Dayton	Ohio	Nov 2-7	6		28	34
163	Fort Wayne	Indiana	Nov 10-7	6		21	27
		(Cont'd)					

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STATUS OF PERSONNEL BY TYPE ORGANIZATION

ORG	CITY	STATE	DATE F/R	ACTUAL STRENGTH OFF	WO	EM	TOTAL
	UTIL FLT (F) (Cont'd)						
164	Mansfield	Ohio	Jun 20-8	6		23	29
165	Louisville	Kentucky	Feb 16-7	5		13	18
166	Columbus	Ohio	Jan 26-7	6		21	27
167	Charleston	West Virginia	Mar 7-7	6		29	35
169	Peoria	Illinois	Jun 21-7	6		21	27
170	Springfield	Illinois	Sep 30-8	3		15	18
171	Detroit	Michigan	Apr 25-8	4		23	27
172	Battle Creek	Michigan	Sep 16-7	6		27	33
173	Lincoln	Nebraska	Jul 26-6	6		28	34
174	Sioux City	Iowa	Dec 2-6	6		27	33
175	Sioux Falls	South Dakota	Sep 20-6	6		27	33
176	Madison	Wisconsin	Oct 6-8	6		10	16
178	Fargo	North Dakota	Jan 16-7	6		23	29
179	Duluth	Minnesota	Sep 17-8	5		14	19
181	Dallas	Texas	Feb 27-7	6		25	31
182	San Antonio	Texas	Oct 6-7	6		29	35
185	Norman	Oklahoma	Feb 13-7	6		29	35
186	Great Falls	Montana	Jun 27-7	6		22	28
187	Cheyenne	Wyoming	Aug 11-6	5		27	32
188	Albuquerque	New Mexico	Jul 7-7	5		24	29
190	Boise	Idaho	Oct 13-6	6		25	31
191	Salt Lake City	Utah	Nov 18-6	6		27	33
192	Reno	Nevada	Apr 12-8	6		19	36
194	Alameda	California	Jun 2-8	6		29	35
195	Van Nuys	California	Sep 29-6	6		28	34
196	San Bernardino	California	Nov 9-6	5		28	33
197	Phoenix	Arizona	Dec 12-6	6		29	35
198	San Juan	Puerto Rico	Nov 23-7	3		21	24
199	Honolulu	Hawaii	Nov 4-6	5		29	34
		Actual Total		388		1702	2090
		Authorized Total		432		2088	2520
		% Act/Auth		89.8		81.5	82.9
	WEA STA (TYPE A) (F)		AUTH	3		5	8
101	Boston	Massachusetts	Aug 23-6	3		4	7
104	Baltimore	Maryland	Jan 11-7	3		5	8
105	Nashville	Tennessee	Feb 3-7	2		5	7
109	St Paul	Minnesota	Mar 7-7	2		5	7
110	St Louis	Missouri	Sep 23-6	2		5	7
111	Houston	Texas	Feb 9-7	3		5	8
113	Indianapolis	Indiana	Jul 21-7	3		4	7
116	Spokane	Washington	Feb 10-7	2		5	7
118	Windsor Locks	Connecticut	Aug 7-6	1		5	6
119	Newark	New Jersey	Jan 20-7	2		5	7
120	Denver	Colorado	Jun 30-6	1		4	5
121	Washington	Dist of Columbia	Oct 22-6	1		5	6
123	Portland	Oregon	Aug 30-6	2		5	7
124	Des Moines	Iowa	Aug 23-6	2		7	9
125	Tulsa	Oklahoma	Feb 15-7	2		5	7
126	Milwaukee	Wisconsin	Jun 25-7	2		5	7
127	Wichita	Kansas	Sep 7-6	3		5	8
128	Marietta	Georgia	Sep 9-6	2		5	7
131	Westfield	Massachusetts	Feb 24-7	2		5	7
132	Bangor	Maine	Feb 5-7	2		4	6
133	Manchester	New Hampshire	Jun 27-7	1		5	6
134	Burlington	Vermont	Aug 14-6	3		5	8
136	Niagara Falls	New York	Dec 8-8	1		5	6
137	White Plains	New York	May 24-8			4	4
138	Syracuse	New York	Oct 28-7	3		7	10
139	Schenectady	New York	Nov 18-8	1		4	5
141	Trenton	New Jersey	-	-		-	-
142	Wilmington	Delaware	Sep 6-6	3		5	8
146	Coraopolis	Pennsylvania	-	-		-	-
147	Coraopolis	Pennsylvania	-	-		-	-
148	Reading	Pennsylvania	Jun 30-7	1		5	6
149	Richmond	Virginia	Feb 3-8	3		5	8
152	Providence	Rhode Island	Sep 15-8	2		5	7
153	Meridian	Mississippi	Sep 12-6	3		5	8
154	Little Rock	Arkansas	Aug 24-6	3		4	7
		(Cont'd)					

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STATUS OF PERSONNEL BY TYPE ORGANIZATION

ORG	CITY	STATE	DATE F/R	ACTUAL STRENGTH OFF	WO	EM	TOTAL
	WEA STA (TYPE A) (F) (Cont'd)						
155	Memphis	Tennessee	Dec 23-6	2		5	7
156	Charlotte	North Carolina	Mar 15-8	2		5	7
157	Columbia	South Carolina	Dec 9-6	2		5	7
158	Savannah	Georgia	Oct 13-6	2		5	7
159	Jacksonville	Florida	Feb 9-7	2		4	6
160	Birmingham	Alabama	Oct 1-7	3		5	8
162	Dayton	Ohio	Nov 2-7	2		4	6
163	Fort Wayne	Indiana	Nov 10-7	3		4	7
164	Mansfield	Ohio	Jun 20-8	2		5	7
165	Louisville	Kentucky	Jul 26-7	2		4	6
166	Columbus	Ohio	Jan 26-7	1		3	4
167	Charleston	West Virginia	Jun 7-7	1		4	5
169	Peoria	Illinois	Jun 21-7	2		5	7
170	Springfield	Illinois	Sep 30-8	1		5	6
171	Detroit	Michigan	Apr 25-8	1		5	6
172	Battle Creek	Michigan	Apr 29-8	1		3	4
173	Lincoln	Nebraska	Jul 26-6	1		5	6
174	Sioux City	Iowa	Dec 2-6	2		5	7
175	Sioux Falls	South Dakota	Jun 30-7	3		4	7
176	Madison	Wisconsin	Oct 6-8	1		1	2
178	Fargo	North Dakota	Jan 16-7	2		4	6
179	Duluth	Minnesota	Sep 17-8	1		5	6
181	Dallas	Texas	Feb 27-7	1		5	6
182	San Antonio	Texas	Oct 6-7	3		5	8
185	Norman	Oklahoma	Feb 13-7	1		5	6
186	Great Falls	Montana	Jun 27-7	2		5	7
187	Cheyenne	Wyoming	Aug 11-6	2		7	9
188	Albuquerque	New Mexico	Jul 7-7	3		4	7
190	Boise	Idaho	Oct 2-7	1		5	6
191	Salt Lake City	Utah	Nov 18-6	3		5	8
192	Reno	Nevada	Apr 12-8	1		2	3
194	Alameda	California	Jun 2-8	2		5	7
195	Van Nuys	California	Sep 29-6	2		5	7
196	San Bernardino	California	Nov 9-6	1		5	6
197	Phoenix	Arizona	Dec 12-6	3		5	8
198	San Juan	Puerto Rico	Nov 23-7	1		5	6
199	Honolulu	Hawaii	Nov 4-6	3		5	8
		Actual Total		134		325	459
		Authorized Total		216		360	576
		% Act/Auth		62.0		90.3	79.7
		Aggregate Actual Total		5637	61	32969	38667
		Aggregate Authorized Total		7791	120	50227	58138
		% Actual/Authorized		72.4	50.8	65.6	66.5

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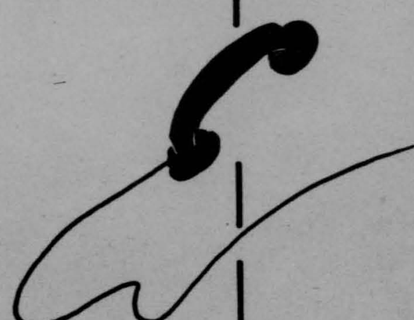

UNIT COMMANDERS
AIR INSTRUCTORS
AIR INSTALLATIONS

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UNIT COMMANDERS AND AIR INSTRUCTORS AIR NATIONAL GUARD

NAME	UNIT	CITY	PHONES HOME	PHONES BUSINESS
ALABAMA				
COMMANDING OFFICERS				
Col J M Donaldson	117 F Gp	Birmingham	9-0562	9-3711
Lt Col C Stephensen	Hq Det 217 ASGp	"	6-8489	3-7171
Lt Col R Hatch, Jr	106 B Sq	"	3-7790	4-3388
Capt B C McCary	106 U Flt	"	8-7585	6-4121
1st Lt J M Nunnelly	106 Wea Sta	"	59-5141	9-2333
Maj J H Roll	Det C 206 ASGp	"	8-7694	9-4323
Lt Col E W Pati	160 Ftr Sq	"	2-8654	3-5784
Capt C W Squires	160 U Flt	"	Tuscaloosa 9886	7248
2d Lt C J Frazier	160 Wea Sta	"	7-0789	3-4231
Maj G W Ribble	Det B 217 ASGp	"		Bissemer 215
AIR INSTRUCTORS				
Lt Col C S Marshall	106 B Sq	Birmingham		
Maj S R Wilkerson	160 Ftr Sq	"	2-8263	
Col A M Wright	117 Ftr Gp	"	3-3052	
ARIZONA				
COMMANDING OFFICERS				
Lt Col L H Bier	197 Ftr Sq	Phoenix	Coolidge 301	67
Capt B M Goldwater	197 U Flt	"	5-0314	4-1161
2d Lt T A Parnell	197 Wea Sta	"	5-4162	2-2322
Maj K W Slater	Det C 246 ASGp	"	4-8131	4-0215
AIR INSTRUCTORS				
Lt Col G H Vandeusen	197 Ftr Sq	Phoenix	5-8257	

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NAME	UNIT	CITY	PHONES HOME	PHONES BUSINESS
ARKANSAS				
	COMMANDING OFFICERS			
Capt F A Bailey	154 U Flt	Little Rock	3-7175	5-8186
Capt J C Hagan	154 Wea Sta	" "	4-9011	4-6441
Lt Col T A Shea	154 Ftr Sq	" "	Westwd 6	5-2448
Maj W P Wilson	Det B 237 ASGp	" "	3-6554	5-2448
	AIR INSTRUCTOR			
Maj H H Kirby	154 Ftr Sq	Little Rock	5-6597	
CALIFORNIA				
	COMMANDING OFFICERS			
Brig Gen L C Ames	61 Wing	Alameda	Oakland Glencount 1-4131	Douglas 2-2260
Maj R D Blythe	144 A/C C Sq	"	San Leandro LO 8-1162	Lakehurst 3-7478
Capt C E Booth	111 Radar Cal Det	"	Oakland Kellogg 2-8500	Lakehurst 3-7722
1st Lt H C Caroon	196 Wea Sta	San Bernardino		
1st Lt W J Carroll	195 Wea Sta	Van Nuys	Pasadena Sycamore 9-6875	State 5-8181
Lt Col J W Dieterich	161 A/C C/W Gp	Alameda	Concord Walnut Creek 3536	Lakehurst 3-7478
Capt L M Edwards	195 U Flt	Van Nuys	Newmark 1-4878	State 5-8181
Lt Col R E Evans	Hq Det 246 ASGp	Van Nuys	Pasadena Sycamore 4-9815	Trinity 0811
1st Lt T E Flowers	1811 E Avn Co	Alameda		San Francisco Sutter 1-7700
Maj R W Fay	195 Ftr Sq	Van Nuys		
Maj D B Hearst	145A/C C/WGp	San Francisco	Oakland OV 1-0615	Lombard Gar-19000
Capt R W Kong	194 Wea Sta	Alameda	Oakland KE 3-7359	San Francisco Sutter 1-8913
1st Lt F H Kranz	115 Wea Sta	Burbank	Santa Monica 42503	Santa Monica 53275
1st Lt J S Long Jr	196 U Flt	San Bernardino	Riverside 1356J	Pamona 17
Maj R W Long	146 A/C C/W Sq	Sacramento	2-0645	2-4711

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NAME	UNIT	CITY	PHONE HOME	PHONE BUSINESS
CALIFRONIA				
	COMMANDING OFFICERS			
Maj J S McHenry	Det B 246 ASGp	San Bernardino	Cucamonga 312735	Ontario 612151
Lt Col R B Moore	Hq Det 244 ASGp	Alameda	Orinda 2150	Orinda 2150
Capt R L O'Bryan	111 Comm Sq	Alameda	Vallejo 2-2994	Mare Island Vallejo 3-4511
Maj A S Orr	115 Bomb Sq	Burbank	Los Angeles Webster 33839	Los Angeles Tucker 7201
Maj D A Parker	Det A 246 ASGp	Van Nuys	Altadina Sycamore 4-2203	
Capt R A Ranzoni	194 U Flt	Alameda	Oakland HU 1-8158	
Maj J H Reading	1905 E Avn Bn	Alameda	Castro Valley LU 1-7977	Oakland TR2-2234
Capt W Reitherman	115 U Flt	Burbank	CH 0-1905	ST7-1281
Capt J P Richardson	112 Comm Sq	Van Nuys		State 5-2301
WOJG J D Schary	561 Band	Alameda	Okland Glencourt 2-4785	Berkeley 7-9207
Col C A Shoop	146 Ftr Gp	Van Nuys	Beverly Hills Crestview 5-0408	Culver City Texas 0-3361
Lt Col L C Smith	144 Ftr Gp	Alameda	Millbrae 8254	San Francisco Douglas 2-4711
Maj H J Stockman	Det A 244 ASGp	Almeda	EXB	San Francisco 2-5400
Maj T A Suiter	196 Ftr Sq	San Bernardino	Riverside 1454R	Riverside 1454 R
Capt H B Thomas, Jr	Det D 211 ASGp	Burbank	Los Angeles HE 7765	Los Angeles HE 7765
Brig Gen L E Thomas	62 Wing	Burbank	San Marino Atlantic 15986	San Marino Atlantic 15986
Maj W J Trigg	112 Radar Cal Det	Van Nuys	Glendale Citrus 3-8397	Los Angeles Normandy 1-1191
Capt R E Zeus	611 Sig Co	Alameda	Lakehurst 2-3616	Oakland Highgate 4-4338

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NAME	UNIT	CITY	PHONES HOME	PHONES BUSINESS
CALIFORNIA	AIR INSTRUCTORS			
Lt Col W E Cole	196 Ftr Sq	San Bernardino	5215	57139
Maj A A Cummings	112 Comm Sq	Van Nuys	State 7625	State 5-2301
Lt Col S W Fitzgerald, Jr	115 Bomb Sq	Burbank	Van Nuys State 5-0809	Sunset 2-2160
Lt Col R E Lacy	195 Ftr Sq	Van Nuys	Hollywood Hollywood 1491	State 5-2301
Col B J Peaslee	61 Wing	Alameda	Oakland Templebar 3-3697	Lakehurst 2-7722
Lt Col E F Quinn	144 Ftr Gp	Alameda		LA 3-7977
Col H A Schmid	62 Wing	Van Nuys	Pasadena Sycamore 2-7530	State 5-2301
Col J B Wells	146 Ftr Gp	Van Nuys	Sherman Oaks State 4-5872	State 5-2301
COLORADO	COMMANDING OFFICERS			
Lt Col R B Baird	120 Ftr Sq	Denver	FR 7483	EA 2028
Capt M A Day	137 A/C C Sq	Denver	Keystone 3787	Keystone 6221
WOJG R L Dunn	532 Band	Denver	Grand 5098	Westwood 69
Lt Col M M Empey	139 A/C C/W Sq	Boulder	Grand 4531	Maine 2264
Maj P M Harris	138 A/C C/W Sq	Denver	Englewood 1704W	Pearl 3711
Capt W F Kilian	1809 E Avn Co	"	Lakewood 364M	Glendale 3601
Capt G A Miller	109 Comm Sq	"	Grand 8193	Keystone 6775
Col J C Moffitt	86 Wing	"	Westwood 519M	Westwood 519M
Col J L Montague	159 A/C C/W Gp	"	TA3629	Pearl 3711
1st Lt J O Perrine, Jr	609 Sig Co	"	Englewood 1706R	Tabor 4171
Capt A E Petersen	Det A 240 ASGp	"	Dexter 2423	Keystone 6316
Capt C S Sack, Jr.	120 U Flt	"	Emerson 5323	Emerson 5323
1st Lt A J Schmidt	109 Radar Cal Det	"	Spruce 6389	East 7756

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NAME	UNIT	CITY	PHONES HOME	PHONES BUSINESS
COLORADO				
	COMMANDING OFFICERS			
Col M K Shipman	140 Ftr Gp	Denver	Golden 662-M	
1st Lt C L Sterrett	120 Wea Sta	Denver	Golden 576	
	AIR INSTRUCTORS			
Col J R Byerly	86 Wing	Denver	Lakewood 542-R	East 2028
Col A J Heintz	140 Ftr Gp	Denver	East 1763	East 2028
Lt Col F J Nelander	120 Ftr Sq	Denver		East 2028
Maj R R Wiggins	109 Comm Sq	Denver	Dexter 4365	East 2028
CONNECTICUT				
	COMMANDING OFFICERS			
Lt Col T L Carroll	118 Ftr Sq	Windsor Locks	Hartford 32-5233	
Maj T J Cicalone	Det C 203 ASGp	" "	Hartford 8-2046	Hartford 2-5151
Capt J L Hoar	118 U Flt	" "	Putman 181	Putman 189
Maj L C Horvath	103 A/C C/W Sq	Hartford	New Haven 2-1644	New Haven 6-9221
Capt R D Morse	118 Wea Sta	Windsor Locks	Hartford 32-618	Hartford 2-6151
Col H J Reis Elbara	Hq Det 203ASGp	Hartford	New Haven 4-3343	New Haven 6-9221
Col G R Stanley	103 Ftr Gp	Hartford	32-4729	
	AIR INSTRUCTORS			
Lt Col B W Szaniawski	103 Ftr Gp	Hartford	Windsor 1341	Hartford 2-9496
DELAWARE	**COMMANDING OFFICERS**			
Maj P S Share	142 Ftr Sq	Wilmington	5-6301	4-5121
Capt R C Spencer	142 Ftr Sq	"	Swarthmore 0133	Chester 4191
Maj W W Spraunce	Det C 208 ASGp	"	2-5960	7121
Capt J G Jarrell	142 Wea Sta	"		Newark 511
	AIR INSTRUCTORS			
Lt Col J I Steeves	142 Ftr Sq	"	New Castle 553	

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NAME	UNIT	CITY	PHONES HOME	PHONES BUSINESS
DISTRICT OF COLUMBIA				
	COMMANDING OFFICERS			
Major W W Millikan	121 Ftr Sq	Washington DC	OV-2891	RE-5700
Col H C Clagett	Hq Det 213 ASGp	"	MA-3335	NA-1501
1st Lt L N Fairbanks	121 U Flt	"	FA-7053	GL-1200
Lt Col J F Graham	Hq Det 213 ASGp	"		
	AIR INSTRUCTORS			
Lt Col G E Duncan	113 Ftr Gp	Washington DC	Hillside 3341	Hillside 3100 Ext. 6213
FLORIDA				
	COMMANDING OFFICERS			
Lt Col B D Haviland	159 Ftr Sq	Jacksonville	St. Augustine 199 W	3-1671
Capt F C Huckaby	Det C 217 ASGp	"	9-0873	4-6661
1st Lt J R Mahoney	159 Wea Sta	"	5-2269	5-2415
Capt J M Taylor	159 U Flt	"	2-8770	5-6853
	AIR INSTRUCTORS			
Lt Col W O Jackson	159 Ftr Sq	Jacksonville	4-5541	
GEORGIA				
	COMMANDING OFFICERS			
1st Lt J A Breshek	604 Sig Co	Marietta	15-W	Atlanta 6331
Maj E C Brushwood	158 Ftr Sq	Savannah	36078	204084
Maj M L Clonts	116 A/C C Sq	Marietta	East Point CA6587	Atlanta CY5026
Maj H B Ford	104 Radar Cal Det	"	Decatur CR6860	Atlanta CY2861
Col J C Grizzard	154 A/C C/W Gp	"	Atlanta VE8804	Atlanta WA4617
1st Lt G J Hygh	128 U Flt	"	Springfield MO 9183J1	Atlanta HE9174
Maj W H Kelley	Det C 216 ASGp	Savannah	6856	23525
Capt J A Klausman	Det A 216 ASGp	Marietta	Atlanta AT4974	Atlanta HE 1443

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NAME	UNIT	CITY	PHONES HOME	PHONES BUSINESS
GEORGIA				
	COMMANDING OFFICERS			
Col O H Lane	Hq Det 216 ASGp	Marietta	Atlanta Cherokee 9210	Atlanta CY 6011 X-448
Capt C B LeCraw	1804 E Avn Co	"	Atlanta HE4257	Atlanta WA0961
1st Lt H L Partridge	158 Wea Sta	Savannah	30894	7107
1st Lt M L Peek	158 U Flt	Savannah	22687	39634
Capt W P Sanchez	128 Wea Sta	Marietta	Hopeville CA1159	Atlanta CA6646
Maj O O Simpson	128 Ftr Sq	Marietta	Norcross 1275	Atlanta LA1521
Capt F E Smith	104 Comm Sq	Marietta		Atlanta WA7922
CWO WF Walker, Jr.	530 Band		Atlanta LA 0004	
	AIR INSTRUCTORS			
Col D M Allison	54 Wing	Marietta	Atlanta 2475	1900 X-436
Lt Col J E Carmack	116 Ftr Gp	Marietta	Doraville Chamblee 4596	CY6011 X-634
Capt J H Clare	104 Comm Sq	Marietta		1900 X-437
Lt Col H M Cox	158 Ftr Sq	Savannah	Port Wentworth 29554	2-0484
Lt Col M P Crabtree	54 Wing	Marietta	1770M	1900 X-436
Capt J E Maloney	1804 E Avn Co	Marietta	Atlanta EX 2105	Atlanta CY 6011 X 437
Col W M Reid	54 Wing	Marietta	1522W	1900 X 454
Maj W C Royer	154 A/C C/W Gp	Marietta	1246M	1900 X 436
HAWAII				
	COMMANDING OFFICERS			
Capt D E Guy	199 U Flt	Honolulu	78156	56743
Lt Col W F Nolan	199 Ftr Sq	"	Kailua 2762	66845

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NAME	UNIT	CITY	PHONES HOME	PHONES BUSINESS
HAWAII				
	COMMANDING OFFICERS			
Capt V A Siefermann	Det C 199 ASGp	Honolulu		12204
Capt C K Stidd	199 Wea Sta	Honolulu	98538	90981
	AIR INSTRUCTORS			
Col H Rau	199 Ftr Sq	Honolulu	16232	
IDAHO				
	COMMANDING OFFICERS			
1st Lt C J Agenbrood	190 U Flt	Boise	Nampa 280 J-1	Nampa 280 J-1
Lt Col T G Lamphier	190 Ftr Sq	"	5352J	6000
Maj J G Pickard	Det C 242 ASGp	"	211	6000
Capt B H Walter	190 Wea Sta	"	6168J	7220
	AIR INSTRUCTORS			
Lt Col W L McDowell	190 Ftr Sq	Boise	7383R	
ILLINOIS				
	COMMANDING OFFICERS			
Brig Gen F Allen	66 Wing	Park Ridge	Drexel 3-4443	Portsmouth 7-3300
Capt H W Beuscher	169 Wea Sta	Peoria	Washington, Ill. 4042	4-4161
1st Lt K F Bierach	106 Comm Sq	Park Ridge	Bensonville 327M-1	Avenue 3-2000
Capt L J Britain	Det B 226 ASGp	Park Ridge	Wooddale, Illinois Desplaines 3045M	Avenue 3200

NAME	UNIT	CITY	PHONES HOME	BUSINESS
ILLINOIS				
	COMMANDING OFFICERS			
Capt R L Canahue	Det A 226 ASGp	Chicago	Marhome, Illinois Harvey 3218M	 Portsmouth 7-9262
2nd Lt D M Corey	170 Wea Sta	Springfield	3-1124	2-7777
1st Lt H J Cowell	Det B 231 ASGp	Peoria	5-3068	7022
Lt Col R B Daniels	126 Bomb Gp	Park Ridge	Oak Park Euclid 9138	 Avenue 3-2000
Col L Delighter	Hq Det 226 ASGp	Park Ridge	Chicago, Ill Austin 7-2807	 Avenue 3-2000
Maj J P Dunne	126 A/C C Sq	Park Ridge	Chicago, Ill Capitol 7-2098	 Portsmouth 3-0500
Capt R Eads	170 Ftr Sq	Springfield	6651 X-8269	6651 X-8269
WOJG M D Geary	566 Band	Chicago	Blue Island 3507	 5173
1st Lt H E Haskett	169 U Flt	Peoria	Tremont, Ill 2311	 6-3311
Capt E L Horning	Det C 231 ASGp	Springfield	3-8976	6651 X-8269
1st Lt G R Kelley	170 U Flt	Springfield	Normal, Illinois 9005-3	 9005-3
2nd Lt L Kreft	606 Sig Co	Park Ridge	Palatine, Illinois 28 W 1	

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NAME	UNIT	CITY	PHONES HOME	PHONES BUSINESS
ILLINOIS				
	COMMANDING OFFICERS			
1st Lt C R Kribel	168 Wea Sta	Park Ridge	Chicago Lincoln 9-2916	Calument 5-2121
Maj F J Lather	168 Bomb Sq	"	River Grove Gladstone 3-7889	Chicago Michigan 2-3162
Lt Col W H Moulton	1903 Eng Avn Bn	"	Westrn Sprgs 9885	Chicago Portsmouth 7-3300
Capt J M Nyman	108 U Flt	Chicago	Sacramento 2-0790	
Lt Col W A Sears	156 A/C C/W Gp	Park Ridge	C h i c a g o Kenwd 2659	Sacramento 6-2000
Maj D L Smith	106 Rad Cal Det	Chicago	Lbrtyville Ill. 837	Financial 6-2000
Cap D. J. Smith	108 B Sq	"	--	Portsmouth 7-9262
Capt L W Snellman	108 Wea Sta	"	Midway 3-8641	Wabash 2-1346
Maj A F Szold	169 Ftr Sq	Peoria	3-3121	4-8027
Capt W L West	168 U Flt	Park Ridge	C h i c a go Amb 2-1557	Victry 2-5764
	AIR INSTRUCTORS			
Lt Col D H Hahn	108 Bomb Sq	Chicago	Mil. Wisc. Kilbourne 6745-R	Portsmouth 7-9262
Lt Col A F Jeffrey	169 Ftr Sq	Peoria	4-3003	6-4901
Col F X Krebs	66 Wing	Park Ridge	Arl. Hts. 7040 J	Avenue 3-2000
Maj C P Sullivan	66 Wing	"	Roanke 93 W	Avenue 3-2000
INDIANA				
	COMMANDING OFFICERS			
Lt Col D W Allerdice	113 Ftr Sq	Indianapolis	Humbolt 1184	Market 9311
Maj C Blue	Det A 222 ASGp	"	Wabash 6415	Belmont 3600
Col M G Carpenter	Hq Det 222 ASGp	"	Capitol 3989	Belmont 3408
Maj G R Guthrie	122 A/C C/W Sq	"	WA-9815	RI-7622

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NAME	UNIT	CITY	PHONES HOME	PHONES BUSINESS
INDIANA				
	COMMANDING OFFICERS			
Capt G B Kutche	113 U Flt	Indianapolis	Humbolt 1184	Market 9311
Lt Col A Maxwell	122 Ftr Gp	"	Cherry 4874-M	Market 4123
1st Lt K E Nevendrop	163 Wea Sta	Fort Wayne	H-64236	H-3173
Capt B P Poer	113 Wea Sta	Indianapolis	Captl 1703	Market 1561
Maj W R Sefton	163 Ftr Sq	Fort Wayne	A-78342	H-8880
Capt R E Spencer	Det B 222	Fort Wayne	H-81363	H-8880
Capt W L Uebelhoar	163 U Flt	"	A-57614	A-9411
	AIR INSTRUCTORS			
Col E W Maschmeyer	122 Ftr Gp	Indianapolis	--	Belmont 1770
Lt Col J E Nitsche	163 Ftr Sq	Fort Wayne	H-37649	H-8880
Lt Col J H Pease	113 Ftr Sq	Indianapolis	Belmont 4169-1	Belmont 1770
IOWA				
	COMMANDING OFFICERS			
Col E E Eno	132 Ftr Gp	Des Moines	Fort Dodge Rolnd 1796	Walnut 1707
Lt Col W J Feiler	124 Ftr Sq	"	7-2405	2-0473
Capt R W Gilbert	Det A 232 ASGp	"	7-6874	5-1161
Capt J A Orr	174 Ftr Sq	Sergeant Bluff	Sioux City 8-6698	5-7669
Capt C L Peek	Det B 232 ASGp	"	Sioux City 6-5798	5-8044

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NAME	UNIT	CITY	PHONES HOME	PHONES BUSINESS
IOWA				
	AIR INSTRUCTORS			
Col F C Gray	132 Ftr Gp	Des Moines	5-2749	2-0473
Lt Col B E McKenzie	174 Ftr Sq	Sergeant Bluff	Sioux City 65310	81481
KANSAS				
	COMMANDING OFFICERS			
Capt L J Allison	127 Wea Sta	Wichita	65796	64611
Capt S H Howbert	127 U Flt	"	620505	42355
Maj H R Kush	Det C,240 ASGp	"	50159	66611
Lt Col R B Ludeman	127 Ftr Sq	"	38881	64657
	AIR INSTRUCTOR			
Maj K S Hodges	127 Ftr Sq	"	620566	68994
KENTUCKY				
	COMMANDING OFFICERS			
Capt L J Merkel	165 Ftr Sq	Louisville	Magnolia 7054	Clay 3143
Col R P Ardery	123 Ftr Gp	"	Frankfort 1278	387
Capt L G Calhoun	Det A 223 ASGp	"	Magnolia 6239W	Franklin 7437
1st Lt F H Deland	165 Wea Sta	"	Franklin 2917	
Lt Col W D Ott	Hq Det 223 ASGp	"	Taylor 1690	Magnolia 4572
1st Lt R L Tyler	165 U Flt	"	Highland 6838R	Franklin 7437
	AIR INSTRUCTORS			
Col H A Bott	123 Ftr Gp	"	Magnolia 0703-M	Franklin 7437
Maj J L Doyle	165 Ftr Sq	"	Franklin 7346	Atwood 2336

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NAME	UNIT	CITY	PHONE HOME	PHONE BUSINESS
LOUISIANA				
	COMMANDING OFFICERS			
Maj M O Barth	Det C 211 ASGp	New Orleans	Franklin 7252	Audubon 5672
Capt D H Butler	122 Util Flt	New Orleans	Amhurst 2648	Audubon 5672
Capt C J Galliot	122 Wea Sta	New Orleans	Audubon 8096	Bywater 5030
Maj O W Stephenson	135 AC/W Sq	New Orleans	Ga 6959	Un 1880 X-355
Lt Col H F Vincent	122 B Sq	New Orleans	Upton 4681	Audubon 5672
	AIR INSTRUCTORS			
Maj R R Evans	122 B Sq	New Orleans	Bywater 3593	Bywater 1781
MAINE				
	COMMANDING OFFICERS			
1st Lt C E Cessiboom	132 Wea Sta	Bangor	8602	--
Capt V R DeCourey	132 Util Flt	Bangor	8064	--
Maj D K Lambardi	Hq Det 201 ASGp	Bangor	2-1055	7099
Maj L P Lawrence	132 Ftr Sq	Bangor	Orono 8082	--
Col P E Tukey	101 Ftr Sq	Bangor	So.Portland 3-5854	1200 X-76
Maj I C Wand	Det A 201 ASGp	Bangor	Old Town 8033	7120
	AIR INSTRUCTORS			
Maj W H Jayner	132 Ftr Sq	Bangor	Brewer 5434	7120
Lt Col H R Thying	101 Ftr Gp	Augusta	1653M	3126
MARYLAND				
	COMMANDING OFFICERS			
Lt Col R L Gould	104 Ftr Sq & 104 Wea Sta	Baltimore	Tuxedo 4300	Lexington 7065
1st Lt T M Leonard	104 Util Flt	Baltimore	Hopkins 3134	Broadway 6700 X-51
Maj A C Clark	Det B 213 ASGp	Baltimore	Boulevard 312J	Dundalk 1502
	AIR INSTRUCTORS			
Maj R A Tyler	104 Ftr Sq	Baltimore	Essex,Md 2072W	Dundalk 2674

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NAME	UNIT	CITY	PHONES HOME	PHONES BUSINESS
MASSACHUSETTS				
	COMMANDING OFFICERS			
Capt A J Boles	101 RadCalDet	Boston	Saugus 1151-J	Liberty 2-5600
B/G L E Boutwell	67 Wing Hq	Boston	Malden 5-6064	Cambridge TRO 7-7570
WOJG T C Brennan	567 Band	Boston	Arlington 5-7078M	Liberty 5600
Lt Col O M Brown	Hq Det 202 ASGp	Boston	Allston 5-4971	Kenmore 0383
Maj P A Caulfield	101 Ftr Sq	Boston	Woburn 1572-J	East 5085
Capt P M Fague	101 Util Flt	Boston	--	Kenmore 6-8810
Maj R J Geeham	Det A 202 ASGp	Boston	Malden 5-4146J	Bedford Lexington 9-1840
Col L E Halstead	102 Ftr Gp	Boston	Fitchberg 6546	Fitchberg 6283
2nd Lt L H Laurin	131 Wea Stä	Westfield	Fairview Holyoke 2-2297	Chicopee 38
Capt R D Martin	101 Wea Sta	Boston	Wollaston Gr 2-8888	Dorchester Bl 8-8800
1st Lt R J McNamara	1801 E A Co	Boston	Fitchburg 3043W	Fitchburg 3043W
Capt J F Murphy	101 Comm Sq	Boston	Watertown 4-8283	Capitol 4600 X-674
Col W L McBride	151 A/C W Gp	Boston	Fitchburg 104	Fitchburg 9979
Capt J E Nolan	101 A/C Sq	Boston	Fall River 3-0812	Fall River 3-1921
Capt A R Robertson	Det B 202 ASGp	Westfield	2884	2864
Maj J J Stefanik	131 Ftr Sq	Westfield	Chicopee 2-385M	Eas 4422
Capt J F Swan	601 Sig LC Co	Worchester	2-2492	5-9960
Capt C F Ward	131 Util Flt	Westfield	Springfield 2-4847	Indian Orch Springfield 8371 X-255
	AIR INSTRUCTORS			
Lt Col A A Crockett	101 Ftr Sq	Boston	Cohassett 0294-R	East 5085
Lt Col F P Knoll	151 A/C W Gp	Boston	Needham 1521R	Stadium 2-7925
Col T W Steed	67 Wing Hq	Boston	--	Stadium 2-2650
Lt Col T H Watkins	131 Ftr Sq	Westfield	Springfl'd 4-0813	2864

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NAME	UNIT	CITY	PHONE HOME	PHONE BUSINESS
MICHIGAN		**COMMANDING OFFICERS**		
1st Lt K W Cowles	Det B 227 ASGp	Battle Creek	7420	3-4540
Capt E L Leinaar	172 Util Flt	Battle Creek	Kalamazoo 4-5173	3-4540
Capt A H Masters	Det C 226 ASGp	Romulus	Wayne, Mich 2870J3	Logan 1-4680
Capt R M Norwood	172 Ftr Sq	Battle Creek	--	3-4540
1st Lt N P Payea	107 Util Flt	Romulus	Dearborn 1523	Dearborn 1523
Lt Col S W Plant	Hq Det 227 ASGp	Romulus	Detroit Un 2-5210	Detroit Cherry 9900
1st Lt B L Traeger	107 Wea Sta	Romulus	Ypsilanti Texas 1-5794	--
		AIR INSTRUCTORS		
Lt Col D C McCredie	127 Ftr Gp	Romulus	--	--
Maj L F McGuire	107 B Sq	Romulus	Wyandotte 5765-W	Logan 1-4620
Lt Col J M Melcher	127 Ftr Gp	Romulus	--	--
MINNESOTA		**COMMANDING OFFICERS**		
Capt T E Anderson	109 Util Flt	St Paul	Minnesota Wh 0068	At 3401
Maj J E Andrews	132 A/C W Sq	Minneapolis	Hopkins Ho 7694	Minneapolis Ma 7151
Col E R Berg	Hq Det 233 ASGp	St Paul	Minneapolis Locust 6198	Cedar 8597
Lt Col J R Dolny	109 Ftr Sq	St Paul	Minneapolis Locust 8252	Cedar 8744
Capt J S Haider	109 Wea Sta	St Paul	E15859	Ga4612 X257
2nd Lt A F Hofstad	179 Wea Sta	Duluth	Calumet 3699	Melrose 4705
Capt E W Johnson	179 Ftr Sq	Duluty	Mel 7476	--
Capt F A Kemp Jr	179 Util Flt	Duluth	Hemlock 8271	Melrose 8271
Lt Col O H Peterson	133 Ftr Gp	St Paul	Minneapolis Loc 9010	Cedar 3794
Maj A J Petter	Det A 233 ASGp	St Paul	Ga 2969	Ce 8597
1st Lt W G Waller	Det C 233 ASGp	Duluth	Hem' 7487	Radis' 1561
		AIR INSTRUCTORS		
Maj T E Markham	109 Ftr Sq	St Paul	Tower 8496	Cedar 6768
Lt Col J B Morehead	133 Ftr Gp	St Paul	Viking 2084	Cedar 6768

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NAME	UNIT	CITY	PHONES HOME	PHONES BUSINESS
MISSISSIPPI				
	COMMANDING OFFICERS			
Maj J S Breyer	Det A 217 ASGp	Meridian	5708	4472
1st Lt W L Fountain	153 U Elt	Meridian	819R	682
1st Lt P L Greek	153 Wea Sta	Meridian	4497W	1562
Maj E Vinson	153 Ftr Sq	Meridian	3131	1176
	AIR INSTRUCTORS			
Lt Col H W Longino	153 Ftr Sq	Meridian	1713J	4472
MISSOURI				
	COMMANDING OFFICERS			
Capt R L Bobbett	110 Ftr Sq	St Louis	Sterling 7954 Webster, GrovesMo	Plateau 4820 Monsanto, Illinois
Capt J H Bottom	1807 E Avn Co	"	Webster 5695M	East 3205
Capt W A Brazill	Det A 231 ASGp	"	WA4958M	Terryhill 5-5234
Capt E M Earle	107 Comm Sq	"	Hudson 4242	CH9800
Capt D F Cook	607 Sig Co	"	Colfax 4166	Chestnut 9800
Capt M M Goin	180 Wea Sta	St Joseph		
Capt D L Henderson	107 Radar Cal Det	St Louis	Delmar 5333	Main 4000 X 3416
2d Lt E C Kindle	110 Wea Sta	St Louis	AftonMo SW2230	East 6404
Brig Gen W W Kratz	71 Wing	St Louis	Terryhill 4-2951	5-3130
Col B W Lichty	157 A/C C/W Gp	St Louis	Forest 0715	Robertson Mo. TE 5-5300
Lt Col J B Logan	180 Bomb Sq	St Joseph	2-3633 Plateau	4-0981 Plateau
Capt B E Long	131 A/C C Sq	St Louis		
Capt J C Madget	1800 U Flt	St Joseph	2-2344	
Lt Col W McFerin	131 F Gp	St Louis	Northland 107R-1	Plateau 4820
Maj F A Munder	110 Ftr Sq	St Louis		
WOJG H G Schmidt	571 Band	St Louis	F04249	

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NAME	UNIT	CITY	PHONES HOME	BUSINESS
MISSOURI				
	COMMANDING OFFICERS			
Lt Col J L Strauss	Hq Det 231 ASGp	St Louis	CA2596	GA1250
Capt C F Wurtzler	Det D 226 ASGp	St Joseph	4-8491	4-1617
	AIR INSTRUCTORS			
Col J C Cochran	71 Wing	St Louis	Lochart 0577	Plateau 4820
Maj G A Doersch	110 Ftr Sq	St Louis	Wabash 2161W	Terryhill 55234
Capt E O Hurt	107 Comm Sq	St Louis	Kirkwood 3779M	Plateau 4820
Col C A Miller	131 Ftr Gp	St Louis	Flanders 5365	Terryhill 5-3586
Lt Col F D Sharp	180 Bomb Sq	St Joseph	4-0964	4-0981
MONTANA				
	COMMANDING OFFICERS			
Maj L B Dorich	Det C 227 ASGp	Great Falls	2-4208	2-4345
Capt H L Elser	186 Wea Sta	" "	4728	3057
Lt Col F R Robberson	186 Ftr Sq	" "		2-4345
Capt R D Rodger	186 U Flt	" "	5107	4777
	AIR INSTRUCTOR			
MAJ H E Fisk	186 Ftr Sq	Great Falls		2-1689
NEBRASKA				
	COMMANDING OFFICERS			
1st Lt J C Angle	173 Wea Sta	Lincoln	3-1101	2-7608
Maj W E Ayres	Det C 222 ASGp	"	5-4351	
Capt R M Batten Jr	173 U Flt	"	3-8226	2-6776
Lt Col J M Campbell	173 Ftr Sq	"	3-4172	2-6701
	AIR INSTRUCTOR			
Maj D W Maxwell	173 Ftr Sq	Lincoln	5-9650	

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NAME	UNIT	CITY	PHONES HOME	PHONES BUSINESS
NEVADA				
	COMMANDING OFFICERS			
Capt J A McQuire	192 Wea Sta	Reno	2-5767	3126
			Sparks,	Nevada
Maj T W Reynolds	192 Ftr Sq	"	9-4251	2-1521
Capt W J Schapper	192 U Flt	"	2-6367	5731
	AIR INSTRUCTOR			
Lt Col I F Wintermute	192 Ftr Sq	Reno	2-2707	
NEW HAMPSHIRE				
	COMMANDING OFFICERS			
Lt Col C G Y Normand	133 Ftr Sq	Manchester	80110JK	152
			Nashua	Durham
2nd Lt R E Fortier	133 Wea Sta	"	3001R	30
Maj S A Drinkwater	Det B 201 ASGp	"	4294RK	7467
			Nashua	
Capt R T Shaw	133 Ftr Sq	"	4568M	
	AIR INSTRUCTOR			
Lt Col P Smith	133 Ftr Sq	Manchester	9462R	
NEW JERSEY				
	COMMANDING OFFICERS			
Capt R S Peterson	119 Ftr Sq	Newark	Montclair 2-1155J	Market 2-6000 X-2097
Col C A Charles	108 Ftr Gp		Seagirt Springlake 3-3441	Trenton 58561

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NAME	UNIT	CITY	PHONES HOME	PHONES BUSINESS
NEW JERSEY				
	COMMANDING OFFICERS			
1st Lt D R Krauch	119 Wea Sta	Newark		Montclair, N J 3-0500
Capt H W Turner III	119 U Flt	"	Princeton 2415	N Y C, NY Bowling Green 9-1000
Lt Col R S Zachary	Hq Det 208 ASGp	"	Linden 2-4489J	Rahway 7-1200
Capt J D Zink	Det B 208 ASGp	"	Belleville 2-3434	
	AIR INSTRUCTORS			
Lt Col A J Ball, Jr	108 Ftr Gp	Newark	Sea Grit, N J Spring Lake 2-7286	
NEW MEXICO				
	COMMANDING OFFICERS			
Capt R F Arnold Jr	188 Wea Sta	Albuquerque		
Lt Col F A Cronican	188 Ftr Sq	"	3-2673	3-2325
Maj C H Hogrefe	Det C 228 ASGp	"		7831
Capt A M Riddle	188 U Flt	"	2-9397	6761
	AIR INSTRUCTORS			
Maj J G Milne	188 Ftr Sq	"	3-2708	
NEW YORK				
	COMMANDING OFFICERS			
Col R W Batchelder	Hq Det 206 ASGp	Brooklyn	MU 9-1974	MU 6-8952
Lt Col J A Briggs	114 Bomb Sq	"	Floral Park 4-5908R	PMurry Hill 4-4707
Lt Col F O Brown	1901 Eng Avn Bn	"	Bronxville 2-0773J	Courtland 7-7800
1st Lt A W Busse	138 Wea Sta	Syracuse	3-0200	
Maj D S Carpenter	Det C 202 ASGp	Schenectday	Choes,NY 626-W	4-6526

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NAME	UNIT	CITY	PHONE HOME	PHONE BUSINESS
NEW YORK				
COMMANDING OFFICERS				
Capt T D Propper	114 Wea Sta	Brooklyn	Valley Stream 5-1792W	Lynbrook 9-10366
Capt R T Reed	Det A 207 ASGp	Niagara Falls	Ebenezer Gdns 449J	Buffalo Taylr 7700
Capt E L Reid	114 U Flt	Brooklyn	Balden 3-3741J	Lackawanna 4-6000
WOJG R L Remy	552 Band	White Plains	Dobbs Ferry 3-2223W	9-7557
Capt J H Robischen	Det C 207 ASGp	Syracuse	6-2037	2-2800
1st Lt P D Schipper	137 Wea Sta	White Plains		6-6900
Col H C Stelling	106 Bomb Gp	Brooklyn	Flushing 3-5355	Newton 9-8200
1st Lt J C Stevens	137 U Flt	White Plains	Beverly 7-5982	9-3700
Maj E A Stuve	Det A 206 ASGp	Brooklyn	Gibralter 7-7356	Navarre 8-2642
Maj E H Swanson	Det B 207 ASGp	White Plains	Virginia 3-2178	Gedney 9-6700
Col E. R Thomas	152 A/C C/W Gp	White Plains	Englewood 4-0642	MU 3-4050
Capt C W Thompson	106 A/C C Sq	"	Flushing 8-3233	Gedney 96700
AIR INSTRUCTORS				
Maj G W Criss, Jr	114 Bomb Sq	Brooklyn	Laurelton 8-4842	Navarre 8-2643
Lt Col W C Freudenthal	138 Ftr Sq	Syracuse	Eastwood 2-7803	22171
Maj G M Manning	102 Bomb Sq	Brooklyn	Amityville 2415-R	Navarre 8-2643
Maj S Mitchell	102 Comm Sq	White Plains	Eastport 146	9-0980
Col E S Nichols	52 Wing	"	Murray Hill 6-7188	"
Col C S Reuter	106 Bomb Gp	Brooklyn	9-4696R	Navarre 8-2642
Col L B Storm	52 Wing	White Plains	Scarsdale 3-3875W	90980
Maj K C Wilde	107 A/C C/W Sq	"	Emsford 6-1846	"

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NAME	UNIT	CITY	PHONE HOME	PHONE BUSINESS
Capt V J Christopher	139 Wea Sta	Schenectady	3603	Amsterdam, NY 2500
Lt Col J A Clark, Jr	137 Ftr Sq	White Plains	West-bury 7-2148	Brooklyn, NY Gedney 9-6700
Capt E T Danahy	136 U Flt	Niagara Falls	Buffalo GA 1743	Buffalo WA 3762
Maj L J Dissette	136 Ftr Sq	"	Buffalo PA 7340	VI 2121
Capt J F Donovan	602 Sig Co	Brooklyn	Brooklyn BU 7-8727	Ingersoll Official 84
Capt W G Dushais	102 Bomb Sq	Floyd Bennett	Kings-bridge 6-1194	
Maj W J Flavin	139 Ftr Sq	Schenectady	Troy 8132-W	4-6526
Capt H W Forbes	102 Comm Sq	White Plains	Main 5-0484	Algonquin 5-4800
Capt W Goff	102 Rad Cal Det	"	Pleasant-ville 2064	6-7200
Col M L Hyman	Hq Det 207 ASGp	Niagara Falls	Buffalo Summer 2199	Madison 3035
Lt Col R J Kirsch	107 Ftr Gp	"	Grand Island 209-F-21	3-5894
1st Lt K C Kramer	138 U Flt	Syracuse	Cicero 2485	
1st Lt R E Lenz	136 Wea Sta	Niagara Falls	Buffalo UN 3751	Del 4200
Lt Col M C Maione	138 Ftr Sq	Syracuse	4-4414	4-9743
Maj P C Martin	107 A/C C/W Sq	White Plains		9-5154
Capt S A Mauriello	139 U Flt	Schenectady	4-7223	
Capt W M McEwen	1802 Eng Avn Co	Brooklyn	Dogan Hills 4065-W	Murray Hill 3-7000
Col C H Mitchell	52 Wing	White Plains	Grdn City 7428	Spencer 7-4430
Lt Col H U Morton	102 Bomb Sq	Brooklyn	Huntngtn 2308-M	Havemeyer 6-500
Maj H R Oldfield	108 A/C C/W Sq	Syracuse	Fayettville 568R1	6-4411
Maj J L Pallouras	Det B 206 ASGp	Brooklyn	Dewey 2-3776	Navarre 8-2643

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NAME	UNIT	CITY	PHONE HOME	PHONE BUSINESS
NORTH CAROLINA				
	COMMANDING OFFICERS			
Capt T W Crutcher, Jr	156 U Flt	Charlotte	5-4182	4-5386
Maj R H Flow	Det C 218	"	3-9287	4-5381
1st Lt S T Henderson	156 Wea-Sta	"	3-6831	2-1141
Maj N C McCorkle	118 A/C C/W Sq	"	2-3694	9093
Lt Col W J Payne	156 Ftr Sq	"	4-8673	8483
AI	AIR INSTRUCTOR			
Maj J A Isbell	156 Ftr Sq	"	2-4340	2-2555
NORTH DAKOTA				
	COMMANDING OFFICER & AIR INSTRUCTOR			
Lt Col R D Neece	178 Ftr Sq	Fargo	2-0379	2-4287
OHIO				
	COMMANDING OFFICERS			
Capt W O Ash	164 Ftr Sq	Mansfield	3068-1	4207-6
Capt R L Ashenfelter	162 U Flt	Vandalia	MI-2402	AD 6161
Capt E C Berg	Det A 211 ASGp	"	MO 44935	MO 44661
Capt R A Bohmer	116 U Flt	Columbus	Kngswd 3039	Main 4247
Lt Col A R Boren	121 Ftr Gp	Vandalia	WA 86202	WA 8772
Capt H B Dulin	121 A/C C Sq	Columbus	JE 7300	AD 9921
1st Lt L T Englehart	105 Comm Sq	Zanesville	6257-J	300
Capt D G Fordham	162 Wea Sta	Vandalia	Troy, Ohio 9354	MO 44629
Maj L M Griffin	112 Bomb Sq	Cleveland	Washngtn 1189	Cherry 8360
WOJG L E Kachenmeister	555 Band	Toleda	AD 6631	AD 5175
Lt Col R A Kelley	Hq Det 221 ASGp	Cleveland	Clearwater 6179	9920
Maj J E Kidd	166 Ftr Sq	Columbus	Lancaster 4076-R	AD 1241
Capt G S Luketz	112 U Flt	Cleveland	--	--
Capt S J Obloy	112 Wea Sta	Cleveland	Prospect 6701	Melrose 8600
Capt G C Pinyerd	164 U Flt	Mansfield	Crestline 3464	
Capt W Sanders	123 A/C C/W Sq	Cincinnati	East 3090	
Capt L A Scudiere	Det D 206 ASGp	Cleveland	Berea 6254	

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NAME	UNIT	CITY	PHONE HOME	PHONE BUSINESS
Capt C R Stahl	605 Sig Co	Springfield	2-2022	Dayton Adams 9921
1st Lt R L Starbuck	1805 Eng Avn Co	Cincinnati	Plaza 8929	WO 0480
Col R Strasburger	155 A/C C/W Gp	Columbus	Kngswd 3627	Dumbar 5430
Maj H T Sturtevant	162 Ftr Sq	Vandalia	MO 45266	MO 44621
1st Lt G. D Thomas	105 Rad Cal Det	Columbus	FR 22466	MA 6363
Capt M A Wales	Det B 221 ASGp	Mansfield	4729-7	42076
Capt F P Wenger	Det C 221 ASGp	Columbus	Jefferson 8280	Main 4567
Capt D W Wolf	164 Wea Sta	Mansfield	5014-1	4131-6
2nd Lt W A Yardley	166 Wea Sta	Columbus	Jefferson 1906	University 75711
Brig Gen E H Zistel	55 Wing	Columbus	Westlake 829W	Main 7400

AIR INSTRUCTORS

Lt Col R E Critchfield	162 Ftr Sq	Vandalia	KE 2864	MO 44621
Maj D C McGee	164 Ftr Sq	Mansfield	3068-1	42026
Maj A W Roby	166 Ftr Sq	Columbus	FR 48573	FR 75711
Col L Saxton	55 Wing	Columbus	DO 7533	FR 75711
Lt Col H J Watkins	112 Bomb Sq	Cleveland	Academy 2008	Clearwater 9920

OKLAHOMA

COMMANDING OFFICERS

Lt Col P M Brewer	137 Ftr Gp	Norman	Oklahoma City 25383	25383
1st Lt R D Denney	185 Wea Sta	"	547-R	900
Capt W O Garrison	125 Wea Sta	Tulsa	6-2761	93433
Maj M A Hanson	Det A 237 ASGp	"	9-4121	3-6174
Lt Col J E Hill	185 Ftr Sq	Norman	549-J	1216
Capt F L Kelley	125 U Flt	Tulsa	54-8681	6-6927

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NAME	UNIT	CITY	PHONE HOME	PHONE BUSINESS
OKLAHOMA				
	COMMANDING OFFICERS			
Capt J W Nutty	185 U Flt	Norman	9796W3	Okla City 3-7313
Capt L D Roller	Det C 237 ASGp	"	3724	3724
Lt Col R L Sullivan	Hq Det 237 ASGp	"	Oklahoma City 584324	25277
Lt Col J W Turner	125 Ftr Sq	Tulsa	9-4723	3-7121
	AIR INSTRUCTORS			
Maj W B Colgan	125 Ftr Sq	Tulsa	9-5103	
Maj R C Embrey	185 Ftr Sq	Norman	3670-M	3792
Col J S Jenkins	137 Ftr Gp	"	9706-W-1	2660
OREGON				
	COMMANDING OFFICERS			
Col G R Dodson	142 Ftr Gp	Portland	Sunset 7565	East 1183
Lt Col H A Dutton	123 Ftr Sq	"	Oswego 3242	Lan 8423
Capt L P Fields	123 U Flt	"	Be 0098	EA 0181
Maj C G Farrow, Jr	142 A/C C/W Sq	"	BE 3242	Dallas, Ore 2301
1st Lt J W Grant	123 Wea Sta	"	GA 2737	GA 0005
Maj E M Jannsen	Det A 242 ASGp	"	Beaverton 2378	BE 7056
Capt J G Tice	1810 Eng Avn Co	"	VE 3093	SU 3609
Maj C Vreeland	Hq Det 242 ASGp	"	Tigard 3897	EA 1183
	AIR INSTRUCTORS			
Col R L Delashaw	142 Ftr Gp	Portland	TUX 1926	TUX 2775
Maj D C Warwick	123 Ftr Sq	"	Web 0016	TUX 2775

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NAME	UNIT	CITY	PHONE HOME	PHONE BUSINESS
PENNSYLVANIA				
	COMMANDING OFFICERS			
Capt E A Elbert Jr	148 U Flt	Reading	4-3511	7211
1st Lt B R Irvin	103 Comm Sq	New Cumber-land	6-1705	Harsbrg 2-4101
Col W S Johnston	53 Wing	"		
Maj E F Kochenour	Det C 212 ASGp	Reading	Lancaster 26459	23215
1st Lt R S Newhard	148 Wea Sta	"	--	--
Maj R B Posey	148 Ftr Sq	"	29272	42226
	AIR INSTRUCTORS			
Col J H Bundy	53 Wing	New Cumber-land	Lebanon X-63	4600 X-18
Maj M F Glessner, Jr	148 Ftr Sq	Reading	5-0233	4-5859
Capt R M Oeder	103 Comm Sq	New Cumber-land	--	4-7137
Col H A Sebastian	53 Wing	Annville, RD#2	--	4610 X-17
PUERTO RICO				
	COMMANDING OFFICER			
Capt F D Brown	198 Wea Sta	San Juan	--	2-3520
Capt M E Chance	198 U Flt	"	--	Fajardo 80
Capt AA Nido	198 Ftr Sq	"	2-9503	2-3281
Maj C K Tranum	Det C 198	"	--	2-4913
	AIR INSTRUCTORS			
Maj T M Hergert	198 Ftr Sq	San Juan	5173	Navy 276
SOUTH CAROLINA				
	COMMANDING OFFICERS			
Lt Col B B McEntire	157 Ftr Sq	Eastover	Col., SC 29246	--
Capt M S Hines	157 U Flt	"	--	Florence, SC 188
Maj R H Morrell	Det B, 216	"	--	--

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NAME	UNIT	CITY	PHONE HOME	PHONE BUSINESS
SOUTH CAROLINA				
	COMMANDING OFFICERS			
Lt Col B B McEntire	157 Wea Sta	Eastover	Col.,SC 29246	--
	AIR INSTRUCTOR			
Lt Col S E Lawrence	157 Ftr Sq	Eastover	Col., SC 4-6941	--
SOUTH DAKOTA				
	COMMANDING OFFICERS			
Capt F A Bresee	175 U Flt	Sioux Falls	6854-W	500
Lt Col J J Foss	175 Ftr Sq	"	4688-J	1037
Capt E F Laucas	175 Wea Sta	"	7088	277
Maj I O Tufty	Det C 232 ASGp	"	Parker, SD 81	81
	AIR INSTRUCTOR			
Maj W E Bryan	175 Ftr Sq	Sioux Falls	3347	3796
TENNESSEE				
	COMMANDING OFFICERS			
Capt D W Feltus	155 U Flt	Memphis	48-8496	5-5824
Lt Col W J Johnson	155 Ftr Sq	"	48-6855	34-2446
Lt Col O D Keheley	Hq Det 218 ASGp	Nashville	42-4979	5-5706
Col C H Kinnard	118 Ftr Gp	"	Frkln, Tenn 1074	55706
Capt E W McCracken	155 Wea Sta	Memphis	35-3245	9-4873
Maj V T Petty	Det A 218 ASGp	Nashville	88581	69971
Capt C G Shaub	105 Wea Sta	"	8-7912	5-7601
Lt Col E B Stephenson	105 Ftr Sq	"	5-8926	5-5706
Capt G R Trimbach	Det 218 ASGp	Memphis	48-9516	34-2446

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NAME	UNIT	CITY	PHONE HOME	PHONE BUSINESS
TENNESSEE				
	COMMANDING OFFICERS			
Capt C B Wallace	105 U Flt	Nashville	7-5043J	9-5651
	AIR INSTRUCTORS			
Lt Col R K Gallagher	118 Ftr Gp	Nashville	81985	55706
Lt Col F G Hook	155 Ftr Sq	Memphis	48-8079	34-2446
TEXAS				
	COMMANDING OFFICERS			
Lt Col K K Black	158 A/C C/W Gp	Houston	Victor 4-1856	So Houston 7391
Capt T L Bradley	Det B 236 ASGp	"	Wentwrth 30553	Wydown 94800
Capt W A Bradley	111 Wea Sta	"	Lehigh 9706	Capitol 0346
Maj R H Cheney	181 Ftr Sq	Dallas	Justin 83121	Winfield 6268
Brig Gen H Crutcher,Jr	63 Wing	Houston	Dallas, Tex Justin 8-9317	Central 4304
Capt J C Daniels	108 Comm Sq	"	Wydown 9-5895	Wentworth 3-7661
Capt J J Haynes	181 Wea Sta	Dallas	F2-2954	Riverside 9221
Lt Col W N Hensley	182 Ftr Sq	San Antonio	S-41133	G-4944
Lt Col V B Hobart	Hq Det 236 ASGp	Dallas	De-0407	R-4085
Capt C A Holaday	182 U Flt	San Antonio	T-7530	F-5107
Maj L T McBurnett	136 A/C C/W Sq	Nederland	4704	--
Capt H S McCrabb	182 Wea Sta	San Antonio	--	T-1011
Lt Col J D Nottingham	111 Ftr Sq	Houston	Wentwrth 33789	Fairfax 3131
"	111 U Flt	"	"	"
Lt Col A C Prendergast	136 Ftr Gp	Dallas	De-8383	Central 6848

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NAME	UNIT	CITY	PHONE HOME	PHONE BUSINESS
TEXAS				
Capt J D Rainbolt	608 Sig LC Co	Houston	Keystone 3-9559	Wayside 1141
Maj D W Roberts	108 RadCalDet	Houston	Justin 8-3136	C-48873
Capt M E Ryan	181 Util Flt	Dallas	W3-4466	W3-4466
Capt G W Scott	134 A/C Sq	La Porte	Chanta 4-7242	Preston 1341
Maj E J Thornton	Det A 236 ASGp	Dallas	--	Winfield 6268
Maj D W Webb	Det C 236 ASGp	San Antonio	P-23140	K-2141 X240
	AIR INSTRUCTORS			
Lt Col N A Anderson	182 Ftr Sq	San Antonio	Lambert 2-5143	Kenwood 1241 X-241
1st Lt L J Ashcroft	108 Comm Sq	Houston	Pasadena 2610	Wydown 94969
1st Lt C W Byars	158 A/C W Sq	Houston	--	--
Lt Col R B Cauiness	136 Ftr Gp	Dallas	Yukon 8-2115	Grnd Prarie 7349
Maj J M Hallmark	111 Ftr Sq	Houston	Wydown 92506	Wydown 94800
Maj J C Haygood	181 Ftr Sq	Dallas	--	W-6268
Col I W McElroy	63 Wing Hq	Houston	Wydown 9-1779	Wydown 9-5600
Col W H Schwartz	63 Wing Hq	Houston	--	--
UTAH				
	COMMANDING OFFICERS			
1st Lt V D Allred	191 Wea Sta	Salt Lake City	4-4438	9-1011
Capt L W Fry	Det C 244 ASGp	Salt Lake City	--	9-3795
Capt R Peterson	191 Util Flt	Salt Lake City	--	9-1011
Lt Col A G Winn	191 Ftr Sq	Salt Lake City	4-4058	9-1011
	AIR INSTRUCTORS			
Lt Col K A Tyler	191 Ftr Sq	Salt Lake City	Ft. Douglas 5-6611	9-1011
VERMONT				
	COMMANDING OFFICERS			
Lt Col R B Spear	134 Ftr Sq	Fort Ethan Allen	Burlington 6126	Burlington 5363

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NAME	UNIT	CITY	PHONE HOME	PHONE BUSINESS
VERMONT (CONT)		**COMMANDING OFFICERS**		
Capt G C Earle	134 Util Flt	Fort Ethan Allen	Rutland 3353M	Rutland 3353M
Maj R F Hurd	Det C 201 ASGp	Fort Ethan Allen	Plainfl'd 77	Montpelier 1500
Capt T W Prior II	134 Wea Sta	Fort Ethan Allen	--	--
		AIR INSTRUCTORS		
Lt Col A M Cate	134 Ftr Sq	Fort Ethan Allen	Burlington 2853	Burlington 5499
VIRGINIA		**COMMANDING OFFICERS**		
1st Lt J T Bruce	149 Wea Sta	Sandston	Richmond 5-0565	Richmond 82-3461
Capt J E Cogle	Det C 213 ASGp	Sandston	Fairfield 2501	Fairfield 2315
Capt R E Howard	149 Util Flt	Sandston	Richmond 5-7166	Richmond 7-3081
Maj L H Waters	149 Ftr Sq	Sandston	Richmond 6-5364	Fairfield 4791
		AIR INSTRUCTORS		
Lt Col C A Appel	149 Ftr Sq	Sandston	Richmond 5-0153	Fairfield 2315
WASHINGTON		**COMMANDING OFFICERS**		
Maj R R Emacio	Det B 242 ASGp	Parkwater	Spokane Br 1003W	Spokane RI 1129
Lt Col F W Frost	116 Ftr Sq	Parkwater	Opportunity Wa 3490	Opportun'ty La 7852
Capt M G Lloyd	116 Wea Sta	Parkwater	Spokane Br 5971J	Spokane GI 1686
1st Lt L M McDonald	116 Util Flt	Parkwater	--	--
		AIR INSTRUCTORS		
Col H R Baxter	60 Wing Hq	Ft Lewis	Tacoma Lakewood 3702	Lakewood 9250
Maj J W Little	116 Ftr Sq	Parkwater	Spokane Riverside 1870	Lakeview 7551
Col M F Slaught	60 Wing Hq	Ft Lewis	--	Lakewood 9250

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NAME	UNIT	CITY	PHONE HOME	PHONE BUSINESS
WEST VIRGINIA				
		COMMANDING OFFICERS		
Capt B P Anderson	Det B 223 ASGp	Charleston	54-359	65-252
Capt P A Haley	167 Util Flt	Charleston	22-831	Louisville, Ky-Shawnee 0055
Lt Col J K McLaughlin	167 Ftr Sq	Charleston	66-544	65-252
Capt W J Waggy	167 Wea Sta	Charleston	25-319	East Bank 2311
		AIR INSTRUCTORS		
Maj E L Heller	167 Ftr Sq	Charleston	Capital 54-611	66-421
WISCONSIN				
		COMMANDING OFFICERS		
Capt P H Anderson	Det B 228 ASGp	Milwaukee	--	Woodruff 2-3370
Capt G Blandino	176 Wea Sta	Madison	--	Gifford 856
Lt Col M F Blenski	Hq Det 228 ASGp	Milwaukee	Englewood 2-6337	Marquette 8-3616
1st Lt R I Chalker	126 Wea Sta	Milwaukee	Spring 4-3734	Sheridan 4-8000
Lt Col C H Ferris	128 Ftr Gp	Milwaukee	Waukesha 2-1310	Waukesha 2-1310
Maj P Fojtik	176 Ftr Sq	Madison	Humboldt 3-0166	Badger 4032
Capt E C Gutknecht	126 Util Flt	Milwaukee	Glenview 3-4733	Daly 8-4280
Capt T R Hardeman	126 Ftr Sq	Milwaukee	Woodruff 4-7615	Division 2-1000
Capt J P Lofy	128 A/C W Sq	Milwaukee	Mitchell 5-7069	West 3-6970
Capt R G Skuldt	176 Util Flt	Maditon	--	Gifford 781
Capt A C Smih	Det A 228 ASGp	Maditon	Sun Prairie 319	Badger 4032
		AIR INSTRUCTORS		
Lt Col R A Beng	128 Ftr Gp	Milwaukee	Humboldt 3-1575	Humboldt 3-4811
1st Lt E H Esterl	128 A/C W Sq	Milwaukee	Humboldt 3-1688	Humboldt 3-5511

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NAME	UNIT	CITY	PHONE HOME	PHONE BUSINESS
WYOMING				
	COMMANDING OFFICERS			
Capt W J Denney	187 Wea Sta	Cheyenne	2-1131	5551
1st Lt V B Graper	187 Util Flt	Cheyenne	4731	8982
Capt M L Syfred	187 Ftr Sq	Cheyenne	7684	7575
Maj W F Woodruff	Det B 240 ASGp	Cheyenne	4348	8931
	AIR INSTRUCTORS			
Lt Col R N Maupin	187 Ftr Sq	Cheyenne	2-3629	8706

Information is not available on Air Units other than those listed above.

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STATE	CITY	PHONE
ALABAMA	Birmingham	9-4324
ARIZONA	Phoenix	3-1176
ARKANSAS	Little Rock	5-2448
CALIFORNIA	Alameda	Lakehurst 3-7722
	Burbank	Sunset 2-2160
	Sacramento	9-9581
	San Bernardino	5-7139
	San Francisco	Lombard 4-2400
	Van Nuys	State 5-8181
COLORADO	Boulder	1408 J
	Denver	East 2028
CONNECTICUT	Hartford	2-9496
	Windsor Locks	1284 - 1220
DELAWARE	Wilmington	New Castle 2004
DIST OF COLUMBIA	Washington (Andrews AFB)	Hillside 3100
FLORIDA	Jacksonville	5-6711
GEORGIA	Marietta	1900
	Savannah	2-0484
HAWAII	Honolulu	12204
IDAHO	Boise	5462
ILLINOIS	Chicago	Portsmouth 7-9262
	Park Ridge	Avenue 3-2000
	Peoria	7022
	Springfield	2-5579
INDIANA	Indianapolis	Belmont 3408
	Ft Wayne	H-8880
IOWA	Des Moines	2-0473
	Sergeant Bluff	8-1481

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CITY	CITY	PHONE
KANSAS	Wichita	6-4657
KENTUCKY	Louisville	Franklin 7437
LOUISIANA	New Orleans	Bywater 1781
MAINE	Bangor	7120
MARYLAND	Baltimore	Dundalk 1502
MASSACHUSETTS	Boston	Stadium 2-2650
	East Boston	7-5085
	Westfield	2864
	Worchester	6-6196
MICHIGAN	Battle Creek	3-4540
	Romulus	Logan 1-4680
MINNESOTA	Duluth	Hemlock 4561
	Minneapolis	AT - 2649
	St Paul	Cedar 8597
MISSISSIPPI	Meridian	4472
MISSOURI	St Joseph	4-0981
	St Louis	Plateau 4820 -
		Terryhill 5-5234
MONTANA	Great Falls	2-4345
NEBRASKA	Lincoln	2-1554
NEVADA	Reno	2-1521
NEW HAMPSHIRE	Manchester	7467
NEW JERSEY	Newark	Mitchell 2-7276
NEW MEXICO	Albuquerque	7831
NEW YORK	Brooklyn	Navarre 8-2643
	Niagara	3-5894
	Schenectady	4-6526
	Syracuse	2-2171
	White Plains	9-8770
NORTH CAROLINA	Charlotte	5-5521
NORTH DAKOTA	Fargo	2-4287

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STATE	CITY	PHONE
OHIO	Cincinnati	Trinity 1276
	Cleveland	Clearwater 9920
	Columbus	Franklin 7-5711
	Mansfield	4207-6
	Springfield	2-6979
	Toleda	Main 4693
	Vandalia	MO 44621
	Zanesville	524-J
OKLAHOMA	Norman	1526
	Tulsa	9-4168
OREGON	Portland	Trinity 2373
		TUX 2775
PENNSYLVANIA	New Cumberland	4-7137
	Reading	4-5859
PUERTO RICO	San Juan	Navy 276
RHODE ISLAND	Hillsgrove,	- -
SOUTH CAROLINA	Eastover	Congaree
SOUTH DAKOTA	Sioux Falls	3796
TENNESSEE	Memphis	34-2446
	Nashville	5-5706
TEXAS	Dallas	Winfield 6268
	Houston	Wydown 9-4969
	San Antonio	K-1241
UTAH	Salt Lake City	9-1011
VERMONT	Fort Ethan Allen	5499
VIRGINIA	Sandston	Fairfield 4791
WASHINGTON	Parkwater	La 7551
WEST VIRGINIA	Charleston	65-252
WISCONSIN	Madison	Badger 4032
	Milwaukee	Humboldt 3-5511
WYOMING	Cheyenne	8706

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MISCELLANEOUS DOCUMENTS
PERTAINING TO THE
AIR NATIONAL GUARD
1946 - 1949

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HEADQUARTERS AIR DEFENSE COMMAND

DRAFT OF STAFF STUDY

1. STATEMENT OF THE PROBLEM. To provide for the supervision of elements of the Air National Guard by Headquarters ADC.

2. ASSUMPTIONS. a. That the Commanding General, ADC, will be given the mission of supervising the Air National Guard for training and employment.

b. That the continental United States will be divided into six (6) air force areas.

c. That commanding generals of Army areas will have the same functions with respect to the ground and service elements of the post-war National Guard as did Corps Areas (Service Commands) prior to World War II.

d. That Headquarters Air Defense Command and subordinate air forces will be organized along conventional general and special staff lines with an A-5 (Plans) and an A-6 (Communications and Electronics) organized at general staff level and, initially at least, National Guard Affairs and Reserve Corps affairs offices at special staff level.

3. DISCUSSION. a. The National Guard Bureau is part of the Regular Army (section 2 NDA). The Chief of the National Guard Bureau and four (4) officer assistants are required to be National Guard officers; other assistants are provided from Regular Army personnel (section 81, NDA).

b. The National Guard Bureau is responsible for the administration of War Department policies for the National Guard not in Federal service. (Outline of organization and detailed functions are set forth in WDGS Circular 5-14, dated 5 Jan 1946).

c. Corps Areas (now Service Commands) have exercised important functions concerning all National Guard elements in their area. These functions included personnel, training, supply, fiscal, planning, and administrative matters, as well as matters pertaining to the National Guard officer and enlisted instructors' duties and assignments (Para 28, NGR 1). In general, Corps Area commanders have been in the channel of communication between the National Guard Bureau and State Adjutants General (Sec IX, NGR 1). Army commanders have heretofore exercised little or no supervision over National Guard activities except in large scale field training exercises which included elements of the Regular Army. Command of the National Guard is vested in the governors of States (Para 29, NGR 1). The normal channels of communication have been from War Department to National Guard Bureau, to Corps Areas, to State Adjutants General, to National Guard elements concerned.

d. National Guard commanders of units stationed in more than one state cannot exercise command over National Guard units of States other than their own except when assembled for training by federal authority (Para 30, NGH 1).

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Did Army Corps Areas have to buck business to a Continental Hq. like ADC?

e. When the six (6) air forces subordinate to ADC are organized and operative, it appears logical that they should be given functions with respect to the Air National Guard similar to those performed previously by Corps Areas (Paragraph 28, NGR 1). To the end that activities of the six (6) air forces be properly supervised and coordinated, Headquarters ADC must be included in the channels of communication between State authorities and the War Department. Any delay entailed would be justified by the results to be attained. Further delay by sending correspondence through Headquarters AAF can be avoided if the Commanding General, AAF, will authorize ADC to function under a broad policy mission and permit direct communication between ADC and the NGB.

f. If the Air Forces become fully autonomous, it appears to be desirable to separate the Aviation Branch from the National Guard Bureau and place that activity in Headquarters AAF or provide that the functions of that activity be performed by Headquarters ADC, preferably the letter. In either event, enabling legislation would be required.

g. Prior to the organization of the six (6) air forces subordinate to ADC, preparation must be made for cooperation and coodination on Air National Guard matters with the State authorities. The agencies immediately available for that purpose will, in addition to Headquarters ADC, be headquarters of the First and Fourth Air Forces.

h. If the continental United States were divided into East and West areas by the eastern boundaries of Minnesota, Iowa, Missouri, Arkansas, and Louisiana, the eastern portion would include elements of the 51st through 56th Wings (117 units), and the western portion, the 57th through 62d Wings (88 units). While the above would provide a natural and easily recognizable boundary and put an approximately equal load on each air force, it would split one Army area, which is undesirable. Provided the 122d Aircraft Control and Warning Squadron, which has been offered the State of Indiana, is transferred to Ohio, Kentucky, or West Virginia, and the 122d Fighter Group (Indiana) is transferred from the 55th Wing (Columbus, Ohio) to the 56th Wing (Chicago, Illinois), the natural Army boundaries can be preserved by using as a North and South dividing line for west boundaries of Ohio, Kentucky, Tennessee, and Mississippi. This division would result in three (3) Army areas being administered by each of the two (2) air forces initially available to ADC - the 51st through 55th Wings (93 units) to the eastern air force, and the 56th through 62nd Wings (112 units) to the western air force. The burden on the western air force would be increased by the large area to be covered. This inequality could be adjusted by the early organization of a third air force with jurisdiction over the Air National Guard elements south of the Mason-Dixon line and east of the west boundary of New Mexico (two Army areas to each of the three air forces).

i. In supervising the organization, training, and supply of the Air National Guard, the matters with which Headquarters ADC and/or its subordinate air forces must be concerned can be separated into two (2) phases:

(1) First, Initial or Organization Phase.

(a) This will include:

1. Inspection and approval of facilities.

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2. Examination and Federal recognition of individuals.

3. Federal recognition of headquarters and units.

4. Supply of property and equipment.

(2) Second, or Training Phase.

(a) This will be continuing phase which, while including some of the matters referred to in the first phase, will stress the training of individuals, teams, and organizations so as to provide an effective forceable to rapidly expand to war strength and capable of performing offensive and defensive missions anywhere in the world.

At Headquarters ADC and the headquarters of subordinate air forces, A-1, A-4, Officer's Examining Board, Facilities Inspection Teams, and teams to inspect organizations for Federal recognition, as well as the National Guard Affairs Office, will be particularly busy during the first phase and those agencies may require augmentation to perform their respective missions. It appears particularly desirable during the first phase that Headquarters ADC and the headquarters of subordinate air forces be authorized direct contact with State authorities and be included in the channel of communication between the States and the National Guard Bureau on all matters pertaining to the Air National Guard. During the second phase, it can be expected that training objectives and standards will be published by Headquarters ADC in accordance with such directives as may be prescribed by the War Department or Headquarters AAF. Further, that channels of communication with respect to training will flow through tactical commands to include the wing, group, and squadron. Copies of training publications of Headquarters ADC and its subordinate air forces should be furnished State adjutants general and instructors as well as Air National Guard organizations concerned. It will also be necessary during the second phase to see that personnel is available to conduct the inspections required during the Army drill and field training periods by NGR No. 48 as well as such technical and other special inspections as may be necessary. Routine matters concerning personnel, supply, etc., will, of course, continue to flow between State authorities and ADC during the second phase, but in reduced volume.

4. CONCLUSIONS. a. Since the National Guard is composed of individual State forces commanded by the governors of the respective States through their adjutants general, and organized, trained, and administered under the direction of officers appointed by the Governor, it is essential to the accomplishment of the Federal mission of the air elements of the Air National Guard that:

(1) Headquarters ADC and its subordinate air force headquarters be authorized to deal directly with State authorities in matters pertaining to Air National Guard headquarters, units and personnel.

(2) All matters pertaining to the Air National Guard, whether originated by the War Department, AAF, National Guard

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Bureau, or State authorities, be routed through or referred to Headquarters ADC for information, action, coordination, or recommendation.

b. That routing routine matters through Headquarters AAF to the National Guard Bureau would be an unnecessary and undesirable administrative burden on Headquarters AAF which would result in delayed action.

c. That the enactment of legislation is desirable transferring functions from the National Guard Bureau with respect to air elements of the National Guard to an AAF activity, preferably ADC.

d. That the supervision of Air National Guard units would be facilitated by the immediate organization of a third air force with headquarters located in the Dallas Army Area with jurisdiction over Air National Guard and Reserve elements in that area and in the Atlanta Army Area.

5. RECOMMENDATIONS. a. That the Commanding General, AAF:

(1) Delegate authority to the Commanding General, ADC, to act on all routine matters pertaining to the Air National Guard and Organized Reserve.

(2) Authorize direct communication on Air National Guard matters:

(a) Between Headquarters ADC and National Guard Bureau.

(b) Between Headquarters ADC and/or its subordinate air forces and State authorities.

(c) With major AAF Commands and activities.

b. That the Chief, National Guard Bureau:

(1) Inform State adjutants General that all matters pertaining to Air National Guard will be routed through and as prescribed by Headquarters, ADC.

(2) Route or refer all communications received from the War Department, Headquarters AAF, State authorities, and other agencies concerning Air National Guard matters to Headquarters ADC for information, coordination, recommendation, action, etc.

c. That initial steps be taken by this Headquarters thru AAF to secure the enactment of legislation which will result in the transfer of all functions pertaining to the Air National Guard from the National Guard Bureau to the Commanding General, ADC.

d. That a third air force subordinate to Headquarters, ADC be organized without delay.

e. That Air National Guard units be supervised by ADC initially through the media of three air forces as follows:

(1) An air force located in the New York or Baltimore Army Areas with supervision over Air National Guard elements within States in these two Army areas.

(2) An air force located in the San Francisco Army Area charged with supervising Air National Guard elements in that area and in the Chicago Army Area.

(3) The new air force to be located in the Dallas Army Area charged with the super vision of Air National Guard elements at Dallas and Atlanta Army Areas.

f. That first priority be given to the organization and manning of:

(1) The offices of A-1, A-4, and National Guard Affairs of Headquarters ADC and its subordinate air forces.

(2) The appointment of Officers' Examining Boards.

(3) The organization and orientation of teams capable of inspecting and approving stations and facilities for Air National Guard units, including air warning units.

(4) The organization and orientation of teams to inspect the various Air National Guard elements for the purpose of determining their eligibility for Federal recognition.

g. That officer and sergeant instructor personnel be immediately assigned headquarters and units when and as Federal recognition is extended.

h. That A-4's of the air forces subordinate to ADC be prepared to submit requisitions for initial equipment for Air National Guard units as they are extended Federal recognition and in accordance with such plans and priorities as may be determined by the Commanding General, ADC.

i. That A-3, ADC, be prepared to publish training directives and standards and, if necessary, initial training schedules for Air National Guard units.

j. That plans be prepared for necessary technical inspection of equipment issued to Air National Guard units.

DISTRIBUTION:

5 Copies to A-1, A-2, A-3, A-4, A-5, A-6
10 Copies to First Air Force
10 Copies to Fourth Air Force

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C O P Y

HEADQUARTERS
AIR DEFENSE COMMAND
Mitchel Field, New York.

In reply
refer to:
B 352

5 April 1946.

SUBJECT: Revised Agreement Between Chief of National Guard Bureau and Commanding General, Air Defense Command.

TO : Chief of National Guard Bureau, Pentagon, Washington, D.C.

Since coordination is absolutely essential between the Air Defense Command and National Guard Bureau, the enclosed agreement is concurred in as a criteria of relationship. It is requested that periodic revision of this agreement be considered as changes in the organization of the Air Defense Command occur.

/s/ CHARLES B. STONE, III
/t/ CHARLES B. STONE, III
Major General, U.S.A.,
Deputy Commander.

1 Incl:
Revised Agreement bet Chief NGB & CG, ADC.

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REVISED AGREEMENT BETWEEN CHIEF OF NATIONAL GUARD BUREAU AND COMMANDING GENERAL, AIR DEFENSE COMMAND

1. All communications and publications relating to policies or training of the Air National Guard originated or received by the Chief, National Guard Bureau, will be channelled through or referred to the Commanding General, Air Defense Command, for information, coordination and recommendation. Other communications of direct interest to the Air Defense Command will be referred to him by the Chief, National Guard Bureau, for information and coordination.

2. The State Adjutants General will be authorized to correspond directly with the Air Defense Commander on all matters pertaining to the training of the Air National Guard. Other matters of direct interest to the Air Defense Commander will, when so directed by the Chief of the National Guard Bureau, be forwarded through the Commanding General, Air Defense Command.

3. Air Defense Command air forces as organized will function with respect to Air National Guard matters as prescribed in paragraph 28, NGR-1, for Corps Areas.

4. Upon the request of the Chief, National Guard Bureau, the Headquarters, Air Defense Command, or its subordinate Air Force will furnish teams to inspect state facilities and stations under consideration as sites for Air National Guard Units. On completion of these inspections the Air Defense Commander will forward the report to the Chief, National Guard Bureau, with his comments and recommendations.

5. Upon request of state authorities the National Guard Bureau will request Headquarters, Air Defense Command, to appoint boards of officers to examine applicants for Federal recognition as officers of the Air National Guard. Applications with the recommendations of the Commanding Generals of the Air Forces concerned and Air Defense Command will be forwarded to the Chief of the National Guard Bureau.

6. When requested by state authorities through the National Guard Bureau, Headquarters, Air Defense Command, or its subordinate air forces will furnish personnel to inspect Air National Guard Units for Federal recognition. Report of inspection and recommendations will be sent to the Chief of the National Guard Bureau.

7. Names of prospective officer and enlisted instructor personnel for elements of the Air National Guard will be submitted by Headquarters, Air Defense Command, or its subordinate Air Forces to the Chief, National Guard Bureau for his approval. If acceptable, the Chief, National Guard Bureau, will submit these names to state authorities for their approval. After approval by the states, the National Guard Bureau and Headquarters, Air Defense Command, the National Guard Bureau will request The Adjutant General to issue orders assigning these officers to their respective stations.

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HEADQUARTERS
AIR DEFENSE COMMAND
MITCHEL FIELD, NEW YORK

IN REPLY REFER TO:

15 April 1946

Major General Butler B. Miltonberger
Chief, National Guard Bureau
Washington, D.C.

Dear General Miltonberger:

1. The approved War Department policy relating to the mission of the National Guard of the United States is:

To provide a reserve component of the Army of the United States, capable of immediate expansion to war strength, able to furnish units fit for service anywhere in the world, trained and equipped:

a. To defend critical areas of the United States against land, seaborne, or airborne invasion.

b. To assist in covering the mobilization and concentration of the remainder of the reserve forces.

c. To participate by units in all types of operations, including the offensive, either in the United States or overseas.

2. The Air Defense Command has been given the following mission by the Commanding General, Army Air Forces:

The Air Defense Command will organize and administer the integrated air defense system of the Continental United States; will exercise direct control of all active measures and coordinate all passive means of air defense; will be prepared to operate either independently or in cooperation with naval forces against hostile surface and under-surface vessels and in the protection of coastwise shipping; to train units and personnel in the operation of the most advanced methods and means designed to nullify hostile aerial weapons; to maintain units of the Air National Guard and the Air Reserve in a highly trained and operational condition of readiness; to train units and personnel for the maintenance of the air defense mission in any part of the world; to perform such special missions as the Commanding General, Army Air Forces may direct.

3. Based on the presumption that the Air Forces' responsibilities for the ensuing years are global, and with a considerable part of the

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Regular Army Air Forces to be located outside of the United States, it follows:

That the mission of air national security for the continental United States, the responsibility for which I have been charged by the Commanding General, Army Air Forces, has been assigned in a large measure to the Air National Guard.

4. The organization of the Air National Guard into wings, groups, and squadrons, equipped with modern type combat equipment, is air-power in its broadest sense. It is entirely different from the pre-war concept of Air National Guard observation squadrons working directly with and under ground commanders.

5. By reason of the important roles assigned the civilian air components, in plans for national defense, the Air Defense Command was originated, to place under one commander primary responsibility for the efficiency and effectiveness of the Air National Guard. This responsibility must be accompanied by greater authority in dealing with Air National Guard matters. In general, I feel I must be responsible for organizing and administering the Air National Guard in its federally recognized status. In short, the functions of your Aviation Branch should be assumed by the Air Defense Command.

6. I feel sure that we are now creating for ourselves problems and delays which may seriously interfere with the orderly completion of the National Guard program by reason of violating basic proven principles of functional responsibility. We have, in fact, divided responsibility for various phases of essentially the same problem. We are in danger of duplicating effort. I fully realize that under existing directives there cannot be a single channel of communication in dealing with the Air National Guard program at this time. But I do feel we can better clarify responsibility for action between the National Guard Bureau and the Air Defense Command.

7. I therefore propose that the Air Defense Command assume complete responsibility for:

a. Determining the suitability of sites and facilities selected by states for use by elements of the Air National Guard and for assisting state authorities to obtain those meeting minimum requirements.

b. Activating Air National Guard elements accepted by and allotted to states by the National Guard Bureau.

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c. Conducting inspections to determine whether or not Air National Guard elements shall be granted Federal recognition.

d. Determining that candidates for appointment and promotion as officers qualify for Federal recognition in accordance with the provisions of Sections 74 and 75, National Defense Act. Notification of Federal recognition to be accomplished by the Chief, National Guard Bureau, on the request of the Commanding General, Air Defense Command.

e. Supplying and equipping Air National Guard units.

f. Selecting, training, and assigning officer and enlisted Air National Guard instructors.

g. The training and the Federal employment of the Air National Guard.

h. Inspecting Air National Guard elements including the inspection required by section 93, National Defense Act.

8. Axiomatically, the Air Defense Command must have authority for direct dealing with appropriate State officials to accomplish the tasks enumerated above. Further, I consider it essential that proposed policies, regulations, directives, and changes in existing publications affecting the Air National Guard, be submitted to Headquarters Air Defense Command for coordination prior to approval, publication and distribution.

9. Included with this letter is an organization diagram portraying what I consider the proper chain of responsibility for accomplishing the Air National Guard program.

10. Will you please give me your comments in the matters set forth in this letter, realizing that it is my intention, and I know it to be yours, to create as soon as practicable an effective Air National Guard component of the Air Forces.

GEORGE E. STRATEMEYER
Lt. General, U. S. Army
Commanding

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Diagram

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General Paul L. Williams
Commanding General
2nd Air Force
Offutt Air Force Base
Omaha, Nebraska

Dear P. L.:

I thoroughly agree with the action you have taken with reference to the assignment of Colonel Frank X. Krebs as Chief of Staff of the 66th Air National Guard Fighter Wing as reported in your letter of 10 March 1948. I have no objection to utilizing regular air instructor personnel temporarily in acting capacities in the Air National Guard. However, I want it clearly understood that in no case will regular Air Force Air National Guard instructors accept appointments from state authorities in the Air National Guard.

As yet I have not received the approved policy letter concerning channels of Air National Guard control. As you may know, the National Guard Bureau is presently attempting to secure the ratification of this policy by state authorities. The policy letter as approved at the Brooks Field Conference is now under study in my headquarters, and upon its final approval by Headquarters United States Air Force you will receive our implementing directive. As you have stated, this policy is a step in the right direction. I frankly feel, in view of the important bearing that the Air National Guard has on the successful execution of my air defense mission, that I should have complete command jurisdiction and responsibility for the peacetime Air National Guard. In lieu of command responsibility, this policy is the most constructive step that the National Guard Bureau has thus far taken to put Air National Guard training on a firm basis. With this in mind, it is entirely up to us to see that the policy is made to function successfully. In the field this will require careful monitoring by all Air Force commanders until the new control procedures have been firmly established.

With best personal regards, I remain,

Sincerely,

GEORGE E. STRATEMEYER
Lieutenant General, U. S. A. F.
Commanding

MAR 18

A-3, ADC # 5-130
Hr 1615
Date 15 Mar 48

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16 April 46

E325.4

SUBJECT: Problems Confronting Air Defense Command in Dealing with Civilian Air Components.

TO : Commanding General, Army Air Forces, Washington 25, D. C.

1. The means available to the Air Defense Command for the purpose of implementing the mission of that Command, are the Air National Guard and Air Reserve programs. With this in mind, this headquarters is taking all possible action to expedite.

a. The inspections and approval of installations and facilities upon which to place Air National Guard activities, and

b. The selection of installations and facilities required in the implementation of the Air Reserve program.

2. In connection with the activities listed above it is believed advisable at this time that you be acquainted with some of the problems facing this Command, and the necessity for coordination of the solution of these problems with the National Guard Bureau, the Special Projects Section of AC/AS-3, Hqs AAF, and the Utilization and Assignment Branch of Hqs AAF which branch monitors requests for facilities to the War Assets Administration. In general, among the problems are the following:

a. Lack of a policy with reference to which activity, Air National Guard or Air Reserve, has priority in the acquiring of airfields and facilities thereon. In numerous instances, facilities are being held for Air Reserve activities which are now being requested, or will be requested in the very near future by the various States for their Air National Guard programs.

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b. Hqs AAF is presently declaring excess to the War Assets Administration all facilities other than those required by the interim and postwar Air Force and Air Reserve activities. This headquarters is unable to submit requirements of the Air National Guard program for airdromes and facilities thereon to Hqs AAF until such time as the various States request an inspection be made of certain airdromes and facilities for use by the Air National Guard. In this way, many facilities which this headquarters feels will be requested for use in the Air National Guard program at some later date are being lost to that program due to inability on the part of AAF to retain these facilities, lacking a concrete requirement for them. In other words, this Command is placed in the position of competing through the War Assets Administration with civilian agencies for the future use of airdromes and facilities which are essential to the mission of this Command - the air security of the United States.

c. Hqs AAF has recommended a policy to G-4 of the War Department which indicates an understanding that the expense relative to maintenance of Air National Guard installations will be borne 75% by Federal funds and 25% by State funds. This information is presently unknown by the State Governors who are inquiring as to who will bear the expense of the maintenance and upkeep of these installations. Since they are receiving no answer relative to this question, many of them are requesting that the Air National Guard units be placed on Regular Army Air Force interim stations. Apparently they are of the impression that when this takes place there will be no proportionate charge made to the State for repair and utilities costs. As a result of the above, the States are reticent to submit requests that their units be placed on installations other than those of the Regular Army Air Force. Specifically this point is emphasized by the following: The Adjutant General of New Jersey stated on 12 April 1946 in the Office of the National Guard Bureau that the Governor, while very desirous of organizing the Air National Guard in his State, was extremely reluctant to commit the State to any proposition which might involve expenditure of a sizeable amount of State funds for the maintenance and upkeep of the facilities required by that State's air units.

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d. The Governors are initiating requests to the Militia Bureau for facilities on certain airdromes, which Bureau in turn forwards such requests to the Utilization and Assignment Branch of Hqs AAF, which Branch in turn is awaiting our concurrence as to the suitability of such facilities. Our concurrence is predicated on inspections made by the Installations and Facilities teams operating in our subordinate Air Forces. It is felt that final decision should be properly coordinated and submitted by Air Defense Command prior to any requests being submitted to the Utilization and Assignment Branch of Hqs AAF.

3. Recommendations:

It is recommended that

a. If approval is granted AAF to implement the Air Reserve program on a "piecemeal" basis, the installations as recommended for Air Reserve activities by Hqs AAF be accepted, with the proviso that this headquarters be authorized all necessary adjustments, both with reference to airports and facilities thereon, to assure that the Air National Guard assumes its proper position in priority above Air Reserve activities.

b. That direct communication between the States and Hqs ADC be authorized with reference to requests for inspection of facilities, and that this headquarters after such inspections, notify Hqs AAF, Utilization and Assignment Branch, of the special requirements for the Air National Guard program.

c. A Decision be rendered as expeditiously as possible, which will inform all concerned as to the responsibilities to be borne by the War Department and the various States, concerning costs of upkeep and maintenance of installations which will be utilized by the Air National Guard.

GEORGE E. STRATEMEYER,
Lieutenant General, U. S. Army,
Commanding

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HEADQUARTERS, AIR DEFENSE COMMAND
Mitchel Field
New York

C O P Y

18 April 1946

SUBJECT: Study of Air National Guard and Air Reserve Participation in Postwar Army Air Forces Objectives

TO : Commanding General, Army Air Forces

1. THE PROBLEM

To determine and make recommendations for the most workable method for air defense of the United States by properly integrating the Air National Guard and Air Organized Reserve Corps into the postwar balanced Air Force.

2. DISCUSSION

a. Approved War Department policies and directives charge the Commanding General, Army Air Forces, with responsibility for air National security of the United States. Based on the presumption that the Air Force responsibilities for the ensuing years are global and with a considerable part of the Regular Army Air Forces to be located outside of the United States, it follows that the mission of air National security for the continental United States must be assigned in a large measure to the Air National Guard as a first line reserve component, and to the Air Reserve to back up the Air National Guard and Regular Air Force.

b. It is vitally essential that the Air Reserve and Air National Guard programs be closely correlated in order not to be in competition. There must be concentration of effort and centralization of command of air units to realize their maximum potential. It is mandatory that States' participation in the air defense of the United States be prudently coordinated. By reason of the important role assigned the civilian air components in plans for National defense, the Army Air Forces have created the Air Defense Command in order to place under one command primary responsibility for the efficiency and effectiveness of the Air National Guard and the Air Reserve. The Commanding General, Air Defense Command has been delegated duties, among others, with organizing and administering the integrated air defense system of the continental United States and maintaining units of the Air National Guard and Air Reserve in a highly trained and operational condition of readiness.

c. The Army Air Forces are clearly responsible for the administration and effectiveness of the Air Reserve program, but unfortunately, this is not so for the Air National Guard. For the Air National Guard, the Army Air Forces have responsibility for supervision of training only. War Department General Staff Circular No. 5-14, dated 3 January 1946, places in the National Guard Bureau responsibility for all functions pertaining to the Air National Guard other than supervision of training. The present division of responsibility between the National Guard Bureau and Air Defense Command results in duplication of effort, divided responsibility for various

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C O P Y

phases of essentially the same proble, and prevents the latter from aggressively carrying out his primary mission of continental defense of the United States.

3. ACTION RECOMMENDED

a. Transfer all functions, funds, and records which can be transferred without violating Federal Statutes, pertaining to air elements of the National Guard from the National Guard Bureau to the Army Air Forces as soon as practical.

b. Immediately revise War Department General Staff Circular No. 5-41, dated 3 January 1946, deleting therefrom National Guard Bureau responsibilities pertaining to the formulation and administration of plans and policies concerning the organization, equiOment, training, assignment of instructors, and supply of Air National Guard and with the preparation of annual cost estimates for the equipment and supply of such units and assign these responsibilities to the Commanding General, Army Air Forces, with authority for direct dealing with Governors and States' Adjutant General to accomplish these tasks.

GEORGE E. STRATEMEYER
Lieutenant General, U. S. Army Air Forces
Commanding

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6[1]
[ADC]

26 April 1946

Brigadier General Robert C. Oliver, USA,
Commanding General, Eleventh Air Force
Room 4E152, Pentagon Building
Washington, D. C.

Dear Air Force Commander (all AFs ADC)

In order to keep you abreast of important events in connection with the organization and growth of the Air Defense Command, I intend to write you from time to time a letter portraying pertinent details.

As you realize, one of the biggest problems is to organize Headquarters Air Defense Command and indoctrinate our staff personnel with their new duties so that the Air Forces of the Air Defense Command can be put to work and carry the load as soon as possible.

Last week, General Spaatz held a meeting in his office, at which General Eaker, General Chauncey, General Anderson, General Stone, General Miltonberger, Chief of the National Guard Bureau, and myself were present. Ways and means of better defining division of duties concerning the Air National Guard between the Bureau and the Air Defense Command were discussed. General Miltonberger stated categorically that he was most desirous to assist the Air Forces in assuming as much responsibility as possible for administering the Air National Guard without violating Federal statutes. He is, of course, also desirous of looking ahead on the assumption that the Air Forces will be a separate branch and anticipate legislation which must be changed to permit complete Air Forces management of Air National Guard affairs. A joint National Guard - Army Air Forces Board is now meeting in Washington attempting to spell out duties which we can assume now and consider those functions which enabling legislation only will permit us to take over in the future.

I must caution you that our growth in dealing with the Air National Guard will be slow and not clean cut. We have to make every effort to get along with the unpalatable division of duties between ourselves and the National Guard Bureau for the time being. It is important to remember that the National Guard of the United States is sanctioned by Federal statute and there exists therefor a basis for securing funds for National Guard training which we must not confuse, as the National Guard is all important to National Defense.

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Air Force commanders must constantly bear in mind in their planning and thinking that after the organizational period of the National Guard, the main function of the Air Defense Command is advisory, supervision of training, and the perfection of plans for Air National Guard unit employment in the event of national emergency. The Guard is and will be managed and commanded by the States themselves. We have been advised by the National Guard Bureau that twenty-five (25) States have been formally allocated units. They are: Arizona, Arkansas, Colorado, Delaware, District of Columbia, Georgia, Idaho, Indiana, Iowa, Kentucky, Louisiana, Maine, Massachusetts, Michigan, Missouri, Montana, North Carolina, Wisconsin, Wyoming, New Mexico, Ohio, Oklahoma, Pennsylvania, Tennessee, and Texas. The following eight (8) States have formally accepted their allotments: Arkansas, Colorado, District of Columbia, Georgia, Indiana, Oklahoma, Massachusetts, Wyoming. The task of obtaining airdrome training facilities for the Guard is still complicated, but is gradually being solved by the joint efforts of this headquarters, the National Guard Bureau, and Headquarters Army Air Forces.

We were advised today that the green light for starting Reserve training at forty (40) bases on a piecemeal basis will be officially given the Air Defense Command the first of the week. We will get out instructions to the First and Fourth Air Forces so that these two agencies can commence operation with this program in the near future.

On the 3rd and 4th of May there is to be a meeting in Washington of the States' Adjutants General. I have been asked to address these gentlemen concerning the Air National Guard and the Air Reserve. I will outline the mission of the Air Defense Command, its organization, and discuss plans to the extent possible at this time. I will furnish you copies of my talk so that you may be kept informed of just how far we can go at this time in discussing the civilian component matters with State officials.

General Walton and Turner of the Fourteenth and Tenth Air Forces respectively, are dealing with the Air Facilities Section of AAF in an attempt to locate definitely their Headquarters sites. Their efforts have not yet resulted in securing definite facilities.

PERSONNEL

One of the important problems in connection with personnel is the equitable distribution of our key officers for staffing the six subordinate Air Forces. As we see the picture, the future organization of Air Defense Command Air Forces will approximate in size about 200 officers, 200 enlisted and 100 civilians. It is doubtful, however, that this number of personnel will be required until some time in the future. It is absolutely imperative

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that the Second, Tenth, Eleventh and Fourteenth Air Forces have a nucleus of experienced personnel commensurate with the strength of the First and Fourth Air Forces. I have decided to monitor the original staffing of the new Air Forces Headquarters in order to make as fair as possible a distribution of available key personnel.

It is anticipated that in the very near future it will be necessary to assign instructors for supervision of National Guard organization and training. We realize that it is highly desirable to have a list of the required number of instructors for the entire National Guard and Reserve program. However, both of these programs will start on a piecemeal basis and we must therefore assign instructors on this same basis, particularly as we cannot now, or in the near future, obtain all Regular Army instructors which we will require for the complete civilian component program. The procedure we are attempting to set up is to obtain as large a list of instructors as we can at this time. Necessary data as to their general efficiency will be determined with their desires as to station assignment. These lists will be furnished the Air Force Commanders with requests for comments as to their acceptability. Clearance with the State authorities is mandatory for the assignment of instructors, and we are attempting to establish now with the National Guard Bureau the precedent that Air Force Commanders will arrange for instructor acceptance by the States direct. After acceptance by the States, this headquarters will arrange the necessary orders assigning instructor personnel to Air Forces with a specific duty assignment with a National Guard organization at an approved location.

States' Adjutants General have already been informed by the National Guard Bureau details of T/O organization. It has been decided that flying units will be at 80% of T/O strength, aircraft control and warning units at 100% strength, and Signal Company light construction at 80% strength. The A-1 Section of this headquarters is in the middle stages of completing a procedure for conducting examinations of National Guard candidates for Federal recognition. Final approved personnel criteria will be available to this headquarters some time next week, which will provide the necessary additional information to complete this study which will be furnished to the Air Forces to be utilized as a guide.

INTELLIGENCE

A-2 of this headquarters is working up now a plan to obtain the necessary intelligence which will affect the over-all air defense considerations of the continental United States. This information will be disseminated to the Air Forces for their information and planning action.

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OPERATIONS & TRAINING

In general, the assignment of fighter aircraft for training to the civilian air components will include P-51 types in the western half of the United States and P-47 types in the eastern half. The approved allocation of staff airplanes to each Air Force is as follows:

5 C-47's	3 B-25's	2 P-47's
5 C-45's	2 A-26's	2 AT-6's
	2 P-51's	

A requisition has been submitted asking for an appropriate number of these airplanes now and that the remainder be allocated for assignment to this command later. All available AT-6's have been allocated for Air Reserve and National Guard training. Some AT-11's will also be available for Air Reserve training.

As nearly as possible, AAF Training Standards and Directives now in use for Regular Army units will be our guide in promulgating training standards for the Air National Guard and Air Reserve. Training directives appropriate for issue from this headquarters are seventy-five percent complete and will be ready for dissemination to the Air Forces in the near future.

A procedure is being drawn up in the A-3 Section which can be utilized as a guide for Air Forces to conduct inspections of National Guard organizations as such for Federal recognition. This Section has also reached the final stages in the preparation of a pamphlet which may be used by the Air Forces as a guide for briefing National Guard instructors and a reference by the latter for study.

We have recommended to the Army Air Forces and the National Guard Bureau that budgeting for National Guard flying training be made on the basis of permitting a minimum of fifteen (15) hours per month per rated pilot. We have been unofficially advised that the budget for 1947 will permit at least this amount of flying.

MAINTENANCE & SUPPLY

Maintenance control is being studied as it applies to Air National Guard and Air Reserve units. A-4 of this headquarters has compiled a list of equipment over and above T/O and T/E allowances for both Air National Guard and Air Reserve units. This list has been forwarded for approval and action by the Air Materiel Command. In addition, a priority

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list of equipment for issue to Air National Guard squadrons has been compiled and also forwarded to the Air Materiel Command.

There are a number of problems anticipated in connection with supply, which we are attempting to analyze and solve, but it undoubtedly will require the aggressive continuous action and help of the Air Forces once large scale training of the civilian air components commences. We now have in the Air Facilities Section, Headquarters Army Air Forces, a group of officers from this headquarters attempting to nail down Reserve and National Guard training facilities for offer to the States. The War Assets people are loath to hold facilities which may be demanded by civilian agencies, and the States apparently are not expediting their requests, with the result that we may be losing facilities which we should have.

PLANS

The Plans Section (A-5) of this headquarters is making a study to compile the ground rules for the air defense of the United States. There are some matters which must be worked out on the highest level before all the ground rules can be completely spelled out. At the last meeting of the Air Board, I presented a paper requesting from Army Air Forces a statement of policy on command responsibility of all available air defense resources in the United States in the event of an air attack on our country. The Air Defense Command, with its subordinate Air Forces, will have primary interest in the repelling of an air attack, and we should therefore have at our command all air, ground, and sea forces which may be necessary to repell such an attack.

The A-5 Section of this headquarters has furnished Headquarters Army Air Forces with bulk personnel requirements for the Air Defense Command, broken down into forecast requirements for 30 April, 31 May, 30 June, and 30 September 1946. Official authorization for Air Defense Command as of 30 April 1946 has been allocated by Headquarters Army Air Forces as follows:

Hq. Air Defense Command	1324	Pine Lake	3000
First Air Force	893	Columbia	77
Fourth Air Force	893	Haywood	77
1/3 Cadre, Tenth Air Force	307	Salinas	77
Base Mitchel	2700	Chico	77
Hamilton Field	3900	Portland	77

Project books covering details of operations in this headquarters and the National Guard Bureau have been completed and have been distributed to the Air Forces for their guidance. Fortnightly revisions will be furnished addressee of these books.

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COMMUNICATIONS

As a result of conference of A-6's of Tactical Air Command, Strategic Air Command, and Air Defense Command, and representatives of Headquarters Army Air Forces, it was decided that the Tactical Air Command and the Air Defense Command would conduct training of aircraft warning units by establishing their own unit training schools. A meeting has been scheduled of the appropriate personnel at Pine Lake, California, about the middle of May to determine the redistribution of equipment and personnel between the Air Defense Command and Tactical Air Command. The Fourth Air Force will make provision for this school at one of its bases.

CIVIL AIR PATROL

The Civil Air Patrol which played such an important role during the war will continue indefinitely as an auxiliary to the Army Air Forces, and particularly to the Air Defense Command. The national charter which will institute the CAP as a civilian sponsored educational and non-profit organization, is being prepared by the National Headquarters of the CAP and will be presented to the Congress of the United States for approval. I cannot praise this organization too much for their splendid volunteer war record. They are two-fisted real Americans and have offered their services to the Air Defense Command to assist us in our mission. I therefore urge that you and your entire Air Force Staff get behind the CAP in what they are trying to do and assist them in their job. They, in turn, will assist you in your mission 100%. They are for us and want to help us in any way that they can. The members of the CAP are big people in their communities. They can assist us and they want to do just that. Meet them, know them, help them and big dividends will be ours.

CAP

- - - - - - - - - - -

I have not attempted to cover all of the projects being worked on in this headquarters, but have tried only to give you some of the highlights. One additional point, however, I would like to stress, and that is AAF Recruiting. We are making a study concerning this activity and I do feel that we can materially assist with Regular Army AAF Recruiting through the medium of our Reserve and National Guard contacts. You must realize that we have a tremendous number of ground rules to solve and policies to make before the Air Defense Command can be expected to operate in a smooth and efficient manner. It is unfortunate that at this time we cannot decentralize more of these problems. Decisions, however, in so many basic concepts still must be made at a high level in Washington. I am attempting to put pressure and get these decisions which will help us all to start aggressive action on our new mission.

Sincerely,

GEORGE E. STRATEMEYER
Lt. General, U. S. Army Air Forces
Commanding

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24 May 46

Hq. Air Defense Command, Mitchel Field, N.Y.

TO: CG,AAF, Wash. D.C., Personal Attn: Gen.Spaatz or Gen. Eaker

AFADCDA 781. Advice from CG 4th AF concerning 6th Army meeting with 8 National Guard Commanders of 8 western states introduces 2 important problems which Mr. Symington will be faced with at the Governors conference at Oklahoma City.

1. States Representatives complain that equipment supplies and facilities which are required for the states AirGuard are being disposed of and will not be available. They intend to demand those fields which are desired for National Guard be frozen insofar as facilities and equipment are concerned. This headquarters recently completed a study on air fields recommended for the National Guard and Reserve which is now in the hands of the Reserve and National Guard Division Office AC/AS-3 with a recommendation that all of those airdromes which are required and available for National Guard with all equipment and facilities be frozen unless released in each instance by this Headquarters.

2. The 8 western states are having difficulty in obtaining airdromes for their National Guard as they are in competion with veterans associations, commercial and municipal interests. The Governors they say are increasingly reluctant to go to bat for National Guard Units as they feel they will become in disfavor with the voting public. The National Guard Commanders of the 8 western states strongly urge that the War Department publicize the value of the Air National Guard to National Defense in order to back up the state officials in their fight for training facilities for their units.

STRATEMEYER ,ADC

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WAR DEPARTMENT
WAR DEPARTMENT SPECIAL STAFF
Office of the Chief of the National Guard Bureau
Washington 25, D. C.

CIRCULAR)
NO. 5)

CORRECTED COPY

8 May 1946

FEDERAL RECOGNITION OF STATE ADJUTANTS GENERAL

1. The appointment of a person to the office of Adjutant General of a State and his tenure of office are governed by the laws of the State. The requirements and qualifications for Federal recognition of State Adjutants General, including the continuing of recognition of Adjutants General who are now federally recognized, are prescribed in paragraph 2 of this Circular.

2. a. A State Adjutant General may be appointed and serve in that capacity without Federal recognition.

b. If a State Adjutant General desires recognition he must meet the requirements for initial procurement of officers of the National Guard. Requirements for initial procurement provide that appointments above the grade of 2nd Lieutenant will be limited to those officers who served honorably in active Federal service in the Armed Forces for a period of at least 6 months since 7 December 1941, and who, during that period, clearly demonstrated their qualifications by actual service in the grade and position contemplated or by performance of duties of corresponding or equal responsibility.

c. A State Adjutant General who applies for Federal recognition may qualify in any arm or service. If already federally recognized, he may retain that recognized status. If he is a candidate for recognition in the grade of General Officer, he must qualify under the same requirements as prescribed for General Officers of his grade in the National Guard.

d. A State Adjutant General who applies for Federal recognition must meet age-in-grade requirements established for a National Guard Officer of his grade assigned to the State Headquarters. No officer will be examined for recognition who is less than 21 or more than 62, or unless his age is such that he can serve at least one year before recognition is terminated under age-in-grade limitations. For a General Officer, the maximum age-in-grade for initial recognition is 62 years. An officer of the State Headquarters below the grade of General Officer will be considered over the maximum age for his grade upon reaching the birthday of the year prescribed below:

2nd Lt.	1st Lt.	Capt.	Major	Lt. Col.	Col.
40	43	46	51	55	60

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Circular No. 5 (Cont'd)

e. A State Adjutant General who is a candidate for recognition in the grade of General Officer will be ordered before an examining board constituted to examine General Officers of the National Guard. Such a boa[illegible] will be appointed by the Secretary of War and will consist of three General Officers from the Regular Army or the National Guard of the United States, or both, provided that at least one member shall be from the Regular Army and at least one member from the National Guard of the United States. The board will convene at a time and place designated by the Secretary of War.

(NGB 210.3 (PWP) Gen-78 (1 Mar 46)

BY ORDER OF THE SECRETARY OF WAR:

BUTLER B. MILTONBERGER
Major General
Chief, National Guard Bureau

OFFICIAL:

/s/ DILLER S. MYERS
DILLER S. MYERS
Colonel, NGB
Chief, Administrative Division

Reproduced ADC 8 July 1946

DISTRIBUTION:

1 ea Staff Section
7 ea Air Force

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HEADQUARTERS
AIR DEFENSE COMMAND
Mitchel Field, New York

Office of the Staff Judge Advocate

22 May 1946

ADMINISTRATIVE AND DISCIPLINARY ACTION IN CONNECTION WITH

AIR NATIONAL GUARD AND AIR RESERVE PERSONNEL

1. ADMINISTRATIVE

a. Statutory Authority and Policy. Section 5 of the National Defense Act provides for the preparation of policies and regulations concerning National Guard and Reserve, and further provides that the Chief of Staff shall exercise the same supervision and control over the Reserve components of the Army of the United States as he does over the Regular Army. Section IV, paragraph 1 d, approved War Department Policies relating to post war National Guard and Organized Reserve Corps, dated 13 October 1945, refers to boards composed of an equal number of Regular Army Officers and officers of the Reserve componen to determine the efficiency of either National Guard or Reserve officers. Paragraph 5c of the same Section refers to the elimination of National Guard officer and the separation by reclassification proceedings of Reserve Officers.

b. National Guard. Section 76 of the National Defense Act provides for the making of regulations to investigate the efficiency of National Guard officers and for withdrawal of Federal recognition for inefficiency or unauthorized absence.

c. Reserve. Section 37, National Defense Act, provides for discharge of members of the Officers Reserve Corps at any time in the discretion of the President. Paragraphs 49 and 74 (as amended by Cl, 15 December 1942), refer to the relief from assignment and discharge from the service for mis-conduct, inefficiency or other unfitness.

2. DISCIPLINE

a. National Guard

(1) Members of the National Guard are not subject to military law under the 2nd Article of War nor may they be tried by courts-martial appointed by Regular Army authorities except when ordered, called or drafted into the Federal service under authority of Article 1, Section 8, Article 2, Section 2 of the Constitution of the United States or Sections 101 and 111 of the National Defense Act (See Sec. II, AR 130-5, 3 Nov 1942; Sec. 359 (4), (5), Digest of Opinions of the Judge Advocate General 1912-1940).

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2. DISCIPLINE (Cont'd)

(2) The system of courts-martial for the National Guard is established in Sections 102 to 108, National Defense Act. The Federal oath taken by National Guard officers obliges them to obey the orders of the President of the United States and upon the failure of any officer to obey such order, he may be tried by general court-martial convened as prescribed under Section 103 National Defense Act (See 220.8, April 1, 1918, Section 1274, Dig. Ops. JAG 1912-1940).

b. Officers Reserve Corps

(1) Reserve officers not on active duty are not subject to military law under the provisions of Article of War 2 even though they are in training with Government property, if on an inactive status. (250.419, February 9, 1921, Section 359 (6), Dig. Ops. JAG 1912-1940). The last sentence of Section 37, National Defense Act, provides that Reserve officers while not on active duty shall not be deemed to be officers or employees of the United States.

(2) Reserve officers on active duty by proper order under authority of Section 37 or 37a, National Defense Act, are subject to military law and to all regulations of the Regular Army (250.43 April 8, 1924, Section 361 (2), Dig. Ops. JAG 1912-1940; 400.321, January 28, 1922, Section 359 (6), Dig. Ops, JAG 1912-1940).

3. POWERS OF REGULAR ARMY COMMANDERS

a. Regulations concerning members of the Reserve components making requirements prior to offering services of the Regular Army, to the members of such components, are proper and legal and, if not complied with, the benefits of such services may be denied to such components (Section 1328, Dig. Ops. JAG 1912-1940). It would appear that members of the Reserve components, while on an inactive status and not subject to military law, accepting the facilities offered by the Regular Army, are subject to all regulations concerning the control and management of such facilities, and upon failure to comply with such regulations, may be deprived of such privileges.

b. Regular Army Commanders may exercise all authority towards persons not subject to military law (paragraphs 3a (1) and 3b (1) above) as is provided by paragraph 4, AR 300-355, 17 July 1942 and AR 490-5, 6 July 1942.

(May 1946)

LIST OF ORGANIZATIONS AND UNITS OFFERED TO STATES BY NATIONAL GUARD BUREAU

BY STATES

ALABAMA (AG: Brig. Gen. George L. Cleere)

Birmingham
117th Fighter Gp., Hq.
* 106th Light Bombardment Sq.(Asgd 106 Bomb Gp)
Det. C., 206th Air Serv Gp (Lt Bomb)
106th Weather Station (Type A)
117th Aircraft Contl & Wng Sq (MEW)

Mobile
217th Air Serv Gp, (Fighter) Hq. Det.
160th Fighter Sq., SE
Det. B., 217th Air Serv Gp (Fighter)
160th Weather Station (Type A)

ARIZONA (AG: Maj. Gen. A. M. Tuthill)

Tucson
197th Fighter Sq., SE
Det. C., 246th Air Serv Gp. (Fighter)
197th Weather Station (Type A)

ARKANSAS (AG: Brig. Gen. Heber L. McAlister)

Little Rock
154th Fighter Sq., SE
Det. B., 237th Air Serv Gp (Fighter)
154th Weather Station (Type A)

CALIFORNIA (AG: Brig. Gen. Curtis D. O'Sullivan)

San Francisco
61st Wing Hq
61st Wing Band
161st Aircraft Contl & Wng Gp. Hq.
144th Aircraft Contl Sq.
146th Aircraft Contl & Wng Sq.
111th AAF Communication Sq.
111th Radar Calibration Det.
111th Signal, Lt. Const Co.
161st Engr Avn Bn Hq, Hq & Serv Co.
145th Aircraft Contl & Wng Sq. (MEW)

Oakland
144th Fighter Gp., Hq.
194th Fighter Sq., SE
Det. A., 244th Air Serv Gp. (Fighter)
194th Weather Station (Type A)
Hq. Det. - 244th Air Serv Gp (Fighter)
111th Avn Engr Co.

Los Angeles
62nd Wing Hq
62nd Wing Band
162nd Aircraft Contl & Wng Gp. Hq.
147th Aircraft Contl Sq.
148th Aircraft Contl & Wng Sq (MEW)

*Attached Units

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LIST OF ORGANIZATIONS AND UNITS OFFERED TO STATES BY NATIONAL GUARD BUREAU

BY STATES

CALIFORNIA (CONTINUED)

Los Angeles
112th AAF Communication Sq.
112th Radar Calibration Det.
112th Signal, Lt. Const Co.
146th Fighter Gp., Hq.
195th Fighter Sq., SE
* 115th Light Bombardment Sq. (Asgd 111 Bomb Gp)
246th Air Serv Gp. (Fighter) Hq. Det.
Det. D., 211th Air Serv Gp (Lt Bomb)
Det. A., 246th Air Serv Gp (Fighter)
112th Engr Avn Co.
115th Weather Station (Type A)
195th Weather Station (Type A)
149th Aircraft Contl & Wng Sq.
196th Fighter Sq., SE
Det. B., 246th Air Serv Gp (Fighter)
196th Weather Station (Type A)

COLORADO (AG: Brig. Gen. Frazer Arnold)

Denver
59th Wing Hq.
59th Wing Band
159th Aircraft Contl & Wng Gp. Hq.
137th Aircraft Contl Sq.
138th Aircraft Contl & Wng Sq. (MEW)
139th Aircraft Contl & Wng Sq.
109th AAF Communication Sq.
109th Radar Calibration Det.
109th Signal, Lt. Const Co.
140th Fighter Gp., Hq.
120th Fighter Sq., SE
240th Air Serv Gp. (Fighter) Hq. Det.
Det. A., 240th Air Serv Gp (Fighter)
120th Weather Station (Type A)
109th Engr Avn Co.

CONNECTICUT (AG: Brig. Gen. Reginald B. DeLacour)

Hartford
103rd Fighter Gp., Hq.
102nd Aircraft Contl & Wng Sq.
118th Fighter Sq., SE
203rd Air Serv Gp (Fighter) Hq. Det.
(Less Det C)
Det. A., 203rd Air Serv Gp (Fighter)
118th Weather Station (Type A)

* Attached Units

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LIST OF ORGANIZATIONS AND UNITS OFFERED TO STATES BY NATIONAL GUARD BUREAU

BY STATES

DELAWARE (AG: Brig. Gen. Paul R. Rinard)

Wilmington
- 142nd Fighter Sq., SE
- Det. C., 208th Air Serv Gp (Fighter)
- 142nd Weather Station (Type A)

DISTRICT OF COLUMBIA (AG: Colonel Chas. A. Dravo)

Washington
- 113th Fighter Gp. Hq.
  - 121st Fighter Sq., SE
- 213th Air Serv Gp (Fighter) Hq Det.
  - Det. A., 213th Air Serv Gp (Fighter)
  - 121st Weather Station (Type A)
  - 113th Aircraft Contl & Wng Sq.

FLORIDA (AG: Brig. Gen. Vivian B. Collins)

Jacksonville
- 159th Fighter Sq., SE
- Det. C., 217th Air Serv Gp (Fighter)
- 159th Weather Station (Type A)

GEORGIA (Brig. Gen. Samuel M. Griffin)

Marietta
- 54th Wing Hq.
  - 54th Wing Band
    - 104th AAF Communications Sq.
    - 104th Signal. Lt. Const Co.
  - 154th Aircraft Contl & Wng Gp., Hq.
    - 116th Aircraft Contl Sq.
    - 104th Radar Calibration Det.
  - 116th Fighter Gp., Hq.
    - 128th Fighter Sq., SE
    - 104th Engr Avn Co.
  - 216th Air Serv Gp (Fighter) Hq. Det.
    - Det. A., 216th Air Serv Gp. (Fighter)
    - 128th Weather Station (Type A)

Savannah
- 158th Fighter Sq., SE
- Det. C., 216th Air Serv Gp (Fighter)
- 158th Weather Station (Type A)

IDAHO (AG: Brig. Gen. W. H. Abendroth)

Boise
- 190th Fighter Sq., SE
- Det. C., 242nd Air Serv Gp. (Fighter)
- 190th Weather Station (Type A)

* Attached Units

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LIST OF ORGANIZATIONS AND UNITS OFFERED TO STATES BY NATIONAL GUARD BUREAU

BY STATES

ILLINOIS (AG: Maj. Gen. Leo M. Boyle)

Chicago
- 56th Wing Hq.
  - 56th Wing Band
  - 156th Aircraft Contl & Wng Gp. Hq.
    - 126th Aircraft Contl Sq.
    - 106th AAF Communications Sq.
    - 106th Radar Calibration Det.
    - 106th Signal, Lt. Const Co.
  - 126th Light Bombardment Gp., Hq.
    - 108th Light Bombardment Sq.
    - 168th Light Bombardment Sq.
  - 226th Air Serv Gp. (Lt Bomb) Hq. Det.
    - Det. A., 226th Air Serv Gp (Lt Bomb)
    - Det. B., 226th Air Serv Gp (Lt Bomb)
  - 156th Engr Avn Bn. Hq., Hq & Serv Co.
    - 108th Weather Station (Type A)
    - 168th Weather Station (Type A)

Peoria
- * 169th Fighter Sq., SE(Asgd 127th Ftr Gp)
- Det. B., 231st Air Serv Gp (Fighter)
- 169th Weather Station (Type A)

Springfield
- * 170th Fighter Sq., SE (Asgd 128th Ftr Gp)
- Det. C., 231st Air Serv Gp (Fighter)
- 170th Weather Station (Type A)

INDIANA (AG: Brig. Gen. Ben H. Watt)

Indianapolis
- 122nd Fighter Gp Hq.
  - 113th Fighter Sq., SE
  - 122nd Aircraft Contl & Wng Sq (MEW)
- 222nd Air Serv Gp (Fighter) Hq. Det.
  - Det. A. 222nd Air Serv Gp (Fighter)
  - 113th Weather Station (Type A)

Ft. Wayne
- 163rd Fighter Sq., SE
- Det. B., 222nd Air Serv Gp (Fighter)
- 163rd Weather Station (Type A)

IOWA (AG: Brig. Gen. Charles H. Grahl)

Des Moines
- 132nd Fighter Gp., Hq.

Sioux City
- 133rd Aircraft Contl & Wng Sq.

Des Moines
- 124th Fighter Sq., SE
- 124th Weather Station (Type A)
- 232nd Air Serv Gp (Fighter) Hq Det.
  - Det. A., 232nd Air Serv Gp (Fighter)

Sioux City
- 174th Fighter Sq., SE
- 174th Weather Station
- Det. B., 232nd Air Serv Gp (Fighter)

* Attached Units

LIST OF ORGANIZATIONS AND UNITS OFFERED TO STATES BY NATIONAL GUARD BUREAU

BY STATES

KANSAS (AG: Brig. Gen. Milton R. McLean)

Wichita
- 127th Fighter Sq., SE
- Det. C., 240th Air Serv Gp. (Fighter)
- 127th Weather Station (Type A)

KENTUCKY (AG: Brig. Gen. Gustavus H. May)

Louisville
- 123rd Fighter Gp., Hq.
  - 165th Fighter Sq., SE
- 223rd Air Serv Gp. (Fighter) Hq. Det.
  - Det. A., 223rd Air Serv Gp (Fighter)
  - 165th Weather Station (Type A)

LOUISIANA (AG: Brig. Gen. Raymond H. Fleming)

New Orleans
- 135th Aircraft Contl & Wng Sq. (MEW)
- * 122nd Bomb Sq. (Asgd 111 Bomb Gp)
- Det. C., 211th Air Serv Gp (Fighter)
- 122nd Weather Station (Type A)

MAINE (AG: Brig. Gen. Geo. M. Carter)

Sanford
- 101st Fighter Gp., Hq.
  - 132nd Fighter Sq., SE
- 201st Air Serv Gp. (Fighter) Hq. Det.
  - Det. A., 201st Air Serv Gp (Fighter)
  - 132nd Weather Station (Type A)

MARYLAND (AG: Maj. Gen. Milton A. Reckord)

Baltimore
- 104th Fighter Sq., SE
- Det. B., 213th Air Serv Gp. (Fighter)
- 104th Weather Station (Type A)

MASSACHUSETTS (AG: Brig. Gen. Wm H. Harrison, Jr.

Boston
- 51st Wing Hq.
  - 101st AAF Communications Sq.
  - 101st Signal, Lt. Const Co.
- 151st Aircraft Contl & Wng Gp., Hq.
  - 101st Aircraft Contl Sq.
- 51st Wing Band

* Attached Units

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LIST OF ORGANIZATIONS AND UNITS OFFERED TO STATES BY NATIONAL GUARD BUREAU

BY STATES

MASSACHUSETTS (CONTINUED)

Boston
- 101st Radar Calibration Det.
- 102nd Fighter Gp., Hq.
  - 101st Fighter Sq., SE
- 202nd Air Serv Gp., (Fighter) Hq. Det.
  - Det. A., 202nd Air Serv Gp (Fighter)
  - 101st Weather Station (Type A)
  - 101st Engr Avn Co.

Springfield
- 131st Fighter Sq., SE
- Det. B., 202nd Air Serv Gp (Fighter)
- 131st Weather Station (Type A)

MICHIGAN (AG: Brig. Gen. Le Roy Pearson)

Detroit
- 127th Aircraft Contl & Wng Sq (MEW)
- 127th Fighter Gp., Hq.
  - 171st Fighter Sq., SE
  - * 107th Light Bombardment Sq. (Asgd 126 Bomb Gp)
- 227th Air Serv Gp (Fighter) Hq. Det.
  - Det. C., 226th Air Serv Gp (Lt Bomb)
  - Det. A., 227th Air Serv Gp (Fighter)
  - 106th Engr Avn Co.
  - 107th Weather Station (Type A)
  - 171st Weather Station (Type A)

Grand Rapids
- 172nd Fighter Sq., SE
- Det. B., 227th Air Serv Gp (Fighter)
- 172nd Weather Station (Type A)

MINNESOTA (AG: Maj. Gen. Ellard A. Walsh)

St. Paul
- 132nd Aircraft Contl & Wng Sq (MEW)
- 133rd Fighter Gp. Hq.
  - 109th Fighter Sq., SE
- 233rd Air Serv Gp (Fighter) Hq. Det.
  - Det. A., 233rd Air Serv Gp (Fighter)
  - 109th Weather Station (Type A)

Duluth
- 179th Fighter Sq., SE
- Det. C., 233rd Air Serv Gp (Fighter)
- 179th Weather Station (Type A)

MISSISSIPPI (AG: Brig. Gen. Ralph Hays)

Meridian
- 153rd Fighter Sq., SE
- Det. A., 217th Air Serv Gp (Fighter)
- 153rd Weather Station (Type A)

* Attached Units

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LIST OF ORGANIZATIONS AND UNITS OFFERED TO STATES BY NATIONAL GUARD BUREAU

BY STATES

MISSOURI (AG: Brig. Gen. John A. Harris)

St. Louis	57th Wing Hq.
	57th Wing Band
	157th Aircraft Contl & Wng Gp, Hq.
	131st Aircraft Contl Sq
	107th AAF Communications Sq.
	107th Radar Calibration Det.
	107th Signal, Lt. Const Co.
	131st Fighter Gp., Hq.
St. Joseph	* 180th Light Bombardment Sq. (Asgd 126th Bomb Gp)
St. Louis	231st Air Serv Gp. (Fighter) Hq. Det.
St. Joseph	Det. D., 226th Air Serv Gp (Lt Bomb)
St. Joseph	180th Weather Station (Type A)
St. Louis	107th Engr Avn Co.
	110th Fighter Sq., SE
	Det. A., 231st Air Serv Gp. (Fighter)
	110th Weather Station (Type A)

MONTANA (AG: Brig. Gen. Spencer H. Mitchell)

Butte	186th Fighter Sq., SE
	Det. C., 227th Air Serv Gp (Fighter)
	186th Weather Station (Type A)

NEBRASKA (AG: Brig. Gen. Guy N. Henninger)

Lincoln	173rd Fighter Sq., SE
	Det. C., 222nd Air Serv Gp (Fighter)
	173rd Weather Station (Type A)

NEVADA (AG: Brig. Gen. Jay H. White)

Reno	192nd Fighter Sq., SE
	Det. B., 244th Air Serv Gp (Fighter)
	192nd Weather Station (Type A)

NEW HAMPSHIRE (AG: Brig. Gen. Charles F. Bowen)

Manchester	133rd Fighter Sq., SE
	Det. B., 201st Air Serv Gp. (Fighter)
	133rd Weather Station (Type A)

* Attached Units

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LIST OF ORGANIZATIONS AND UNITS OFFERED TO STATES BY NATIONAL GUARD BUREAU

BY STATES

NEW JERSEY (AG: Brig. Gen. James I. Bowers)

Newark
- 108th Fighter Gp., Hq.
  - 119th Fighter Sq., SE
- 208th Air Serv Gp., (Fighter) Hq. Det.
  - Det. A., 208th Air Serv Gp. (Fighter)
  - 119th Weather Station (Type A)

Trenton
  - 141st Fighter Sq., SE
  - Det. B., 208th Air Serv Gp (Fighter)
  - 141st Weather Station (Type A)

NEW MEXICO (AG: Brig. Gen. Charles G. Sage)

Albuquerque
  - 188th Fighter Sq., SE
  - Det. C., 288th Air Serv. Gp. (Fighter)
  - 188th Weather Station (Type A)

NEW YORK (AG: Brig. Gen. Ames T. Brown)

New York City
- 52nd Wing Hq.
  - 52nd Wing Band
  - 106th Light Bombardment Gp., Hq.
    - 102nd Light Bombardment Sq.
    - 114th Light Bombardment Sq.
  - 152nd Aircraft Contl & Wng Gp. Hq.
    - 106th Aircraft Contl Sq.
    - 108th Aircraft Contl & Wng Sq.
    - 102nd AAF Communications Sq.
    - 102nd Radar Calibration Det.
    - 102nd Signal Lt. Const Co.
  - 206th Air Serv Gp (light Bomb) Hq. Det.
    - Det. A., 206th Air Serv Gp (Lt Bomb)
    - Det. B., 206th Air Serv Gp (Lt Bomb)
    - 102nd Weather Station (Type A)
    - 114th Weather Station (Type A)
  - 152nd Engr Avn Bn Hq, & Hq Serv Co.

Niagara Falls
  - 107th Fighter Gp Hq
    - 136th Fighter Sq., SE
    - 107th Aircraft Contl & Wng Sq (MEW)
  - 207th Air Serv Gp (Fighter) Hq. Det.
    - Det. A., 207th Air Serv Gp (Fighter)
    - 136th Weather Station (Type A)
    - 102nd Engr Avn Co

Rochester
    - 137th Fighter Sq., SE
    - Det. B., 207th Air Serv Gp (Fighter)
    - 137th Weather Station (Type A)

Syracuse
    - 138th Fighter Sq., SE
    - Det. C., 207th Air Serv Gp (Fighter)
    - 138th Weather Station (Type A)

* Attached Units

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LIST OF ORGANIZATIONS AND UNITS OFFERED TO STATES BY NATIONAL GUARD BUREAU

BY STATES

NEW YORK (CONTINUED)

Albany
- 139th Fighter Sq., SE
- Det. C., 202nd Air Serv Gp (Fighter)
- 139th Weather Station (Type A)

NORTH CAROLINA (AG: Brig. Gen. J. Van B. Metts)

Charlotte
- 156th Fighter Sq., SE
- Det. C., 218th Air Serv Gp (Fighter)
- 156th Weather Station (Type A)
- 118th Aircraft Contl & Wng Sq

NORTH DAKOTA (AG: Brig. Gen. Heber L. Edwards)

Fargo
- 178th Fighter Sq., SE
- Det. B., 233rd Air Serv Gp (Fighter)
- 178th Weather Station (Type A)

OHIO (AG: Brig. Gen. Donald F. Pancoast)

Columbus
- 55th Wing Hq
  - 55th Wing Band
  - 155th Aircraft & Wng Gp. Hq.
    - 121st Aircraft Contl Sq.
    - 105th AAF Communications Sq.
    - 105th Radar Calibration Det.
    - 105th Signal, Lt Const Co
  - 121st Fighter Gp., Hq.
    - 162nd Fighter Sq., SE
  - 221st Air Service Gp (Fighter) Hq. Det.
    - Det. A., 221st Air Serv Gp (Fighter)
    - 162nd Weather Station (Type A)
    - 105th Engr Avn Co

Dayton
- 164th Fighter Sq., SE
- Det. B., 221st Air Serv Gp (Fighter)
- 164th Weather Station (Type A)

Toledo
- 166th Fighter Sq., SE
- Det. C., 221st Air Serv Gp (Fighter)
- 166th Weather Station (Type A)

Cleveland
- 123rd Aircraft Contl & Wng Sq.
- *112th Light Bombardment Sq. (Asgd 106 Bomb Gp)
- Det. D., 206th Air Serv Gp (Lt Bomb)
- 112th Weather Station (Type A)

* Attached Units

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LIST OF ORGANIZATIONS AND UNITS OFFERED TO STATES BY NATIONAL GUARD BUREAU

BY STATES

OKLAHOMA (AG: Brig. Gen. George A. Davis)

Tulsa
137th Fighter Gp., Hq
125th Fighter Sq., SE
237th Air Service Gp (Fighter) Hq. Det.
Det. A., 237th Air Serv Gp (Fighter)
125th Weather Station (Type A)

Oklahoma City
185th Fighter Sq., SE
Det. C., 237th Air Serv Gp (Fighter)
185th Weather Station (Type A)

OREGON (AG: Brig. Gen. Raymond F. Olson, (Actg))

Portland
142nd Aircraft Contl & Wng Sq (MEW)
142nd Fighter Gp., Hq.
123rd Fighter Sq., SE
242nd Air Serv Gp (Fighter) Hq. Det.
Det. A., 242nd Air Serv Gp (Fighter)
123rd Weather Station (Type A)
110th Engr Avn Co.

PENNSYLVANIA (AG: Brig. Gen. R. M. Vail)

Harrisburg
53rd Wing Hq
53rd Wing Band
103rd AAF Communications SQ

Philadelphia
153rd Aircraft Contl & Wng Gp Hq
111th Aircraft Contl Sq
112th Aircraft Contl & Wng Sq (MEW)
103rd Radar Calibration Det
103rd Signal, Lt. Const Co.
111th Light Bombardment Gp., Hq.
103rd Light Bombardment Sq.
117th Light Bombardment Sq.
211th Air Serv Gp (Lt Bomb) Hq. Det.
Det. A., 211th Air Serv Gp (Lt Bomb)
Det. B., 211th Air Serv Gp (Lt Bomb)
103rd Weather Station (Type A)
117th Weather Station (Type A)
153rd Engr Avn Bn Hq, & Hq Serv Co.

Pittsburgh
112th Fighter Gp., Hq
146th Fighter Sq., SE
212th Air Serv Gp (Fighter) Hq Det
Det. A., 212th Air Serv Gp (Fighter)
146th Weather Station (Type A)
103rd Eng Avn Co

Reading
147th Fighter Sq., SE
Det. B., 212th Air Serv Gp (Fighter)
147th Weather Station (Type A)

* Attached Units

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LIST OF ORGANIZATIONS AND UNITS OFFERED TO STATES BY NATIONAL GUARD BUREAU

BY STATES

PENNSYLVANIA (CONTINUED)

Scranton
148th Fighter Sq., SE
Det. C., 212 Air Serv Gp (Fighter)
148th Weather Station (Type A)

RHODE ISLAND (AG: Brig. Gen. James A. Murphy (Actg)

Providence
152nd Fighter Sq., SE
Det. B., 203rd Air Serv Gp (Fighter)
152nd Weather Station (Type A)
103rd Aircraft Contl & Wng Sq (MEW)

SOUTH CAROLINA (AG: Brig. Gen. James C. Dozier)

Columbia
157th Fighter Sq., SE
Det. B., 216th Air Serv Gp (Fighter)
157th Weather Station (Type A)

SOUTH DAKOTA (AG: Colonel Edward A. Beckwith)

Sioux Falls
175th Fighter Sq., SE
Det. C., 232nd Air Serv Gp (Fighter)
175th Weather Station (Type A)

TENNESSEE (AG: Maj. Gen. Geo. H. Butler (Actg))

Nashville
118th Fighter Gp., Hq.
105th Fighter Sq., SE
218th Air Serv Gp (Fighter) Hq Det
Det. A., 218th Air Serv Gp (Fighter)
105th Weather Station (Type A)

Memphis
155th Fighter Sq., SE
Det. B., 218th Serv Gp (Fighter)
155th Weather Station (Type A)

TEXAS (AG: Brig. Gen. Arthur B. Knickerbocker)

Dallas
58th Wing Hq
58th Wing Band
158th Aircraft Contl & Wng Gp Hq
134th Aircraft Contl Sq
108th AAF Communication Sq.

* Attached Units

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LIST OF ORGANIZATIONS AND UNITS OFFERED TO STATES BY NATIONAL GUARD BUREAU

BY STATES

TEXAS (CONTINUED)

Dallas
- 108th Radar Calibration Det
- 108th Signal Lt Const Co
- 136th Fighter Gp., Hq
  - 181st Fighter Sq., SE
- 236th Air Serv Gp (Fighter) Hq Det
  - Det. A., 236th Air Serv Gp (Fighter)
  - 181st Weather Station (Type A)
  - 108th Avn Engr Co

Houston
- 136th Aircraft Contl & Wng Sq
- 111th Fighter Squadron
- Det. B., 236th Air Serv Gp (Lt Bomb)
- 111th Weather Station (Type A)

San Antonio
- 182nd Fighter Sq., SE
- Det. C., 236th Air Serv Gp (Fighter)
- 182nd Weather Station (Type A)

UTAH (AG: Brig. Gen. William G. Williams)

Salt Lake City
- 191st Fighter Sq., SE
- Det. C., 244th Air Serv Gp (Fighter)
- 191st Weather Station (Type A)

VERMONT (AG: Brig. Gen. Murdock A. Campbell)

Burlington
- 134th Fighter Sq., SE
- Det. C., 201st Air Serv Gp (Fighter)
- 134th Weather Station (Type A)

VIRGINIA (AG: Brig. Gen. Samuel G. Waller)

Richmond
- 149th Fighter Sq., SE
- Det. C., 213th Air Serv Gp (Fighter)
- 149th Weather Station (Type A)

WASHINGTON (AG: Maj. Gen. Maurice Thompson (Actg))

Seattle
- 60th Wing Hq
  - 60th Wing Band
  - 160th Aircraft Contl & Wng Gp Hq
    - 141st Aircraft Contl Sq
    - 143rd Aircraft Contl & Wng Sq
    - 110th AAF Communications Sq
    - 110th Radar Calibration Det
    - 110th Signal, Lt Const Co

* Attached Units

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LIST OF ORGANIZATIONS AND UNITS OFFERED TO STATES BY NATIONAL GUARD BUREAU

BY STATES

WASHINGTON (CONTINUED)

Spokane	116th Fighter Sq., SE
	Det. B., 242nd Air Serv Gp (Fighter)
	116th Weather Station (Type A)

WEST VIRGINIA (AG: Brig. Gen. Carleton C. Pierce (Actg)

Charleston	167th Fighter Sq., SE
	Det. B., 223rd Air Serv Gp (Fighter)
	167th Weather Station (Type A)

WISCONSIN (AG: Brig. Gen. A.A. Kuechenmeister (Actg)

Milwaukee	128th Aircraft Contl & Wng Sq
	128th Fighter Gp Hq
	126th Fighter Sq., SE
	228th Air Serv Gp (Fighter) Hq Det
	Det. A., 228th Air Serv Gp (Fighter)
	126th Weather Station (Type A)
Madison	176th Fighter Sq., SE
	Det. B., 228th Air Serv Gp (Fighter)
	176th Weather Station (Type A)

WYOMING (AG: Colonel Rhodolph L. Esmay)

Cheyenne	187th Fighter Sq., SE
	Det. B., 240th Air Serv Gp (Fighter)
	187th Weather Station (Type A)

PUERTO RICO (AG: Col. Ramon G. Cintron, (Actg)

	198th Fighter Sq., SE
	Det. C., 198th Air Serv Gp (Fighter)
	198th Weather Station (Type A)

TERRITORY OF HAWAII (AG: Colonel Perry M. Smoot)

Honolulu	199th Fighter Sq., SE
	Det. C., 199th Air Serv Gp (Fighter)
	199th Weather Station (Type A)

Source: AAF Plan for the Air National Guard, second revision, 1 May 1946, Appendix V, as corrected by AC/S-5, Hq ADC, 18 June 1946.

* Attached Units

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ADDRESS BY

LT. GENERAL GEORGE E. STRATEMEYER

TO

STATES ADJUTANTS GENERAL

This speech widely quoted. Outlines basic policies for the selection of ANG officers on the career plan for them, for the location of ANG units, and for the organization of these units.

OCCASION

NATIONAL GUARD ASSOCIATION MEETING

HOTEL STATLER, WASHINGTON, D. C.

MAY 2 - 3 - 4 - 1946

TIME

10:00 A.M. - 4 MAY

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AMERICAN AIR SUPREMACY in this age of air power and atomic force is the greatest guarantee of permanent peace and security for our country. Air supremacy is America's heritage of World War II. This heritage must be maintained until the United Nations can guarantee our international security. As General Eisenhower so aptly said, "Our security must be the concern of every citizen and not merely the vocation of a small professional group."

The Army Air Forces, instrument of American air power, was developed to a destructive force unparalled in history. This was accomplished by the hundred fold expansion and development of a second rate air power in the comparatively brief space of four years. But never again

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will the United States be granted four years or four months to develop its air machine in another war. We will stand or fall with the air power available at the crucial moment.

Four costly years of hasty expansion under the stimulus of self preservation brought hundreds of aviation centers to the 48 states. Army Air Force units were hatched and flown from countrysides where an airplane was hitherto as alien as a submarine. America became air minded and air wealthy in terms of flying fields, planes, air crews and material stretching from coast to coast. Air wealth spelled air power and air power brought air supremacy turning the tide of victory. With the victory, the Army Air Forces has been

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rapidly reduced (by demobilization) to a peacetime fraction of its combat state.

The Army Air Forces peacetime structure will be that of a mobile organization consisting of three major operational commands - the Strategic Air Command, Tactical Air Command, the Air Defense Command, and five supporting commands: Materiel, Training, Transport, Proving Ground and Air University.

The Strategic Air Command, led by General George C. Kenney, will be a long range striking force. This command at present includes only the 15th Air Force. Others will be activated or transferred to supplement this organization.

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The Tactical Air Command, commanded by Major General Elwood R. Quesada, will be responsible for cooperative missions with the ground forces. The 3rd and 9th Air Forces have been assigned to the Tactical Air Command to date, with others to follow.

The Air Materiel Command will form normal maintenance and supply functions as well as research development.

The Training Command will provide all phases of individual training except the higher education carried on in the Air University and the unit training conducted in the three combat commands.

The Air Transport Command will provide a

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global system including military air transport, air signal communications, flight service, weather, rescue, flying safety, and aeronautical chart service.

The Air University and the Air Force proving Ground Command will crystalize and disseminate the latest Air Force doctrine through training programs and through tactical experimentation.

I should now like to discuss with you in detail the Air Defense Command. In a directive from General Spaatz, I was given the following mission which I will quote:

"The Air Defense Command will organize and administer the integrated air defense

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system of the Continental United States; will exercise direct control of all active measures and coordinate all passive means of air defense; will be prepared to operate either independently or in cooperation with Naval forces against hostile surface and under-surface vessels and in the protection of coastwise shipping; to train units and personnel in the operation of the most advanced methods and means designed to nullify hostile aerial weapons; to maintain units of the Air National Guard and the Air Reserve in a highly trained and operational condition of readiness; to train units and personnel for the maintenance of the air

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defense mission in any part of the world; to perform such special missions as the Commanding General, Army Air Forces may direct."

A few years ago the fulfillment of this mission would have been relatively simple but today with the airplane "here to stay" it becomes a problem of vital importance. Apart from the important consideration of national security, air power within each state has become a matter of strengthening local self defense against possible trans-polar air attack which renders every state in the Union vulnerable to sudden surprise air thrusts from the far corners of the glove. The air

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age has changed the concept of world distances from a flat map measurement to a new polar computation. In traveling from continent to continent heretofore man has always followed parallells of latitude. When he went from the United States to Asia, from North America to Europe or South America to Africa, he followed the traditional trade routes. But air power does not.

The polar projection map illustrates ~~the~~ the shortened routes open to air power and airborne armies. Locate the thirtieth north parallel of latitude and note what lies north of it. It passes across Northern Mexico and crosses the Rio Grande into southwest Texas.

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It passes just north of Houston, across New Orleans and just south of Jacksonville, Florida. Across the Atlantic it crosses North Africa far south of Gibraltar and extends through Cairo, south Jerusalem, across Arabia and Iran, across northern India, across southern China, south of all the home islands of Japan and on across the Pacific north of Hawaii.

North of this thirtieth north parallel of latitude lies almost every nation or combination of nations whose population and industrial potential enables it or them to wage modern warfare.

Trace now, the sixty-fifth north

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parallel of latitude. It passes just north of Nome and Fairbanks, Alaska and crosses the great expanse of northern Canada. It crosses the southern tip of Greenland, the center of Iceland, the middle of Norway, Sweden and Denmark and extends across the vast reaches of northern Russia. This sixty-fifth north parallel latitude has a peculiar significance for every community in each of the 48 states.

PRESENT DAY OPERATIONAL AIRCRAFT CAN TAKE OFF FROM ANY POINT ON THE SIXTY-FIFTH NORTH PARALLEL AND FLY NON-STOP TO ANY OTHER POINT IN THE WORLD NORTH OF THE THIRTIETH PARALLEL.

Future routes for air attacks between

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America and Europe or Asia will lie over the north polar regions. Electronic navigation instruments and techniques, present day anti-weather controls and the present high level of flying skill guarantee the success of such flights.

Berlin is now 500 miles nearer Chicago by way of polar regions than it is by way of New York. Tokyo is about two thousand seven hundred miles nearer Chicago via the pole than it is by regularly traveled routes.

Any future enemy of peace will launch an all-out surprise aerial attack as the first phase of his assault. The attack will be launched over the pole and will be aimed at

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every strategically important city and town in America.

Ancient frontiers of defense no longer exist. Each state is vulnerable and each state must become aware of its responsibilities in the maintenance of air power for defense.

In order to carry out this mission, the entire Air National Guard and Air Reserve have been placed at the disposal of this command, together with various units of the regular Army. First let us consider the Air National Guard. The proposed plan for the postwar Air National Guard bears little resemblance to the prewar Air National Guard organization which consisted basically of 29

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observation squadrons which were an integral part of the National Guard divisions. The New Air National Guard will consist of 12 wings, 24 fighter groups, 3 light bombardment groups, 72 fighter squadrons, 12 light bombardment squadrons and numerous supporting and auxiliary units. It is proposed that the Guard will be equipped with approximately 2,664 airplanes, of which 1800 will be fighters of the North American P-51 Mustang, or Republic P-47 Thunderbolt type. P-47 squadrons will be located in the eastern portion of the United States while the P-51 groups will be west of the Mississippi. The 12 light bombardment squadrons are scheduled

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to be equipped with Douglas A-26 Invaders of the latest type. In addition there will be North American AT'6, Douglas C-47 and Stinson L-5 light planes for auxiliary work. A typical fighter squadron under the proposed table of equipment would have 25 P-47's or 51's, 4 A-26's for tow-target purposes, 2 AT6's for instrument checks, 1 C-47 for transport purposes and 2 L-5's.

A light bombardment squadron will have 20 A-26's, 2 AT6's, 1 C-47 and 2 L5's.

To a much greater extent than in the past, the Air National Guard of the U. S. will be an important part of the first line reserve component of the military establishment. In

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this capacity, National security is dependent to a large extent upon the successful establishment and maintenance of the Air National Guard of the U. S. Since the Air National Guard of the U. S. is composed of the Air National Guard of the several states and territories and the District of Columbia, which have been federally recognized, it follows that the success of this project will depend upon the success with which the states and territories organize and maintain Air National Guard units within their boundaries.

The immediate problem is, of course, organization and activation of Air National Guard units. The states and territories have

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recently been furnished with their proposed allocations of Air National Guard units, based on the ratio of state population to total national population of male citizens between the ages of 18 and 35. It is imperative that action to accept these allocations be expedited in order that formal allotments may be issued by the War Department, preliminary to organization, activation and federal recognition. There have been some changes in the authorization of Air National Guard units which were originally allocated to the various states because subsequent to initial allocations it was determined that a more efficient

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maintenance organization was required, and that certain other units were needed to assure a well balanced force. The principal changes involved inclusion of Air Service Group Detachments in place of the Mobile depot Detachments and the addition of Engineer and Weather units. Revised allocations will be submitted to the states in the letter further covering these changes.

The first step in organization should be the selection of competent, fully qualified officers for the key positions in the Air National Guards units. It is felt that these officers should be selected with a view to their duties and experiences during the past

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war. It is only reasonable to assume that a senior with past experience in fighter aviation will make a better fighter group commander than an officer lacking such experience. Further consideration should be given to the ability of those selected to retain the physical and mental vigor necessary to performance of duties of the grades for which they are selected. In this connection, minimum and maximum age in grade qualifications, as well as maximum service in grade qualifications have been established. These qualifications were established to place emphasis on what amounts to a planned career for Air National Guard Officers,

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culminating in the higher grades at an age where the training received will be of greatest value to a war effort.

The location of Air National Guard units is also of high importance. At the present time, there exists a large supply of potential Air National Guard officers with World War II experience. Even small communities should, at the present time, be able to man Air National Guard units under existing tables of organization. However, it should be borne in mind that attrition, due to advancement in age, less of interest, physical disability and change of domicile, will eventually deplete this large reserve of

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qualified personnel and make it extremely difficult for smaller communities to sustain a unit. It should be established as a general principle that Air National Guard units will be located in the larger centers of population within the several states. This not only assures a continuing source of personnel, but will permit greater selectivity with resultant improvement in the caliber of personnel in all grades.

Regular Army officers will soon be made available in increasing numbers to assist the states and territories in the formation of their Air National Guard units. The services of this personnel should be utilized to the

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fullest extent in order to expedite the project. The War Department, through the National Guard Bureau, and the Army Air Forces, through this Command, stand ready to assist any of the states in any way possible within the provisions established by law.

As to the Air Reserve, it is currently planned to conduct proficiency training of Air Reserve personnel on inactive duty status at 130 bases throughout the United States. Reserve base locations will be selected in accordance with the population density of Reserve personnel and Air Reserve bases will be located in each of the 48 states. Each Air Reserve base will have one or more

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organized combat units made up entirely of Air Reserve personnel located in the community served by the base. For economy of facilities, permanent or interim Air Force installations will be used wherever possible, but to reach many of the centers of population at points where Regular AAF facilities cannot be maintained, it will be necessary to establish Air Reserve bases at municipal airports. The establishment and maintenance of such facilities will require the complete cooperation of the municipalities concerned and you can greatly assist the Reserve program by encouraging your municipalities to extent this cooperation. I urge you to do this.

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Most important in the building of an effective Air Reserve is personnel. In time of peace, Reserve service has been entirely voluntary. The Reservist makes a considerable sacrifice in giving a large part of his spare time to the maintenance and improvement of his military proficiency and in reporting throughout the year at his own expense to military stations for his training. Under existing law, the Reservist is paid for his time and reimbursed for his travel only during an annual period of two weeks active duty. During the balance of the year he contributes his time, travel and personal expenses. To build and maintain an effective Reserve,

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service in the Reserve should be made attractive to the individual citizen and not a matter of personal burden.

The Air Reserve will supply the units and augmentation personnel necessary, in an emergency, to supplement the Regular establishment in providing an over-all balanced Air Force. Of the approximately 187,000 pilots who were trained in World War II, it is planned to maintain flying proficiency during Fiscal Year 1947 for only 22,500 Reserve pilots on inactive duty status, along with 27,500 other aircrew and non rated officers, and 120,000 enlisted Reserves. For economical operation it is planned to use for

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this training 3,000 advanced trainer type and fighter aircraft from surplus wartime stocks. The ability of the Air Forces to conduct this comparatively modest program is entirely dependent upon enabling legislation and appropriations, for which full national support is required.

In addition, to the above mentioned bodies, we have a third military-civilian agency whose record in the past war speaks for itself. It is manned by personnel who receive no compensation, and yet who have given unstintingly of their time and effort. They have done more with less praise perhaps than any other civilian agency connected with the

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Air Force. That organization is the Civil Air Patrol. They have furnished us a valuable source of trained personnel to carry out the highly technical functions that are peculiar to the Air Force alone. There is a place for them in my organization. At the present time, there is being prepared by the National Headquarters of the Civil Air Patrol, a national charter which will institute the Civil Air Patrol as a civilian sponsored, educational and non-profit organization. They have done a fine job in the past, and I have reason to believe that they can perform a still greater service in the future. The Civil Air Patrol must be encouraged to grow

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as a strong corollary to the Army Air Forces, and it can expect my complete cooperation and support in all its undertakings. The elements for the immediate development and expansion of civil aviation within every state are at hand. Future American Air supremacy may depend upon whether they are neglected or encouraged.

Before leaving you, I should like to stress that in order to carry out this vital program of Air Defense with maximum efficiency, we must have the utmost coordination between the War Department, the Army Air Forces, and the National Guard Bureau. Only the closest teamwork will

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result in an efficient air defense organization 'n which the Air National Guard will be capable of instantaneous mobilization for the protection of the continental area in the event of an emergency.

In conclusion gentlemen, there are some questions which I have in mind, and which I ould like to pass on to you.

WILL AMERICAN AIR POWER DECREASE PROPORTIONATELY WITH THE REDUCTION OF THE AAF IN SIZE AND STRUCTURE?

WILL AIR INSTALLATIONS SURPLUS TO THE WAR DEPARTMENT BE PERMITTED TO GATHER WEEDS ITH DISUSE?

WILL THE AVIATION ENTHUSIASM AND INTEREST

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OF DISCHARGED AAF PERSONNEL BE PERMITTED TO WANE THROUGH LACK OF AVAILABLE AVIATION FACILITIES?

WILL THE ROOTS OF AVIATION DEVELOPMENT FIRMLY PLANTED IN EACH STATE BE PERMITTED TO WITHER AND DIE?

FINALLY, WILL NATIONAL AIR POWER BE REDUCED TO THE PERSONNEL AND MATERIEL LIMITS OF THE ARMY AIR FORCES?

These questions gentlemen, must be answered individually in each of the 48 states without delay.

# # #

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WAR DEPARTMENT
War Department Special Staff
Office of the Chief of the National Guard Bureau
Washington 25, D. C.

WDSNG 210.1 (FWP) (Air) Gen-11

23 May 1946

SUBJECT: Personnel Qualifications for Manning National Guard Air Units.

TO : The Adjutants General of all States, Hawaii, Puerto Rico, and the District of Columbia.

1. The attached outline covering overall personnel requirements pertinent to both initial and continued manning of National Guard Air Units is submitted for the information and guidance of State military authorities.

2. These policies, some of which have been previously published, are summarized in an effort to place at your disposal of synthesis of personnel directives which will assist you in the period of initial activations.

/s/ BUTLER B. MILTONBERGER
/t/ BUTLER B. MILTONBERGER
Major General
Chief, National Guard Bureau

1 Incl.

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PERSONNEL POLICY

SECTION I

OFFICERS

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1. Initial procurement. a. General qualifications. In the initial procurement for and reorganization of the National Guard, Federal recognition and appointment in the National Guard of the United States above the grade of second lieutenant, will be limited to those officers who have served honorably in active Federal service in the Armed Forces of the United States for a period of at least six (6) months since 7 December 1941 and who, during that period, clearly demonstrated their qualifications by actual service in the grade and position contemplated or by performance of duties of corresponding or equal responsibility; provided that second lieutenants may be procured from among recent graduates from the Reserve Officers' Training Corps or as necessary from ROTC graduates or Officer Candidate Schools.

b. Wing, Group and Squadron Commanders.

(1) Wing Commanders.

(a) Must hold and retain a rating as pilot, senior pilot or command pilot and be able to qualify for active flying status at all times, except that waivers for periods not to exceed 90 days may be given in cases of temporary relief from active flying status.

(b) Must be able to meet the physical standards designated for Class 1, AR-40-110 at all times, except that temporary waiver may be granted for periods not to exceed 90 days in cases of temporary disability resulting in temporary relief from active flying status.

(c) Must have a predominant efficiency rating of excellent or superior.

(d) Must have previously held one of the following positions:

1. Commanded a Tactical Wing in wartime operations,

or

2. Have held a position as Chief of a General (Air) Staff Section in an AAF combat organization higher than Wing in wartime operations.

(e) Must have a thorough knowledge of, and experience with, the type aircraft (i.e. fighter or bombardment), unit will operate.

(f) Must be alert, progressive and generally adapted to command and staff work.

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(2) Group Commanders.

(a) Same as b (1) (a).

(b) Same as b (1) (b).

(c) Same as b (1) (c).

(d) Must have held one of the following positions:

1. Commanded a Tactical Group or higher AAF combat organization in wartime operations,

or

2. Have served as Chief of a General (Air) Staff Section in a Tactical Group or higher AAF combat organization in wartime operations.

(e) Same as b (1) (e).

(f) Same as b (1) (f).

(3) Squadron Commanders.

(a) Same as b (1) (a).

(b) Same as b (1) (b).

(c) Same as b (1) (c).

(d) Must have held one of the following positions:

1. Commanded a Tactical Squadron or higher AAF combat organization in wartime operations,

or

2. Have served as Chief of a Staff Section in a Tactical Group or higher AAF combat organization in wartime operations.

(e) Same as b (1) (e).

(f) Same as b (1) (f).

c. Staff Officers for Wing, Group and Squadron:

Non-flying officers will have served in MOS required by position vacancy for a period of at least six (6) months.

2. Continuing procurement. a. General.

(1) Individuals with honorable and creditable service as commissioned officers in any of the Armed Services of the United States.

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STATE OF ARIZONA
MILITARY DEPARTMENT
OFFICE OF THE ADJUTANT GENERAL
747 WEST VAN BUREN STREET
PHOENIX, ARIZONA

AMT /obc

14 June 1946

Lieutenant General George E. Stratemeyer
Commanding Headquarters Air Defense Command
Mitchel Field, New York

Dear General Stratemeyer:

Please accept my thanks for the copy of brochure "Minutemen of the Air". The number you mention has been received, and I will try to distribute those where they will probably do the most good.

In the last paragraph of your letter dated 28 May 1946, you state, "If I can be of any assistance to you at any time, please do not hesitate to call upon me". I am, therefor, inclosing copy of communications concerning the activation of the Fighter Squadron which we have been allocated. You will notice they are dated 16 April 1946 and were mailed on that day. To date we have received no reply. May I ask you, if possible, to expedite action on this matter?

Sincerely

A. M. Tuthill
Major General, Az. N.G.
The Adjutant General

Incl: Corres.file

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686. 1st Ind. HAS/cbc
(Luke Field)

TO: The Commanding General, AC-Air Defense Command, Mitchell Field, New York, 16 April 1946. THRU: The Commanding General, 4th Air Force, San Francisco, California
FROM: Colonel H. A. Schmid, O-20464

1. In compliance with instructions received in AF ADC radio DCF 115 X dated 3 April, the application for partial use of Luke Field facilities are herewith forwarded.

2. A thorough survey of existing facilities in Arizona to accommodate the 197th Fighter Squadron reveal that Luke Field is far and away the most practical location for this unit from both an operational as well as Federal and State financial standpoint.

3. Luke Field meets all of the minimum requirements set forth, except as noted in basic communication. Chinese P-51 O.T.U. students are experiencing no difficulty in operating from the existing 4500 ft. runways, and Luke Field has an A-26 which is operating satisfactorily from this base. Since the type of flying and aircraft operated at Luke Field are similar to that of the 197th Fighter Squadron, and since the major portion of our flying will be accommodated over the week-end when normal training activity at Luke Field is at a low ebb, these two Air Force Units could operate hand in glove.

4. It is recommended that every effort be made to approve the Arizona request and establish the 197th Fighter Squadron at Luke Field.

/s/ H. A. Schmid
/t/ H. A. Schmid
Col., A.C.
Advisor 62d Wing N.G.

1 Inc.: n/c

cc: Col Pinkston, CO
Luke Field
Phoenix, Ariz

Incl #1

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STATE OF ARIZONA
MILITARY DEPARTMENT
OFFICE OF THE ADJUTANT GENERAL
747 WEST VAN BUREN STREET
PHOENIX, ARIZONA

686. AMT/has/cbc

16 April 1946

Application for use of Portion of Luke Field
to Base Arizona NG 197th Fighter Squadron

The Commanding General, Air Force, Air Defense Command
Mitchell Field, New York

THRU: The Commanding General, 4th Air Force
San Francisco, California

1. Colonel H. A. Schmid, AC-Air Defense Command, now Air Technical Advisor for the National Guard visited Phoenix and Tucson areas accompanied by Major Michael E. Curry, NGB, Acting U.S. Property & Disbursing Officer for Arizona, for the purpose of selecting the most suitable site to locate the Air Fighter Squadron allocated to Arizona. It is the desire of the State of Arizona to base the 197th Fighter Squadron in the vicinity of Phoenix, since this area can best support the unit. The over-all facilities in this area have been carefully studied and it is desired that this Fighter Squadron be based at Luke Field.

2. Colonel G. E. Pinkston, Commanding Officer of Luke Field, assisted Colonel Schmid and Major Curry in the selection of the proposed site of the Squadron. It is understood, however, that his assistance in this matter in no way constitutes a Training Command commitment or approval relative to this matter.

3. Luke Field facilities were studied in conjunction with minimum installation requirements for a Fighter Squadron as set forth in paragraph 5 of Letter, Headquarters Air Defense Command, Mitchell Field, New York, dated 2 April 1946. This inspection revealed the following facts:

a. RUNWAYS — Luke Field has a network of 4500 ft. Portland Cement concrete runways; 4500 feet long set into a square 4500 ft. asphalt mixed mat, which extends the landable areas on two of the runways to approximately 6,000 ft. now available. Required length of the runway at Luke Field (elevation 1,090 ft), is 5,250 ft. This means that at present the runways are 750 ft. short of requirement set forth; however, since extensive P-51 Fighter Training is now being given to Chinese students at Luke Field, it is hoped that this restriction will be lifted for your National Guard boys as well.

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Ltr to CG AF ADC, Mitchell Field, NY, (contd)

b. RUNWAYS, TAXIWAYS — are capable of withstanding limited loads of 37,000 lbs., and a capacity load of 25,000 lbs.

PARKING APRON — The parking area is capable of withstanding a limited load of 35,000 lbs., or a capacity load of 23,000 lbs.

c. FIELD LIGHTING FACILITIES —

(1) ROTATING BEACON — installed and operated.
(2) ILLUMINATED WIND INDICATOR — installed and operated.
(3) OBSTRUCTION LIGHTS — installed and operated.
(4) RUNWAY MARKS — installed and operated.

d. CONTROL TOWER — with two-way radio communications

e. RADIO RANGE FACILITIES — are operative

f. SUB-DEPOT DETACHMENT — Luke Field has a complete maintenance shop establishment for Third Echelon work which is tooled and suited to do work on P-51 aircraft. It, therefore, seems most unwise to duplicate this installation by requiring 12,000 sq. ft. of maintenance shop space. The facilities of this existing unit are more than adequate to take care of the National Guard needs. Arrangements should be made to supplement the civilian personnel now operating in the Luke Field Maintenance Shop with the National Guard Sub-Depot Detachment personnel.

g. HANGAR SPACE — One hangar (T-483) with 10,596 sq. ft. of floor space could be made available. Although this is short of the 15,000 sq. ft. requirement, it nevertheless represents a larger proportionate area of hangar space for our National Guard Unit than the present aircraft on Luke Field now have. This hangar can satisfactorily house at least eight P-51 aircraft.

h. OPERATION AND ADMINISTRATIVE SPACE — Entirely adequate. The following buildings are available for this purpose:

T-601)
T-602)
T-603)
T-609)
T-611) Aggregate Space — 26,342 ft.
T-614)
T-615)
T-497)
T-494)

It was agreed that such facilities as link-trainer room, photo laboratory, and medical section need not be duplicated at Luke Field and would be available for National Guard use.

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i. PARKING APRON SPACE — Adequate. Ample parking space is available for the National Guard on the southeast anchorage extension (marked in red on attached plat of Luke Field).

j. MOTOR POOL — Adequate space and facilities exist at the motor pool to accommodate fifty vehicles (marked on plat).

k. AAF and ASF STORAGE SPACE — A section of Warehouse (T-311) can be made available for storage purposes. Building T-311 has a capacity of approximately 142,000 cu. ft. (marked on plat).

l. PAINT AND DOPE HUT — No available building now exists at Luke Field for this purpose, however, the State will construct such a structure and place it as indicated on the Plat provided this is necessary.

m. FUEL STORAGE — Adequate facility now exist to accommodate all aircraft based at Luke Field plus the National Guard Fighter Squadron.

n. COMMERCIAL WIRE FACILITIES — Satisfactory.

o. COMMUNICATION AND MAINTENANCE SHOP SPACE — Building T-494 plus T-611.

p. RADIO AND RADAR TOWERS — Additional space is available provided such equipment must be erected.

q. It is not contemplated that any other units such as Group or Wing Headquarters will be based at Luke Field.

4. It is requested that the facilities listed in paragraph 3 of this letter be made available for use of the 197th Arizona National Guard Fighter Squadron. Please advise in detail as to the necessary steps we may take to expedite this matter.

A. M. Tuthill
Major General, Az.N.G.
The Adjutant General

1 Incl: Luke Field Plot Plan

cc: WD SS National Guard Bureau
Washington 25, D. C.

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(2) Graduates of accredited Reserve Training Corps Units.

(3) Graduates of Officer Candidate Schools and graduate Aviation Cadets.

(4) Flight officers who have served honorable and creditable in time of war.

(5) Specialists, such as ministers of the Gospel, doctors, and such technical experts as may be essential, and as prescribed by the Secretary of War, regardless of previous military training.

(6) Officers of the Organized Reserve Corps.

b. Wing, Group and Squadron Commanders.

(1) Wing Commanders. Have commanded an Air National Guard or Regular Air Force Tactical Group or higher AAF combat organization within a period of three (3) years preceding date of appointment as wing commander.

(2) Group Commanders. Have commanded an Air National Guard or Regular Air Force Tactical Squadron or higher AAF combat organization within a period of three (3) years preceding date of appointment as group commander.

(3) Squadron Commanders. Have served as an officer in the Air National Guard or the Regular Air Forces Tactical Squadron or higher AAF combat organization within a period of three (3) years preceding appointment as squadron commander.

3. Physical fitness. An annual physical examination will be given all officers. For flying officers, examinations will be conducted by Regular Army flight surgeons, or by other medical officers, qualified to make Air Force examinations as prescribed by the National Guard Bureau. The physical standards will be the same as prescribed for officers of the Army Air Forces. Waivers for physical defects will be authorized only to the extent prescribed for officers of the Army Air Forces.

4. Age in grade. a. No candidate for original commission as 2nd Lieutenant shall be more than 27; as 1st Lieutenant more than 32; as Captain more than 37; as Major more than 40; as Lieutenant Colonel more than 43; as Colonel more than 45.

b. For continued recognition.--The following maximum age-in-grade limitations are established for officers of the Air National Guard. An officer will be considered over the maximum age for his grade upon reaching the birthday of the year prescribed.

	2nd Lt	1st Lt	Capt	Major	Lt Col	Col
Air Units:	31	36	41	44	47	49

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SECTION II

ENLISTED

5. General qualifications. a. Physical and educational standards for enlistment in the National Guard Air Units will be those prescribed for enlisted personnel of the Army Air Forces.

b. Waivers of physical defects or inability to meet educational requirements will be authorized only to the extent prescribed for the Army Air Forces.

c. The enlistment period will be for a period of three (3) years.

d. Reenlistment period will be for one (1) or three (3) years at option of the applicant.

6. Procurement. a. In view of the highly technical specialities which comprise Tables of Organization for Air Units, it is strongly recommended that enlisted personnel who have held the required MOS's in active service during World War II, be selected for appropriate vacancies, in order to obviate the necessity for extensive initial training.

b. Aliens who have not declared their intention of becoming citizens will not be eligible for enlistment.

c. Maximum age qualifications for enlistment and reenlistment will be the same as those prescribed for the Army Air Forces.

BUTLER B. MILTONBERGER
Major General
Chief, National Guard Bureau

OFFICIAL:

/s/ DILLER S. MYERS
/t/ DILLER S. MYERS,
Colonel, NGB
Chief, Administrative Division

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HEADQUARTERS, ARMY AIR FORCES
WASHINGTON

In reply refer to:

21 June 1946

At a conference between General Wiltonberger and Colonel Robertson, representing the National Guard Bureau, and myself and General Stone, representing Headquarters, Army Air Forces and the Air Defense Command, the following policies were agreed upon to govern the joint activities of the two headquarters with respect to National Guard Air Units and the provision of establishments and facilities for such Units:

1. It is understood that the channel for state authorities with the War Department on Air National Guard matters will be between such state authorities and the National Guard Bureau of the War Department, thence the National Guard Bureau with Headquarters, AAF, thence this Headquarters to the Air Defense Command. The Chief, National Guard Bureau will forward to the Air Staff all such requests and the Air Staff will use the Air Defense Command as the agency for determining the suitability of airdromes. If such requested airfields are AAF property, the AAF will undertake to make the property available or inform the Chief, National Guard Bureau why it cannot be done. The National Guard Bureau is the agency in the Federal Government for dealing with the Adjutant Generals and Governors of the states on National Guard affairs.

2. Immediately after any facility or airdrome is determined to be excess to the needs of the regular AAF, the National Guard Bureau will be asked whether they have any requirement for this facility before it is reported as surplus to the War Assets Corporation. It is understood that G-4 is the War Department agency for determining whether any other department of the Federal government has any requirement for AAF surplus real estate before it is declared surplus to the War Assets Corporation. This procedure will be continued, but the Air Staff accepts the responsibility of insuring the National Guard has had an opportunity to determine whether there is any requirement for this facility by the Air National Guard before it is declared surplus.

3. The AAF cannot agree to joint occupancy of regular AAF stations by National Guard Units as a general practice. However, there may be some regular Army stations which will be held for units now in the occupational forces, which can be temporarily occupied by the National Guard until other facilities can be made available to them, and during the time the regular AAF unit marked for that station is in an occupational Air Force. Determination as to whether any individual National Guard Unit can temporarily occupy such a regular AAF station will be made by conference with the National Guard Bureau in each case. Whenever agreement cannot be reached in such conference, the matter will be referred to the War Department for decision.

4. There should be no problem of priorities between Reserve and National Guard. Reserve and National Guard as elements of the national defense are clearly defined in the National Defense Act, and the definition must be understood and respected by both the National Guard and the Air Staff, and all subordinate agencies in any negotiations on the subject. Whenever there is an apparent conflict as to whether Reserve or National Guard air personnel or units are to be given any facility to the exclusion of the other, the problem will be resolved by conference between the Air Staff and the National Guard Bureau.

/s/ Butler B. Miltonberger
BUTLER B. MILTONBERGER
Major General, U. S. Army
Chief, National Guard Bureau

/s/ Ira C. Eaker
IRA C. EAKER
Lieutenant General, U. S. Army
Deputy Commander, Army Air Forces

Reproduced Air Defense Command,
Mitchel Field, N. Y., 1 July 1946.

Distribution: Staff

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BAS/96

2 July 1946

Major General A. M. Tuthill,
The Adjutant General,
State of Arizona,
Phoenix, Arizona

Dear General Tuthill:

Army Air Forces issued a policy directive, 20 May 1946 on the use of interim AAF installations, and I quote:

"1. The policy of this headquarters precludes the use of interim Army Air Force facilities by Air Units of the National Guard. This policy is necessitated by the fact that before Air National Guard funds may be expended, lease or title of the property involved must be vested in the State. The result is a division of ownership and a lack of complete control by Army Air Forces of a station, the primary function of which is to provide facilities for an active unit of the Army Air Forces.

"2. Since the above statutory limits do not apply to Air Reserve activities and joint use by Air Reserve and Army Air Force units may be maintained with full control and ownership vested in Army Air Forces, it is the policy of this headquarters to permit the operation of Air Reserve units at interim stations."

In view of the fact that Luke Field is an interim station and, therefore, falls in the above category, the State's request for the use of facilities at Luke Field was transmitted to Headquarters Army Air Forces by this command on 22 May, who in turn turned it over to the National Guard Bureau prior to 7 June. It is, therefore, out of our hands. For your information, an overall facility plan for the Air National Guard and Air Reserve was forwarded to Army Air Forces on 17 May. In this plan, this headquarters suggested the use of either Williams Field or Davis-Monthan (Tucson Municipal #2.). We feel that these two alternates, in view of population densities and facilities available are the best two in Arizona outside of Luke Field and I hope the Guard Bureau has recommended this alternate plan to you by this time.

My delay in answering your letter was occasioned by the fact that my people were endeavoring to find out in detail whether or not our recommendations were being followed. Unfortunately, we could learn

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AAF FORM NO. 46 (REVISED) AUGUST 1945

Adjutant Generals Central File

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nothing more than I have stated. I believe that General Miltonberger, Chief of the National Guard Bureau, can give you more detailed information, since undoubtedly your request is receiving as expeditious action as possible in his office.

Sincerely,

GEORGE E. STRATEMEYER
Lt. General, U. S. Army Air Forces
Commanding

OTHERS
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AC/S-A-1
EXEC DY C/S
DY C/S
EXEC DEP COMDR
C/S
DEP COMDR
CG

ADC Form HQ-AG 5 (Revised)
13 May 1946

Adjutant General's Central File

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HEADQUARTERS
AIR DEFENSE COMMAND
Mitchel Field, New York

ADC LETTER 120-2 10 July 1946

SUBJECT: Inspection-Air Components of National Guard for Federal Recognition.

TO : Commanding Generals, First, Second, Fourth, Tenth, Eleventh and Fourteenth Air Forces, Air Defense Command.

1. GENERAL. Air components of the National Guard will be inspected for Federal recognition as set forth herein pending the receipt of revised National Guard Regulations pertaining thereto.

2. APPLICATIONS. Applications for inspection for federal recognition should be submitted by State authorities to the Chief, National Guard Bureau who will transmit the request through the Commanding General, Army Air Forces to this headquarters. The Commanding General, Air Defense Command will direct the appropriate air force to conduct the inspection.

3. ACTION BY AIR FORCE COMMANDERS. Air force commanders will complete arrangements with State authorities concerning the date, time and place for the inspection and will cause the inspection to be made.

4. REQUIREMENTS FOR FEDERAL RECOGNITION. The following are the requirements for Federal Recognition:

a. That the unit has the initial strength prescribed by National Guard Bureau Circular #1, 16 March 1946.

b. That the unit conforms to the appropriate War Department T/O & E as amended by "Tables of Authorized Strength for Federally Recognized Air Units of the National Guard"- May 1946, except that all non-commissioned officers and privates first class authorized need not be appointed.

c. That the officers assigned to the unit are qualified (See National Guard Regulation 20;) including conformance to the age-in-grade policy published in National Guard Bureau Circular #2, 23 April 1946.

d. That all enlisted men of the unit are qualified. (See National Guard Regulations 25 and Para 14, National Guard Regulation #15.)

e. That all enlistment papers including records of physical qualifications are available and complete.

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Inspection-Air Components of National Guard for Federal Recognition (Cont'd)

f. That a suitable armory has been provided by the State and contains adequate drill facilities for the organizations using it.

g. That satisfactory storage facilities have been provided by the State in accordance with Para 2, National Guard Regulation 75-3.

h. That the community where the unit is to be located favors it's organization and maintenance.

~~5. INSPECTION REPORTS. Inspection Reports (National Guard Bureau Form 113) will be completed in accordance with instructions printed thereon and forwarded through channels, including the commanding generals of the air forces, Air Defense Command and Army Air Forces, to the National Guard Bureau.~~

BY COMMAND OF LIEUTENANT GENERAL STRATEMEYER:

5 (See 120-2A, 22 July 46)

CHARLES B. STONE III
Major General, USA
Chief of Staff

OFFICIAL:

C R Landon
C. R. LANDON
Colonel, AGD
Adjutant General

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HEADQUARTERS
AIR DEFENSE COMMAND
Mitchel Field, New York

ADC LETTER)
No. 120-2A)

22 July 1946

SUBJECT: Inspection-Air Components of National Guard for Federal Recognition.

TO : Commanding Generals, First, Second, Fourth, Tenth, Eleventh and Fourteenth Air Forces, Air Defense Command.

1. Paragraph 5, ADC Letter 120-2, Subject: Inspection-Air Components of National Guard for Federal Recognition, 10 July 1946, is amended as follows.

5. INSPECTION REPORTS. Inspection Reports (National Guard Bureau Form 113a) will be completed and forwarded in accordance with instructions printed thereon with the following exceptions:

a. Only one Regular Army officer is required to conduct the inspection. Spaces on the form for signature of additional board member and flight surgeon will be disregarded if only one individual conducts the inspection.

b. Original and first copy of the report will be forwarded as follows:

(1) By the inspector to the commander of the air force ordering the inspection.

(2) By the commander of the air force to the Commanding General, ADC, by letter of transmittal, indicating concurrence or non-concurrence with the recommendation of the Board.

See ADC Reg 20-40

(3) By the Commanding General, ADC, to the Commanding General, AAF (Attention Res and NG Div), by Indorsement to letter of transmittal indicating concurrence or non-concurrence.

c. The four remaining copies of the report will be distributed as indicated on WD NGB Form 113a.

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Inspection-Air Components of National Guard for Federal Recognition (Cont'd)

d. Reports will be promptly accomplished, reviewed and forwarded. Expeditious processing by all agencies concerned is essential.

BY COMMAND OF LIEUTENANT GENERAL STRATEMEYER:

CHARLES B. STONE III
Major General, USA
Chief of Staff

OFFICIAL:

C R Landon
C. R. LANDON
Colonel, AGD
Adjutant General

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HEADQUARTERS
AIR DEFENSE COMMAND
Mitchel Field, New York

ADC LETTER 35-10

2 August 1946

SUBJECT: National Guard Officers-Examination to determine qualifications for Federal Recognition.

TO : Commanding Generals, First, Second, Fourth, Tenth, Eleventh and Fourteenth Air Forces.

1. PURPOSE. To prescribe, pending the revision of NGR 20, procedure for processing forms, reports, and other required papers pertaining to the examination of officer candidates for original appointment and promotion to determine their qualifications for Federal Recognition. Paragraphs 4 to 6, 8 and 11 to 15, all inclusive, of this letter pertain to action by agencies not under the jurisdiction of this headquarters and are published for information only.

2. REFERENCES. a. NDA as amended to 1 January 1945, Sections 74 and 75.

b. NGR No. 20, 6 July 1938.

c. WDNGB Circular No. 2, 23 April 1946.

d. WDNGB Information Bulletin No. 10, Section I, Paragraph 2, 5 June 1946.

Note. WDNGB Circular No. 3, 26 April 1946 pertains to examination for general officers only.

3. EXAMINING BOARDS. a. Candidates for original appointment or promotion will be examined by an examining board appointed under the provisions of Section 75, NDA, by the commanding general of an Air Defense Command air force acting for the Secretary of War.

b. An examining board will consist of three (3) officers of the Regular Army or the National Guard of the United States, or both. In the selection of members from the National Guard, the Adjutants General of the interested States will be consulted.

c. If practicable, an examining board should:

(1) Consist of members senior to the candidate to be examined.

(2) Include two (2) members of the same arm or service as that for which the candidate is to be examined.

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National Guard Officers-Examination to determine qualifications for Federal Recognition.

(3) Include one (1) member of the Regular Army

(4) Include a flight surgeon

d. Examining boards will be organized as follows:-

(1) For examination other than for Medical Department, the senior officer not a medical officer will be president, and the junior officer not a medical officer will be recorder.

(2) For Medical Department, the senior officer will be president and the junior officer will be recorder.

4. THE CANDIDATE. The candidate will: a. Prepare WDNGB Form No. 62, Application for Federal Recognition and Appointment in the National Guard of the United States.

b. Report for examination at the time and place directed by the president of the examining board. (See para 6b, and 7a.)

c. Execute WDNGB Form No. 337, Oath of Office, before the proper officer as directed by the State Adjutant General. (See para 8a.)

5. THE UNIT COMMANDER. The National Guard unit commander will:

a. Verify candidates entries on WDNGB Form No. 62.

b. Arrange for the candidate's physical examination WDAGO Form No. 64 for rated personnel and WDAGO Form No. 63 for non-rated personnel.

c. Accomplish Efficiency report, WDNGB Form No. 67 on the candidate and forward this form and all allied papers by 1st indorsement on WDNGB Form No. 62 to the State Adjutant General thru State channels.

6. INITIAL ACTION BY STATE ADJUTANT GENERAL. The State AG will:

a. Verify entries on WDNGB Form No. 62, No. 67, and report of physical examination, and determine that the candidate meets the requirements for initial procurement of National Guard officers.

b. Direct the candidate to appear before the appropriate examining board and indorse WDNGB Form No. 62 with all pertinent papers attached, to the president of that examining board.

7. ACTION BY EXAMINING BOARD. The examining board will:

a. Direct the candidate to appear at a specific time and place for examination.

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National Guard Officers-Examination to determine qualifications for Federal Recognition.

7. b. Examine the candidate in accordance with the provisions of Section VII, VIII, and IX, National Guard Regulation 20, and accomplish WDNGB Form No. 89.

c. Indorse WDNGB Form No. 62, with allied papers, including WDNGB Form No. 89, to the State Adjutant General.

8. SUBSEQUENT ACTION BY STATE ADJUTANT GENERAL. After receipt of papers from the examining board, the State Adjutant General will:

a. Examine the proceedings and findings of the examining board.

b. Publish orders appointing the candidate to the grade and in the arm or service for which he qualified and assign him as an officer to an appropriate unit.

c. Direct the candidate to accomplish WDNGB Form No. 337, Oath of Office.

d. Forward WDNGB Form No. 62 with all allied papers including the oath of office by indorsement to the air force commander.

9. ACTION BY AIR FORCE COMMANDER. The air force commander will cause:

a. All forms and papers to be reviewed and checked in detail for completeness and accuracy, paying particular attention to WDAGO Form No. 64.

b. A record to be maintained of WDNGB Forms No. 62 and WDAGO Forms No. 63 and 64 passing through this headquarters which will include dates of examinations, findings, and the recommendations of the air force commanders in connection therewith.

c. WDNGB Form No. 62, with all allied papers to be indorsed to the Commanding General, Air Defense Command indicating his approval or disapproval of the proceedings of the examining board and his recommendations concerning the candidate's application for Federal recognition and appointment in the National Guard of the United States.

10. ACTION BY COMMANDING GENERAL, AIR DEFENSE COMMAND. The Commanding General Air Defense Command will cause:

a. All papers to be carefully reviewed.

b. An entry to be made on WDAGO Forms No. 64 and 63 approving or disapproving the findings of the examining surgeon.

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National Guard Officers-Examination to Determine qualifications for Federal Recognition

10. c. Entire files pertaining to candidates to be forwarded by letter of transmittal to the Commanding General, Army Air Forces, Attn: Reserve and National Guard Division. The letter of transmittal will indicate the Commanding General, Air Defense Command's approval or disapproval of the qualifications for federal recognition of all the individuals whose papers are inclosed.

11. INITIAL ACTION AT HEADQUARTERS, ARMY AIR FORCES. Upon receipt at Headquarters, AAF:

a. Applications pertaining to rated personnel will be routed to the Air Surgeon who will stamp all copies of WDAGO Form No. 62, indicating final approval or disapproval of the candidate's physical qualifications. One copy of WDAGO Form No. 62 will be retained by the Air Surgeon and remainder of the file will be routed to AC/AS-1.

b. The AC/AS-1 will attach a statement to WDAGO Form No. 62, indicating whether or not appropriate personnel orders will be issued covering an aeronautical rating, if and when the National Guard Bureau extends federal recognition to the candidate.

c. After the above action is completed on papers pertaining to rated officers and in all other cases, applications and supporting papers will be sent to the Chief, National Guard Bureau.

12. ACTION BY NATIONAL GUARD BUREAU. Chief, National Guard Bureau will take final action on all applications and will cause federal recognition to be extended in appropriate cases, sending notification thereof to the Commanding General, Army Air Forces; Commanding General, Air Defense Command and State authorities.

13. SUBSEQUENT ACTION BY ARMY AIR FORCES. Upon receipt of notification that federal recognition has been extended to a rated officer, AC/AS-1 will cause the necessary personnel orders to be issued.

14. SUBSEQUENT ACTION BY HEADQUARTERS, AIR DEFENSE COMMAND. Upon receipt of notification that federal recognition has been extended an officer, the Commanding General, Air Defense Command will cause the commanding general of the appropriate air force to be notified.

15. GENERAL. It is essential that the processing of papers by all echelons, including examining boards and air forces headquarters be handled expeditiously.

BY COMMAND OF LIEUTENANT GENERAL STRATEMEYER:

CHARLES B. STONE III
Major General, USA
Chief of Staff

OFFICIAL: C R Landon
C. R. LANDON
Colonel, AGD
Adjutant General

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HEADQUARTERS
TENTH AIR FORCE TNA5A
BROOKS FIELD, SAN ANTONIO, TEXAS

IN REPLY REFER TO:
10AF-337

5 August 1946

SUBJECT: Report of Conference of Ground Force and Air Force National Guard Activities.

TO : Commanding General, Air Defense Command, Mitchel Field, New York.

1. On 26 July 1946, a conference was held at Fourth Army Headquarters, San Antonio, Texas, concerning National Guard Activities. This conference was attended by following representatives of this headquarters:

Brig. General Harry A. Johnson	A.C.	Deputy C. O.
Col. Harrison R. Thyng	A.C.	Section A-5
Lt. Col. Hall T. Smith	A.C.	Section A-3

2. The meeting was opened by Maj. Gen. Butler B. Miltonberger, Chief of the National Guard Bureau. His remarks were of a general nature outlining the organization and set-up of the Bureau and command and administrative channels of the National Guard. He reemphasized:

a. That Army supervisors and instructors were to act in an advisory capacity only in all matters pertaining to the Guard. Training of National Guard units would be coordinated through the numbered Air Forces.

b. Utmost cooperation must be exerted by all Army personnel to make the National Guard Units a success as an M Day force capable of immediately going into action.

c. That full strength of Tables of Organization was desired but eighty percent of fulfillment in two years would meet present requirements.

d. That the question of eighteen year old enlistees was under discussion at the Bureau and a firm decision could be expected shortly.

e. Inspector General will have to be very active inasmuch as the National Guard is to be an M Day force.

f. Stressed that there are no poor organizations but that there were poor organization commanders.

g. At present one drill period per week was prescribed but they were working for funds for two per week for Squadron Officers and first three grades.

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Subj: Report of Conference of Ground Force and Air Force National Guard Activities (Cont'd)

h. Recognition inspection will take place of armory (annual) inspection for 1947.

3. Gen. Miltonberger then introduced members of his staff who in turn discussed problems of their department.

a. Col. Paul H. Franch spoke of the Organization and Training.

b. Lt. Col. Gage H. Spies spoke of Logistics and Supply.

c. Maj. Lysle I. Abbott of Personnel.

4. At the close of the meeting, the representatives of this Headquarters immediately contacted Col. William A. R. Robertson, the staff member concerned with aviation. Col. Robertson gave us much pertinent information and aided in solving problems.

a. It was definitely determined that the Senior Air Force Instructor in each Wing, Group, or State Headquarters was not subject to control of the Senior State National Guard Instructor who might be possibly a Ground Force officer. The two are to work in harmony and complete cooperation but one has no command jurisdiction of the other because of grade.

b. That Air National Guard Regulations pertaining to flying still are in process of revision.

c. That the approved training directive is now being published and will be requisitioned through Air Defense Command.

d. That a definite Policy of Selection of Personnel has not been established but except for age qualifications the determination of personnel will be left up to States concerned.

e. National Guard Instructors may not be used on Inspection of Personnel Teams.

f. An Air Force Flight Surgeon's certificate of physical inspection will only be accepted for qualification.

g. Instructors assigned to States will procure office equipment, supplies through State Adjutants General at State Expense.

h. No instructor furnished for Service Groups.

5. Col. Robertson agreed to send this headquarters copies of

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TNA5A

10AF-337

Subj: Report of Conference of Ground Force and Air Force National Guard Activities (Cont'd)

all National Guard Circulars, Regulations, approved policies. It was also agreed that a representative of his headquarters would visit the Tenth Air Force headquarters in the near future to aid in any way and to give us pertinent information that would enable this headquarters to be up to date on all matters pertaining to the Air National Guard.

FOR THE COMMANDING GENERAL:

/s/ RICHARD G. McKITTRICK
/t/ RICHARD G. McKITTRICK
Capt. Air Corps
Asst. Adj. General

Reproduced Hq ADC, 26 Aug 46

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WAR DEPARTMENT
War Department Special Staff
Office of the Chief of the National Guard Bureau
Washington 25, D. C.

WDSNG 210.1(PWP(Air)Gen-11 22 August 1946

SUBJECT: Summary of Procedures to be Followed in Connection with Processing of Personnel and Unit Applications for Federal Recognition in the Air Units of the National Guard.

TO : The Adjutant General of all States, Hawaii, Puerto Rico, and the District of Columbia.

1. Numerous inquiries which have been received in the National Guard Bureau have evidenced an urgent need for a concise outline of responsibilities applicable to all agencies concerned with Federal recognition of Individuals and Units of the National Guard Air Program.

2. Compliance with the inclosed compilation of existing directives will materially expedite the organization of the National Guard by eliminating the inconsistences which currently are being experienced in the processing of Federal recognition cases.

/s/t/ BUTLER B. MILTONBERGER
Major General, USA
Chief, National Guard Bureau

1 Incl:

Reproduced Hq, ADC,
Mitchel Fld., NY., 9 Oct 46.

R S Barnard
R.S. BARNARD
Captain, AGD
Asst Adj Gen

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COMPILATION OF EXISTING DIRECTIVES OUTLINING PROCEDURES INCIDENT TO FEDERAL RECOGNITION OF PERSONNEL AND UNITS IN NATIONAL GUARD AIR PROGRAM

1. OFFICER PERSONNEL.--a. Candidate prepares WD NGB Form 62 and is examined by designated medical officer who executes WD NGB Form 63 (Non-flying personnel) or WD AGO Form 64 (Flying Personnel).

b. Request for appointment of Board to examine candidates is forwarded by the Adjutant General of the State to Numbered Air Force. The Board to examine all officers with the exception of general officers, will consist of 3 National Guard or Regular Army officers. Should the Adjutant General desire certain named individuals to comprise the Board, such recommendation may be forwarded with the request for appointment of the Board.

c. Numbered Air Force issues orders appointing the Board of Examiners and notifies the State Adjutant General who in turn orders the candidates to appear at the time and place designated by the President of the Board.

d. A separate record of proceedings (WD NGB Form 59) is made out for each candidate and upon completion of action by the Board the record of proceedings with all allied papers is forwarded to the State Adjutant General who reviews the findings and recommendations of the Board. Upon concurrence in the proceedings the State Adjutant General forwards the papers through appropriate Army Air Force channels (Numbered Air Force, Headquarters, Air Defense Command and Headquarters, Army Air Forces) to the Chief, National Guard Bureau.

e. Forms forwarded on each officer candidate:

(1) WD NGB Form 59 (Proceedings of an Examining Board).--Single copy for National Guard Bureau.

(2) WD NGB Form 62 (Application for Federal Recognition as a National Guard Officer and for Appointment in the National Guard of U.S.).--Forwarded in triplicate; single copy for National Guard Bureau and two copies for the Office of the Adjutant General of the Army.

(3) WD NGB Form 63 (Physical Examination for Non-Flying Personnel.--Single copy to be retained in National Guard Bureau.

(4) WD AGO Form 64 (Physical Examination for Flying Personnel).--Forward in triplicate; one copy for Headquarters, AAF, one for National Guard Bureau and original, showing action taken, returned to unit for use of the Flight Surgeon.

(5) Personnel orders granting aeronautical ratings.--Copies (in triplicate) of most recent personnel orders granting aeronautical rating should be attached (for rated personnel).

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(6) WD NGB Form 67 (Efficiency Report).--Single copy for National Guard Bureau. This report is rendered only if candidate is already Federally recognized.

(7) WD NGB Form 337 (Oath of Office).--Single copy for National Guard Bureau

(8) Miscellaneous papers.--One copy of each for files of National Guard Bureau:

(a) Copy of orders appointing board.
(b) Copy of orders directing candidate to appear before Board.
(c) Copy of orders effecting appointment in the National Guard
(d) Waivers, if required.

f. WD NGB Form 3a will be issued by the National Guard Bureau at such time as Federal recognition is extended to the individual and distribution made to officer concerned, State Adjutant General, The Adjutant General and the General Accounting Office. Headquarters, AAF, and Office of the Inspector General will be notified of recognition by the National Guard Bureau. Personnel orders granting aeronautical ratings will then be published by Headquarters, AAF, in appropriate cases.

2. ENLISTED PERSONNEL.--a. WD NGB Form 11.--Executed in triplicate. Original is retained in unit and upon notification that unit has been Federally recognized two copies are transmitted to the State Adjutant General who will forward one copy to the National Guard Bureau.

b. WD AGO Form 24.--Prepared and retained as running record by unit commander.

3. UNIT RECOGNITION.--a. Request for Federal recognition of an Air Unit is initiated by the Unit Commander to State Adjutant General who in turn forwards the request direct to the National Guard Bureau.

b. Upon receipt of request from State Adjutant General the Chief, National Guard Bureau requests Headquarters, AAF, to appoint board to conduct inspection for Federal recognition.

c. Upon notification from Headquarters, AAF, Numbered Air Force contacts the State Adjutant General, arranges date and issues necessary order.

d. Upon completion of inspection, the Board forwards the report, in duplicate, (WD NGB Form 113a) and roster of unit to the Chief, National Guard Bureau, through the appropriate AAF channels, making distribution of additional copies as follows:

(1) 1 copy for Unit Commander.

(2) 1 copy for State Adjutant General.

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(3) 1 copy for Commanding General, Numbered Air Force.

(4) 1 copy for Commanding General, Army Air Forces.

e. The Chief, National Guard Bureau reviews proceedings and grants Federal recognition (WD NGB Form 4).

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WAR DEPARTMENT
War Department Special Staff
Office of the Chief of the National Guard Bureau
Washington 25, D. C.

Circular
No. 11

30 August 1946

AUTHORIZED STRENGTHS OF NATIONAL GUARD UNITS

1. Circular No. 1, National Guard Bureau, 16 March 1946 is hereby rescinded and the following is substituted therefor.

2. National Guard units will be organized in accordance with appropriate War Department Tables of Organization and Equipment with strengths reduced as shown in current tables of Authorized Reductions for National Guard Units (for ground units), or in Tables of Authorized Strengths for Federally Recognized Air Units of the National Guard. The strengths thus established are known as "Authorized National Guard Strengths" and consist of 100% of the officers and warrant officers (except for certain Air Force units) and approximately 80% of the enlisted men of present War Department Tables of Organization and Equipment.

3. Only such troops may be organized in the National Guard as have been formally allotted to a particular State by the Chief, National Guard Bureau and accepted by that State. The formal allotment having been made and accepted, the Adjutant General of the State may then request specific authority, effective as of a specific date, to organize any and each troop unit (company, battery, troop, air squadron or detachment) included in such allotment. The Chief, National Guard Bureau, acting under authority of the Secretary of War will grant such authority for each such unit, setting an effective date. The unit must be presented for Federal recognition within 60 days of said effective date or the authority will lapse.

4. Position vacancies for noncommissioned officers, technicians, and privates first-class are those established for each unit by the War Department Tables of Organization and Equipment as reduced by the Tables of Authorized Reductions for National Guard Units (for Ground units) or Tables of Authorized Strengths for Federally Recognized Air units of the National Guard, and will in no case be exceeded.

5. a. The table below outlines the minimum strength requirements acceptable to the War Department at the beginning of and during the various prescribed stages of organization for all types of unit (headquarters and others):

STAGES	OFFICERS AND WARRANT OFFICERS	ENLISTED MEN
I	25%	10%
II	30	20
III	40	30
IV	50	40
V	60	50
VI	70	60
VII	80	65
VIII	90	70

WD Circ 352 1946 made stipulation concerning ... of ... at each stage - Rescinded by WD Circ 283/46

approved policies uses figure of 100% for O's, 80% for EM: III, 3, g

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NOTE 1. The eight stages cover a maximum period of 3 months each, a total of two years. Stage I commences for each unit on date of Federal recognition.

NOTE 2. No provision of this table will prevent a faster rate of strength build-up.

NOTE 3. Strengths are expressed as percentages of War Department Tables of Organization and Equipment strengths.

NOTE 4. If the unit fails to meet and maintain strengths as indicated in above table, Federal recognition may be withdrawn.

b. At the end of Stage VIII, the unit will be required to have its complete authorized strength, i.e. 100% Officers and Warrant Officers and 80% Enlisted Men. Any unit having complete Stage VIII will jeopardize its right to Federal recognition, if during three consecutive months:

(1) (Ground Units) its aggregate strength (Officers, Warrant Officers and Enlisted Men) is less than 70% of Tables of Organization and Equipment.

(2) (Air Units) the strength of Officers and Warrant Officers is less than 50%, and the strength of Enlisted Men is less than 70% of Tables of Organization and Equipment.

(WDSNG 325.44 Gen.-78)

BY ORDER OF THE SECRETARY OF WAR:

BUTLER B. MILTONBERGER
Major General, USA
Chief, National Guard Bureau

OFFICIAL:

/s/ Dillar S. Myers
/t/ DILLAR S. MYERS
Colonel, NGB
Chief, Administrative Group

Reproduced by Hq. Air Defense Command,
3 September 1946

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HEADQUARTERS FOURTH AIR FORCE
OFFICE OF THE COMMANDING GENERAL
HAMILTON FIELD, CALIFORNIA

4AFEP-1

686 Gen

20 SEP 1946

SUBJECT: Facilities at Paine Field, Everett, Washington, for Air National Guard Activities.

TO : Commanding General, Air Defense Command, Mitchell Field, New York.

1. In the process of acquiring facilities for the State of Washington Air National Guard Units at Paine Field, Washington, a problem of conflicting civilian interests has become apparent.

2. Attention is invited to paragraph 3, letter this headquarters, subject: "Installation and Facilities Inspection of Paine Field for Air National Guard Activities", dated 16 August 1946, and TWX 4AFEP 384, dated 9 September 1946, which listed specific facilities as directed by AFADCF 809.

3. During conferences with The Adjutant General, State of Washington, Seattle Division Engineer, and Snohomish County Commission concerning Paine Field, all were in accord with facilities as listed in above cited Fourth Air Force TWX and no conflicting problems were evidenced at that time. Subsequent to that however the Snohomish County Commission has reversed its attitude towards use of Paine Field by the Air National Guard and it was found:

a. Snohomish County does not desire the State Military Department be granted right of entry to buildings as referred to above.

b. Snohomish County desires to obtain rights to all facilities at Paine Field and make disposition of buildings surplus to their needs at their discretion. This attitude was not apparent at conference mentioned above.

c. Snohomish County indicated they would rent to the State sufficient facilities for Air National Guard use when Paine Field is acquired.

4. The State of Washington does not desire to continue action likely to result in conflict with civilian interests, however:

a. Buildings as requested by the State have been declared surplus but have not been disposed of nor granted to any agency on revokable right of entry. The County's claim rests in that they own the land on which the buildings are erected. (Land leased to Government until June 1966.)

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BASIC: Ltr to CG ADC file 686 Gen, subj: Facilities at Paine Field, Everett, Washington for Air National Guard Activities--Continued.

b. It is believed by this headquarters that once the County Commissioners acquire all facilities at Paine Field that tentative agreement to lease buildings to the State will be violated to the extent of exhorbitant rent.

c. No other facilities are available in Seattle area for basing all units as listed in TWX AFADCF 809. If Paine Field is to be denied use by Air National Guard the activation of the State of Washington units will be delayed indefinitely.

5. It is recommended that facilities as outlined in TWX 4AFEP 384 be authorized the State of Washington and that higher headquarters be made aware of the present attitude of Snohomish County conflicts.

FOR THE COMMANDING GENERAL:

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4 OCT 1946

(Facilities at Paine Field, Everett, Washington, for Air National Guard Activities)
F 686 (20 Sep 46) 1st Ind. JMW/135

HQ, AIR DEFENSE COMMAND, Mitchel Field, New York.

TO: Commanding General, Army Air Forces, Washington 25, D.C.
(Attn: Reserve and National Guard Division, AC/AS-3, and Air Installations Division, AC/AS-4, IN TURN)

1. Recommendations of this headquarters for facilities for Air National Guard at subject field were forwarded by 1st Indorsement, 11 Sept 46, to basic letter your headquarters, 5 Aug 46, file AFCRN, subject, "Letter of Transmittal - Lease of Airfield Facilities, Paine Field, Seattle, Washington". (Incl #1).

2. The present situation, as reflected in basic correspondence, has a direct bearing on the policy expressed by the Deputy Commander, Army Air Forces, in conference with the staff of this headquarters on 27 Jul 46, to the effect that civilian agencies (municipalities) should be insured a fair return on their investments in air installations.

3. This headquarters recommends prompt action on the following:

a. Decision by your headquarters as to action to be taken in connection with information contained in basic correspondence.

b. A policy be formulated to be used in connection with this, and similar controversial bases.

FOR THE COMMANDING GENERAL:

RICHARD W. GEUSS
Captain, A.C.
Actg Asst Adj Gen

1 Incl-
1st Ind
referenced above

cc: CG, 4AF

OTHERS
WAC STAFF DIR.
TRAF
SURG
STAT'L CONT'L
RECRUITING
Q.M.
PUBLIC REL.
PROV MAR
PERS SERV
PERS AFF
ORD
ORG & MANNING
JA
FIN
ENGINEER
CHEM
CHAP
B & F
ANTI-AIRCRAFT
AIR INSP
ADJ GEN
AAF Tech S&M
AC/S-A-6
AC/S-A-5
AC/S-A-4 GC2
AC/S-A-3
AC/S-A-2
AC/S-A-1
EXEC DY C/S
DY C/S
EXEC DEP COMDR
C/S
DEP COMDR
CG

ADC Form HQ-AG 5 (Revised)
13 May 1946

3

Adjutant General's Central File

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WAR DEPARTMENT
Public Relations Division
PRESS SECTION, AAF
Tel. - RE 6700
Ext. 74450 and 74454

September 20, 1946

IMMEDIATE RELEASE

GENERAL SPAATZ URGES STRONG AIR NATIONAL GUARD AND AIR RESERVE

A strong Air National Guard and a strong Air Reserve are essential to supplement the regular Army Air Forces in time of national danger, General Carl Spaatz, Commanding General of the Army Air Forces, told the General Conference of the National Guard Association in Buffalo, New York, this afternoon.

General Spaatz, speaking at the Statler Hotel in Buffalo, told the National Guard members that present plans called for 27 Air National Guard groups, 24 of which would be fighter and three light bombardment. They, in turn, would be divided into 72 fighter squadrons and 12 light bombardment squadrons with supporting units, he said.

"It is true that we have a strong, well-trained, experienced Army in the making. It is true that public and Congressional support for that Army is stronger than ever before. But the change in our strategical situation that has come about as the result of World War II and the recent tremendous advances in aviation and aeronautical science, have demanded sweeping revisions in plans for national defense," the Commanding General told the meeting.

"Air Power now has been developed to such a stage that devastating attacks launched in one hemisphere against the other hemisphere are a certainty in any future war.

"Every great industrial country of the world, and every one of our possible enemies, is within reach of our strategic air power across the Arctic north. But conversely, we are in easy reach of the air power of our possible enemies."

General Spaatz told the conference of three major factors causing unavoidable delay in completing the Air National Guard program as quickly as had been hoped. One of those problems, he said, was in obtaining adequate airfield facilities. In the case of surplus Army airfields, the delay is due to necessary negotiations with the War Assets Administration plus the fact that ANG units must have fields near large centers of population, thereby causing the additional problem of weighing the needs of Air National Guard units against the requirements of the municipalities and commercial aviation for the same fields.

Another difficulty is the delivery of 3,000 aircraft promised the State units by the Army Air Forces. Necessary reduction of civilian personnel involved in preparing those planes at the depots is slowing their delivery, General Spaatz pointed out.

MORE

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A further problem in the implementation of the program has been the shortage of personnel to serve as commissioned instructors in training Air National Guard Units.

The text of the speech follows:

It is always a pleasure to be with members of the National Guard of the United States. From the time of our American Revolution, militia or National Guard units have composed an important part of our military forces in time of war. Some of our most brilliant and most successful military leaders have been men who belonged to the civilian military establishment, rather than to the regular army establishment. Amid the many responsibilities of civilian life, the men of these units and their leaders have trained themselves and have held themselves ready to serve their country upon call. That is the real and practical patriotism of the National Guard.

Today the need of a strong National Guard is as great as ever. We now have the additional need, however, for a strong Air National Guard. It is true that we have a strong, well-trained, experienced army in the making. It is true that public and Congressional support for that army is stronger than ever before. But the change in our strategical situation that has come about as the result of World War II and the recent tremendous advances in aviation and aeronautical science, have demanded sweeping revisions in plans for national defense.

Air power has now been developed to such a stage that devastating attacks launched in one hemisphere against the other hemisphere are a certainty in any future war.

Every great industrial country of the world, and every one of our possible enemies, is within reach of our strategic air power across the Arctic north. But conversely we are in easy reach of the air power of our possible enemies.

The air frontier of this air age is in the Far North, and on that frontier we are wide open. On that frontier an America without decisive air power is vulnerable.

We mean to guarantee the security of America by maintaining readiness for air offense. We believe that that is our surest defense, and our surest means of discouraging aggression. For our offensive readiness we have planned a peacetime regular Air Force in Being to consist of 70 groups. We have already set up three major commands and five supporting commands.

The three major commands are the Strategic Air Command, the Tactical Air Command, and the Air Defense Command.

The Strategic Air Command is composed of combat groups of long-range striking force.

The Tactical Air Command is charged with cooperative missions with the surface forces.

MORE

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The Air Defense Command is responsible for the air defense of the Continental United States. It is also charged with the responsibility for training the Air Reserve and for supervising the training of the Air National Guard.

A strong Air Reserve and a strong Air National Guard are essential to supplement the regular Army Air Forces in time of national danger. Present plans call for 27 Air National Guard groups.

Of these groups 24 will be fighter and 3 will be light bombardment. They will in turn be divided into 72 fighter squadrons and 12 light bombardment squadrons with supporting units.

Fighter aircraft are in preponderance because their use provides a nationwide air intercept defense organization in being and because their versatility also affords the most useful means of ground support.

Table of Organization requirements for this force are 3,000 pilots, 3,800 non-rated officers, and 40,000 enlisted men in the 84 squadrons. Because the Air National Guard must be ready for immediate combat, a high ratio of aircraft to pilots should be maintained as well as a high state of combat readiness.

Replacement pilots for fighter and bombardment squadrons will be obtained from recent graduates of the Army Air Forces Flying training schools and from reserve officers returning from extended active duty tours. Thus, the tactical air units will be constituted as young, physically and mentally alert organizations capable of immediate functioning in the field under combat conditions.

The states and territories have been furnished with their proposed allotment of these units, based on the ratio of state population to national population of male citizens between the ages of 18 and 35. I have been informed by the Chief of the National Guard Bureau that as of September 18, 1946, all states, the District of Columbia, Puerto Rico and Hawaii have accepted all air units allotted to them.

So far eighteen states, the District of Columbia, and Hawaii have been authorized to activate all of their allotted units, and nine other states have been authorized to activate a portion of their allotted units. Fifteen of these states have had all or some of their units inspected. Five states have had some of their units Federally recognized. Three states have had all of their units Federally recognized. These states are Nebraska, Vermont, and Wyoming.

A major problem causing unavoidable delay is faced in obtaining adequate airfield facilities. In the case of surplus Army Air Forces fields, the delay is due to the necessary negotiations with the War Assets Administration which under law must handle disposal of all wartime surpluses. Moreover, Air National Guard units, which will be in training throughout the year, must have fields located near large centers of population. Consequently, the needs of Air National Guard units must also be weighed against the requirements of the municipalities and commercial aviation for the same fields.

Another problem has been the shortage of personnel to serve as commissioned instructors in training Air National Guard units. The law requires that these instructors be officers of the Regular Army. The Army Air Forces has set their qualifications on an extremely high level. More about this later.

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A further problem in the implementation of the program is one that has arisen only lately. It is concerned with the delivery of the 3,000-odd aircraft of various types promised to the states by the AAF, for training purposes. These are to be given to the Air National Guard by the Army Air Forces and it was planned that they would be given at no expense to the states. Most of these planes are in storage. The recent cut in civilian personnel which will affect our depot capacity will delay delivery of these planes.

The prospects for the establishment of a strong Air National Guard are not so discouraging as my review of the obstacles would suggest.

In the first place, the states are showing a lively interest in the activation of allotted units, and it is only a matter of time until all allotted units will be activated and inspected for Federal recognition.

To meet the problem of the procurement of facilities for training of the units, the Army Air Forces is doing everything possible. It cannot expedite the difficult work of other government agencies, but it can cooperate by performing its share of the work as quickly and as expeditiously as possible. Also, the Army Air Forces in some cases has offered the use of available training facilities at Army Air Forces installations, until the Air National Guard units procure their own permanent bases. Furthermore, I have directed that officers of my staff, accompanied by the Chief of the Aviation Branch of the National Guard Bureau, go to the States and meet with the State Adjutants General to discuss their problems. By means of such visits we have been able to place facilities of certain Army Air Forces fields at the disposal of some units for their interim use.

The problem of the shortage of instructors is being met by the temporary assignment of outstanding officers holding commissions in the A.U.S. in addition to available regular Army officers. These A.U.S. officers are all men with combat experience and it is fortunate that we can take advantage of their presence in the Army Air Forces on extended active duty to make their services available to the states. As soon as possible, they will be replaced by Regular Army air force personnel.

The delay in the delivery of aircraft is one aspect of a problem of immediate concern to the Army Air Forces. As a result of a War Department directive issued August 22, 1946, the civilian personnel of the Army Air Forces must be reduced by 20 per cent before January 1, 1947. Since the air depots which are responsible for preparation of aircraft for the National Guard are manned by civilian personnel, the effect in this cut is apparent. Plans are now under consideration which may alleviate this problem.

In conclusion, we must emphasize the increasing need for the activation and the training of Air National Guard units to augment the regular Army Air Forces n order to maintain the security of the United States. Our plans call for the support and the cooperation of Air National Guard units in all the states and in several territories.

I believe that airpower is the strongest insurance against recurrence of war. I believe that American airpower provides the surest means to preserve the security of the United States and to assist in preserving world peace as directed by the United Nations.

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The Air National Guard is an integral part of the great Air Force which we must maintain for this high purpose. It is part of the might of American airpower, which must be kept strong, regardless of all set-backs, all transient problems, all unfortunate delays. It is our duty to keep America strong in the air, for Air Power is Peace Power.

END

DISTRIBUTION: Aa, Af, B, Da, Dd, Dg, Dm, E, Ea, N, Speeches.
5:00 P.M.

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HEADQUARTERS, ARMY AIR FORCES
WASHINGTON

11 October 1946

SUBJECT: Channels of Communication Concerning WDNGB Forms 113a and 62

TO: Commanding General, Air Defense Command, Mitchel Field, L.I., New York

Further to telephone conversation between Colonel Shaw at your Headquarters and Colonel MacCloskey, this Headquarters, on 9 October 1946, and to TWX AFCRN-376 dated 10 October 1946, the attached correspondence is furnished for your information.

BY COMMAND OF GENERAL SPAATZ:

/s/ Monro MacCloskey
MONRO MacCLOSKEY
Colonel, Air Corps
Chief, Reserve & National Guard Division
Assistant Chief of Air Staff-3

Incl:
1st Ind to Chief, NGB, subj as abv, fr Hq AAF

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AFCRN/Col Schott/pm/4160
(wrtn 10 Oct 46)

312.3 Gen-43 1st Ind. 36[2]

Headquarters, Army Air Forces, Washington 25, D.C., 14 October 1946

TO: Office of the Chief of the National Guard Bureau, WDSS, Washington 25, D.C.

1. This headquarters is fully cognizant of the fact that WDNGB Forms 113a and 62 have been delayed in transmission from the numbered Air Force Headquarters to the National Guard Bureau. Continued efforts are being made to expedite handling of these forms in all headquarters concerned.

2. The processing and transmission of forms pertaining to Federal recognition of NationalGuard units and individuals will, even when handled with maximum efficiency, require a minimum of approximately 10 days to 2 weeks depending on distance of originating headquarters from Washington. In this connection it should be noted that two days are "lost" whenever week-ends are involved in the processing. Further, the personnel accomplishing this processing are new to such duties and delays during the initial stages of training are inevitable. In some cases, it has been necessary to return the forms because of discrepancies or omissions. In any event, considerably less time in transmission may be expected with increase of familiarity with the duties involved.

3. This headquarters does not concur in the recommendation that Forms 113 a be transmitted in such a manner as to by-pass the headquarters of the numbered Air Force concerned and the Air Defense Command. These headquarters have been delegated certain responsibilities of the Commanding General, Army Air Forces with respect to Air National Guard affairs. It is imperative that they be included in the channel of communication in all matters pertaining to the Air NationalGuard in order that they may properly execute these responsibilities.

4. With respect to the Forms 62, considerable delay has occurred due to the necessity for checking the War Department records of all personnel desiring aeronautical rating. Due to an error in the original instructions no information with respect to aeronautical ratings was included with the individual requests for Federal recognition. The difficulties incidental to checking the file of each applicant placed an undue burden on the personnel concerned. Action has now been taken to overcome this discrepancy.

5. All Army Air Force agencies concerned have been advised of the necessity for processing National Guard Bureau Federal recognition forms in the most expeditious manner possible.

FOR THECOMMANDING GENERAL:

(sgd)
E. E. PARTRIDGE
Major General, USA
Assistant Chief of Air Staff-3

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18 October 1946.

General Carl Spaatz, U. S. Army
Commanding General, Army Air Forces,
Washington 25, D. C.

Dear Toohey:

On 11 October, while my Chief of Staff, Major General Charles B. Stone, III, was in Washington, he met Mr. Symington in one of the corridors. Mr. Symington queried him regarding the Air Reserve and Air National Guard Programs, and he replied that the Reserve Program is really getting under way. Mr. Symington then specifically inquired as to the Air National Guard Program, and General Stone replied that it was lagging behind the Air Reserve program and that he was unable to answer specific questions posed by Mr. Symington off-hand, as Air Defense Command responsibility concerning the National Guard was limited to advisory supervision of unit training and the conduct of field inspections to determine suitability of personnel and units for Federal recognition only.

A further discussion ensued, and General Stone remarked that at one time the Army Air Force had made a concerted effort to obtain more control of the National Guard program in the hope of expediting its organization. Mr. Symington then asked that General Stone write him a personal letter, with copy to you, briefly outlining these attempts, in order to furnish him information if it became necessary to defend Air Force action and responsibility regarding the Air National Guard program. Inasmuch as I feel that directives of this nature should come through you, I am forwarding pertinent data to you, which, if you see fit, you may pass on to Mr. Symington.

Incidentally, I wrote you a letter on 25 September enlarging on points in connection with the Air National Guard, about which Mr. Symington spoke to me at a Wings Club luncheon in New York on 11 September. Attached is copy of a Staff Study which was prepared on 18 April 1946, which sums up an attempt to gain greater Air Force authority with respect to the National Guard. This Staff Study was prepared for your signature and was intended for the Chief of Staff, but was never forwarded for the primary reason that you did not wish to get into a possible altercation with a War Department agency. This determination was made after conferences with the National Guard Bureau indicated that any attempt on our part to obtain greater responsibility for the organization and administration of the Air National Guard was subject to considerable opposition. You no doubt recall that any suggestion for changes in the administration of the Air National Guard was strongly opposed by Generals Walsh and Reckord of the National Guard Association and, to a lesser degree, by General Miltonberger.

On 10 May 1946, you specifically directed me in part as follows:

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"Technique in the accomplishment of your mission will allow for present organization and legal provisions affecting the War Department and all of its branches, particularly including the National Guard."

I have carefully lived up to this directive. The program is slow, but is making progress and that I feel is a satisfactory interim goal until major changes in legislation are accomplished.

Sincerely,

GEORGE E. STRATEMEYER
Lt. General, U. S. Army Air Force
Commanding

Incl.
Cy Staff Study w/1 Incl.

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COPY

For: Approval

To: Chief of Staff.

Subject: Air National Guard and Air Reserve Participation in Postwar Army Air Forces Objectives.

1. The accomplishment of plans for the air National security is dependent in a large measure on the efficiency and effectiveness of the Air National Guard as a first line reserve component of the Regular Army Air Forces. Current policies and procedures and those in effect prior to World War II will not produce the desired results. The organization of the Air National Guard into wings, groups, and squadrons, equipped with modern type of combat equipment, is airpower in its broadest sense. It is entirely different from the prewar concept of Air National Guard observation squadrons working directly with and under Ground commanders.

2. Under present policies and directives, only the training of Air National Guard units is to be supervised by the Commanding General, Army Air Forces. States' Adjutants General will meet in Washington May 3rd and 4th and the Army Air Forces representative, the Commanding General, Air Defense Command, has been asked to announce his plans for the Air National Guard. As now provided, he may say:

"All Air National Guard matters except supervision of training are responsibilities of the War Department National Guard Bureau."

Such a situation prevents centralization of responsibility in dealing with an important component of the air arm and is untenable.

3. The attached study, with which I concur, was prepared with a view to recommending remedial action. I strongly urge approval by the Chief of Staff of the recommendations contained therein.

1 Incl
Ltr, Hq ADC, dtd 18 Apr 46,
subj as abv

COPY FOR RESERVE & NATIONAL GUARD DIVISION
AC/AS-3 (Attention: Col Bradshaw)

Incl #1

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C O P Y

WAR DEPARTMENT
WAR DEPARTMENT SPECIAL STAFF
OFFICE OF THE CHIEF OF THE NATIONAL GUARD BUREAU

312.3 Gen.-43 4 October 1946

SUBJECT: Channels of Communication Concerning WDNGB Forms 113 a and 62.

TO: Commanding General, Army Air Forces,
Washington 25, D.C.
ATTENTION: AC/AS-3, Reserve and National Guard Division

1. Reference is made to inclosed WDNGB Form 113a and Chart of Federal Recognition Inspection. Further reference is made to WDNGB Form 62.

2. The inclosed chart, showing date of inspection for Federal Recognition as compared with the date of inspection report, reaching the National Guard Bureau, reveals considerable time is lost in processing these reports through present channels. In some cases, time in excess of one month has elapsed between date of inspection and receipt of report by the National Guard Bureau. The time lag is regarded as excessive and seriously hampers organization programs. Further, the obtaining of equipment and supplies for Air units is prejudiced by this delay as request for these are predicated on Federal Recognition of units.

3. Further information is furnished reference receipt of Form 62's by the National Guard Bureau. To date, forty-seven (47) units have been Federally Recognized, but only a minimum number of Form 62's have been received by the Bureau. The effective date of Federal Recognition for some of the personnel of these units dates back to 30 June 1946. Without the receipt of the Form 62, the Bureau is unable to grant the officer personnel official Federal Recognition. Until such time as Federal Recognition is granted, the officer is precluded from performing any functions and duties as an active member of National Guard Units.

4. On the basis of the above mentioned statements, the following recommendations are made:

a. That the most expeditious routing of Federal Recognition Forms 113a for the Air units be adopted, and that unit recognition forms be expedited through the channels outlined in paragraph 4, Form 113a, "Instructions to Board". This procedure will preclude the present processing of Form 113's by Army Air Forces and the Numbered Air Force. However, the inspection team will, in all cases, be acting for the Commanding General of the respective Numbered Air Force.

b. That all individual Federal Recognition Form 62's be expedited through their respective channels (from the unit to the Adjutant General, to the Numbered Air Force, to the Air Defense Command, to the Army Air Forces, and finally to the Chief, National Guard Bureau) in order to insure prompt receipt by the Bureau.

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5. The offices within the Bureau have been alerted to process these forms with the minimum amount of delay. To this extent it is requested that the Army Air Forces take necessary action to inform their subordinate agencies to direct and route the individual and unit recognition forms, in the most expeditious manner as recommended above.

/s/ Butler B. Miltonberger
BUTLER B. MILTONBERGER
Major General, USA
Chief, National Guard Bureau

2 Incls
1 - Chart, Insp and Recog dates
2 - Rept of Insp for Fed Recog

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AIR NATIONAL GUARD

INSTRUCTORS AUTHORIZED AND ASSIGNED

****

1 Nov

As of ~~28 October~~ 1946

		OFFICERS AUTH	OFFICERS ASGD	ENLISTED MEN AUTH	ENLISTED MEN ASGD
12	Wing Headquarters	24	18	24	~~[illegible]~~
12	AAF Communications Squadrons	12	1	24	
12	Signal Light Construction Companies			24	
12	Aircraft Control and Warning Group Headquarters	12		12	
12	Aircraft Control Squadrons			24	
24	Aircraft Control and Warning Squadrons	24	1	48	
12	Radar Calibration Detachments			12	
24	Fighter Group Headquarters	24	~~19~~	48	~~[illegible]~~
72	Fighter Squadrons	72	47	144	~~[illegible]~~
3	Light Bombardment Group Headquarters	3	~~[illegible]~~	6	2
12	Light Bombardment Squadrons	12	10	24	18
4	Engineer Aviation Battalion Headquarters	4		8	
12	Engineer Aviation Companies	12		24	
	TOTALS	199	~~95~~ 97	422	~~194~~

SOURCE OF AUTHORIZED: Reference Data, Air Components of National Guard, dated 16 September 1946.

SOURCE OF ASSIGNED: Assignment orders from Washington.

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AIR NATIONAL GUARD AS OF 6 NOV.1946

NUMBER OF UNITS ALLOTTED TO STATES, AUTHORIZED TO ACTIVATE AND FEDERALLY RECOGNIZED

		NUMBER OF UNITS*	
	ALLOTTED	AUTH TO ACTIVATE	FEDERALLY RECOGNIZED
.LABAMA	9		
ARIZONA	3		
ARKANSAS	3	3	3
CALIFORNIA	37	13	2
COLORADO	15	6	5
CONNECTICUT	6	6	4
DELAWARE	3	3	3
D.C.	6	6	4
FLORIDA	3		
GEORGIA	16	15	3
'DAHO	3	3	
ILLINOIS	22	1[illegible]	
INDIANA	9		
IOWA	9	9	4
KANSAS	3	3	3
KENTUCKY	5	5	
LOUISIANA	4	4	
MAINE	5		
MARYLAND	3	3	1
MASSACHUSETTS	16	7	3
MICHIGAN	13	13	4
MINNESOTA	9	3	2
MISSISSIPPI	3	3	
MISSOURI	16	13	4
MONTANA	3		
NEBRASKA	3	3	3

*Utility flight sections not shown as separate units.

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AIR NATIONAL GUARD AS OF 6 NOV.1946

NUMBER OF UNITS ALLOTTED TO STATES, AUTHORIZED TO ACTIVATE AND FEDERALLY RECOGNIZED

		NUMBER OF UNITS*	
	ALLOTTED	AUTH TO ACTIVATE	FEDERALLY RECOGNIZED
NEVADA	3		
NEW HAMPSHIRE	3	3	
NEW JERSEY	8	1	
NEW MEXICO	3		
NEW YORK	33		
NORTH CAROLINA	4		
NORTH DAKOTA	3	3	
OHIO	23		
OKLAHOMA	8		
OREGON	7	7	4
PENNSYLVANIA	29	9	
PUERTO RICO	3		
RHODE ISLAND	4		
SOUTH CAROLINA	3	3	
SOUTH DAKOTA	3	3	
TENNESSEE	8	5	
TERRITORY OF HAWAII	3	3	
TEXAS	20		
UTAH	3	3	
VERMONT	3	3	3
VIRGINIA	3		
WASHINGTON	11		
WEST VIRGINIA	3		
WISCONSIN	9		
WYOMING	3		
TOTAL	430	178	58

*Utility flight sections not shown as separate units.

AIR NATIONAL GUARD

INSTRUCTORS AUTHORIZED AND ASSIGNED

****

As of 11 Nov. 1946

	OFFICERS		ENLISTED MEN	
	AUTH	ASGD	AUTH	ASGD
12 Wing Headquarters	24	18	24	36
12 AAF Communications Squadrons	12	1	24	3
12 Signal Light Construction Companies			24	
12 Aircraft Control and Warning Group Headquarters	12		12	
12 Aircraft Control Squadrons			24	2
24 Aircraft Control and Warning Squadrons	24	1	48	2
12 Radar Calibration Detachments			12	
24 Fighter Group Headquarters	24	20	48	45
72 Fighter Squadrons	72	~~49~~ 53	144	~~100~~ 95
3 Light Bombardment Group Headquarters	3		6	2
12 Light Bombardment Squadrons	12	10	24	~~20~~ 21
4 Engineer Aviation Battalion Headquarters	4		8	
12 Engineer Aviation Companies	12		24	
TOTALS	199	~~99~~ 103	422	~~213~~ 209

SOURCE OF AUTHORIZED: Reference Data, Air Components of National Guard, dated 16 September 1946.

SOURCE OF ASSIGNED: Assignment orders from Washington.

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AIR NATIONAL GUARD

INSTRUCTORS AUTHORIZED AND ASSIGNED

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As of ~~11~~ 18 Nov. 1946

		OFFICERS		ENLISTED MEN	
		AUTH	ASGD	AUTH	ASGD
12	Wing Headquarters	24	18	24	36
12	AAF Communications Squadrons	12	1	24	3
12	Signal Light Construction Companies			24	
12	Aircraft Control and Warning Group Headquarters	12		12	
12	Aircraft Control Squadrons			24	2
24	Aircraft Control and Warning Squadrons	24	1	48	2
12	Radar Calibration Detachments			12	
24	Fighter Group Headquarters	24	20	48	48
72	Fighter Squadrons	72	49	144	~~100~~ 96
3	Light Bombardment Group Headquarters	3		6	2
12	Light Bombardment Squadrons	12	10	24	20
4	Engineer Aviation Battalion Headquarters	4		8	
12	Engineer Aviation Companies	12		24	
	TOTALS	199	99	422	~~213~~ 209

SOURCE OF AUTHORIZED: Reference Data, Air Components of National Guard, dated 16 September 1946.

SOURCE OF ASSIGNED: Assignment orders from Washington.

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AIR NATIONAL GUARD
INSTRUCTORS AUTHORIZED AND ASSIGNED

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As of 25 Nov. 1946

		OFFICERS		ENLISTED MEN	
		Auth	Asgd	Auth	Asgd
12	Wing Headquarters	24	18	24	36
12	AAF Communications Squadrons	12	1	24	3
12	Signal Light Construction Companies			24	
12	Aircraft Control and Warning Group Headquarters	12		12	
12	Aircraft Control Squadrons			24	2
24	Aircraft Control and Warning Squadrons	24	1	48	2
12	Radar Calibration Detachments			12	
24	Fighter Group Headquarters	24	20	48	48
72	Fighter Squadrons	72	53 52	144	95 99
3	Light Bombardment Group Headquarters	3		6	2
12	Light Bombardment Squadrons	12	10	24	21 22
4	Engineer Aviation Battalion Headquarters	4		8	
12	Engineer Aviation Companies	12		24	
	TOTALS	199	103 102	422	209

SOURCE OF AUTHORIZED: Reference Data, Air Components of National Guard, dated 16 September 1946.

SOURCE OF ASSIGNED: Assignment orders from Washington.

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AIR NATIONAL GUARD
INSTRUCTORS AUTHORIZED AND ASSIGNED

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As of 2 Dec. 1946

	OFFICERS		ENLISTED MEN	
	Auth	Asgd	Auth	Asgd
12 Wing Headquarters	24	18	24	36
12 AAF Communications Squadrons	12	1	24	3
12 Signal Light Construction Companies			24	
12 Aircraft Control and Warning Group Headquarters	12		12	
12 Aircraft Control Squadrons			24	2
24 Aircraft Control and Warning Squadrons	24	1	48	2
12 Radar Calibration Detachments			12	
24 Fighter Group Headquarters	24	20	48	48
72 Fighter Squadrons	72	52	144	95
3 Light Bombardment Group Headquarters	3		6	2
12 Light Bombardment Squadrons	12	10	24	21
4 Engineer Aviation Battalion Headquarters	4		8	
12 Engineer Aviation Companies	12		24	
TOTALS	199	102	422	209

SOURCE OF AUTHORIZED: Reference Data, Air Components of National Guard, dated 16 September 1946.

SOURCE OF ASSIGNED: Assignment orders from Washington.

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AIR NATIONAL GUARD
INSTRUCTORS AUTHORIZED AND ASSIGNED

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As of 23 Dec. 1946

	Officers Auth	Officers Asgd	Enlisted Men Auth	Enlisted Men Asgd
12 Wing Headquarters	24	18	24	36
12 AAF Communications Squadrons	12	1	24	4
12 Signal Light Construction Companies			24	
12 Aircraft Control and Warning Group Headquarters	12		12	
12 Aircraft Control Squadrons			24	2
24 Aircraft Control and Warning Squadrons	24	1	48	2
12 Radar Calibration Detachments			12	
24 Fighter Group Headquarters	24	20	48	52
72 Fighter Squadrons	72	52	144	104
3 Light Bombardment Group Headquarters	3		6	6
12 Light Bombardment Squadrons	12	10	24	~~22~~ 24
4 Engineer Aviation Battalion Headquarters	4		8	
12 Engineer Aviation Companies	12		24	
TOTALS	199	102	422	~~228~~ 230

SOURCE OF AUTHORIZED: Reference Data, Air Components of National Guard, dated 16 September 1946.

SOURCE OF ASSIGNED: Assignment orders from Washington.

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LIST OF ORGANIZATIONS AND UNITS ALLOTTED TO STATES BY NATIONAL GUARD BUREAU

BY WINGS as of 1 January 1947

	CITY	STATE
52ND WING, Hq & Hq Sq	New York	N.Y.
(Area: N.Y., N.J., Del.)		
102nd AAF Communication Sq	New York	N.Y.
602nd Signal Lt Const Co	New York	N.Y.
552nd AAF Band	New York	N.Y.
152nd Aircraft Control & Wng Gp Hq	New York	N.Y.
106th Aircraft Contl Sq	New York	N.Y.
107th Aircraft Contl & Wng Sq	Buffalo	N.Y.
108th Aircraft Contl & Wng Sq	New York	N.Y.
102nd Radar Calibration Det	New York	N.Y.
1901st Engr Avn Bn Hq, Hq & Serv Co	New York	N.Y.
1802nd Engineer Aviation Co	Buffalo	N.Y.
(1801st Engr Avn Co attached to 53th Wing)		
(Bn organized less 1 Co)		
106th Bombardment Gp, Light, Hq	New York	N.Y.
206th Air Serv Gp (Lt Bomb) Hq Det	New York	N.Y.
102nd Bombardment Sq, Light	New York	N.Y.
Det A, 206th Air Service Gp	New York	N.Y.
102nd Weather Station (Type A)	New York	N.Y.
114th Bombardment Sq, Light	New York	N.Y.
Det B, 206th Air Service Gp	New York	N.Y.
(Det C, attached to 217th Air Serv Gp (Ftr))		
(Det D, attached to 221st Air Serv Gp (Ftr))		
114th Weather Station (Type A)	New York	N.Y.
107th Fighter Gp, Hq	Buffalo	N.Y.
207th Air Service Gp (Ftr) Hq Det	Buffalo	N.Y.
136th Fighter Sq, SE	Buffalo	N.Y.
Det A, 207th Air Service Gp	Buffalo	N.Y.
136th Weather Station (Type A)	Buffalo	N.Y.
137th Fighter Sq, SE	Rochester	N.Y.
Det B, 207th Air Service Gp	Rochester	N.Y.
137th Weather Station (Type A)	Rochester	N.Y.
138th Fighter Sq, SE	Syracuse	N.Y.
Det C, 207th Air Service Gp	Syracuse	N.Y.
138th Weather Station (Type A)	Syracuse	N.Y.
139th Fighter Sq, SE	Albany	N.Y.
Det C, 202nd Air Service Gp	Albany	N.Y.
139th Weather Station (Type A)	Albany	N.Y.

Attached Units

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LIST OF ORGANIZATIONS AND UNITS OFFERED TO STATES BY NATIONAL GUARD BUREAU

BY WINGS (CONT)

	CITY	STATE
52ND WING, HQ & HQ SQ (CONTINUED)		
108th Fighter Gp, Hq	Newark	N.J.
208th Air Service Gp (Ftr) Hq Det	Newark	N.J.
119th Fighter Sq, SE	Newark	N.J.
Det A, 208th Air Service Gp	Newark	N.J.
119th Weather Station (Type A)	Newark	N.J.
141st Fighter Sq, SE	Trenton	N.J.
Det B, 208th Air Service Gp	Trenton	N.J.
141st Weather Station (Type A)	Trenton	N.J.
142nd Fighter Sq, SE	Wilmington	Del.
Det C, 208th Air Service Gp	Wilmington	Del.
142nd Weather Station (Type A)	Wilmington	Del.
53RD WING, HQ & HQ SQ	Harrisburg	Penna.
(Area: Penna., Md., Va., D.C.)		
103rd AF Communication Sq	Harrisburg	Penna.
603rd Signal Lt Const Co	Phila.	Penna.
553rd AAF Band	Harrisburg	Penna.
153rd Aircraft Contl & Wng Gp Hq	Phila.	Penna.
111th Aircraft Contl Sq	Phila.	Penna.
112th Aircraft Contl & Wng Sq	Phila.	Penna.
113th Aircraft Contl & Wng Sq	Washington	D.C.
103rd Radar Calibration Det	Phila.	Penna.
1902nd Engr Avn Bn Hq. Hq & Serv Co	Phila.	Penna.
1903rd Engineer Aviation Co	Pittsburgh	Penna.
(1056th Engr Avn Co attached to 59th Wing)		
(Bn organized less 1 Co)		
111th Bombardment Gp, Light, Hq	Phila.	Penna.
211th Air Serv Gp (Lt Bomb) Hq Det	Phila.	Penna.
103rd Bombardment Sq, Light	Phila.	Penna.
Det A, 211th Air Service Gp	Phila.	Penna.
103rd Weather Station (Type A)	Phila.	Penna.
117th Bombardment Sq, Light	Phila.	Penna.
Det B, 211th Air Service Gp	Phila.	Penna.
(Det C, attached to 236th Air Serv Gp)		
(Det D, attached to 216th Air Serv Gp)		
117th Weather Station (Type A)	Phila.	Penna.

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LIST OF ORGANIZATIONS AND UNITS OFFERED TO STATES BY NATIONAL GUARD BUREAU

BY WINGS (CONT)

	CITY	STATE
53RD WING, HQ & HQ SQ (CONTINUED)		
112th Fighter Gp, Hq	Pittsburgh	Penna.
212th Air Service Gp (Ftr) Hq Det	Pittsburgh	Penna.
146th Fighter Sq, SE	Pittsburgh	Penna.
Det A, 212th Air Service Gp	Pittsburgh	Penna.
146th Weather Station (Type A)	Pittsburgh	Penna.
147th Fighter Sq, SE	Reading	Penna.
Det B, 212th Air Service Gp	Reading	Penna.
147th Weather Station (Type A)	Reading	Penna.
148th Fighter Sq, SE	Scranton	Penna.
Det C, 212th Air Service Gp	Scranton	Penna.
148th Weather Station (Type A)	Scranton	Penna.
113th Fighter Gp, Hq	Washington	D.C.
213th Air Service Gp (Ftr) Hq Det	Washington	D.C.
121st Fighter Sq, SE	Washington	D.C.
Det A, 213th Air Service Gp	Washington	D.C.
121st Weather Station (Type A)	Washington	D.C.
104th Fighter Sq, SE	Baltimore	Md.
Det B, 213th Air Service Gp	Baltimore	Md.
104th Weather Station (Type A)	Baltimore	Md.
149th Fighter Sq, SE	Richmond	Va.
Det C, 213th Air Service Gp	Richmond	Va.
149th Weather Station (Type A)	Richmond	Va.
54TH WING, HQ & HQ SQ	Marietta	Ga.
(Area: N.C., S.C., Ga., Fla., Tenn., Ala., Miss., Puerto Rico)		
104th AAF Communication Sq	Marietta	Ga.
604th Signal Lt Const Co	Marietta	Ga.
530th AAF Band	Marietta	Ga.
154th Aircraft Contl & Wng Gp, Hq	Marietta	Ga.
116th Aircraft Contl Sq	Marietta	Ga.
117th Aircraft Contl & Wng Sq	Birmingham	Ala.
113th Aircraft Contl & Wng Sq	Charlotte	N.C.
104th Radar Calibration Det	Marietta	Ga.
180th Engr Aviation Co (Sep)	Marietta	Ga.

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LIST OF ORGANIZATIONS AND UNITS (ALLOTTED TO STATES BY NATIONAL GUARD BUREAU

BY WINGS (CONT)

	CITY	STATE
54th WING, HQ & HQ SQ (CONTINUED)		
116th Fighter Gp, Hq	Marietta	Ga.
216th Air Serv Gp (Ftr) Hq Det	Marietta	Ga.
128th Fighter Sq, SE	Marietta	Ga.
Det A, 216th Air Service Gp	Marietta	Ga.
128th Weather Station (Type A)	Marietta	Ga.
157th Fighter Sq, SE	Columbia	S.C.
Det B, 216th Air Service Gp	Columbia	S.C.
157th Weather Station (Type A)	Columbia	S.C.
158th Fighter Sq, SE	Savannah	Ga.
Det C, 216th Air Service Gp	Savannah	Ga.
158th Weather Station (Type A)	Savannah	Ga.
159th Fighter Sq, SE	Jacksonville	Fla.
*Det C, 217th Air Service Gp.	Jacksonville	Fla.
159th Weather Station (Type A)	Jacksonville	Fla.
117th Fighter Gp, Hq	Birmingham	Ala.
217th Air Serv Gp (Ftr) Hq Det	Birmingham	Ala.
(and 106th Bomb Gp)		
*106th [illegible] Sq, Light	Birmingham	Ala.
*Det C, 206th Air Serv Gp (Lt Bomb)	Birmingham	Ala.
106th Weather Station (Type A)	Birmingham	Ala.
153rd Fighter Sq, SE	Meridian	Miss.
Det A, 217th Air Service Gp	Meridian	Miss.
153rd Weather Station (Type A)	Meridian	Miss.
160th Fighter Sq, SE	Montgomery	Ala.
Det B, 217th Air Service Gp. (Det C, attached to 206th Air Serv Gp ([illegible]))	Montgomery	Ala.
160th Weather Station (Type A)	Montgomery	Ala.
118th Fighter Gp, Hq	Nashville	Tenn.
218th Air Serv Gp (Ftr) Hq Det	Nashville	Tenn.
105th Fighter Sq, SE	Nashville	Tenn.
Det A, 218th Air Service Gp	Nashville	Tenn.
105th Weather Station (Type A)	Nashville	Tenn.
155th Fighter Sq, SE	Memphis	Tenn.
Det B, 218th Air Service Gp	Memphis	Tenn.
155th Weather Station (Type A)	Memphis	Tenn.
156th Fighter Sq, SE	Charlotte	N.C.
Det C, 218th Air Service Gp	Charlotte	N.C.
156th Weather Station (Type A)	Charlotte	N.C.
*198th Fighter Sq, SE	San Juan	P.R.
Det C, [illegible] Air Service Gp	San Juan	P.R.
198th Weather Station (Type A)	San Juan	P.R.

*Attached Units

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[illegible]

BY [illegible]

	CITY	STATE
55TH [illegible]	Columbus	Ohio
(Area: Ohio, Ind., Ky., W.Va.)		
105th [illegible] Sq.	Cleveland	Ohio
605th [illegible] Co	Columbus	Ohio
55th [illegible] Band	Columbus	Ohio
155th Aircraft [illegible] Gp Hq	Columbus	Ohio
121st Aircraft [illegible]	Columbus	Ohio
122nd Aircraft Contl & Wn Sq	Indianapolis	Ind.
123rd Aircraft Contl & Wn Sq	Toledo	Ohio
105th [illegible]	Columbus	Ohio
1305th Engr [illegible], 153rd [illegible]	Toledo	Ohio
121st Fighter [illegible]	Columbus	Ohio
221st Air Service Gp (Ftr) Hq Det	Columbus	Ohio
162nd Fighter Sq, SE	Dayton	Ohio
Det A, 221st Air Service Gp (Ftr)	Dayton	Ohio
162nd Weather Station (Type A)	Dayton	Ohio
([illegible] 105th [illegible])		
[illegible]	Cleveland	Ohio
[illegible]		
([illegible])	Cleveland	Ohio
112th Weather Station (Type A)	Cleveland	Ohio
164th Fighter Sq, SE	[illegible]	Ohio
Det B, 221st Air Service Gp (Ftr)	[illegible]	Ohio
164th Weather Station (Type A)	[illegible]	Ohio
166th Fighter Sq, SE	Columbus	Ohio
Det C, 221st Air Service Gp (Ftr)	Columbus	Ohio
166th Weather Station (Type A)	Columbus	Ohio
122nd Fighter Gp Hq	Indianapolis	Ind.
222nd Air Service Gp (Ftr)	Indianapolis	Ind.
113th Fighter Sq, SE	Indianapolis	Ind.
Det A, 222nd Air Service Gp	Indianapolis	Ind.
113th Weather Station (Type A)	Indianapolis	Ind.
163rd Fighter Sq, SE	Ft. Wayne	Ind.
Det B, 222nd Air Service Gp	Ft. Wayne	Ind.
(Det C, [illegible] to [illegible] Air Serv Gp [illegible])		
163rd Weather Station (Type A)	Ft. Wayne	Ind.
123rd Fighter Gp, Hq	Louisville	Ky.
223rd Air Service Gp (Ftr)	Louisville	Ky.
165th Fighter Sq, SE	Louisville	Ky.
Det A, 223rd Air Service Gp	Louisville	Ky.
165th Weather Station (Type A)	Louisville	Ky.
167th Fighter Sq, SE	Charleston	W.Va.
Det B, 223rd Air Service Gp	Charleston	W.Va.
167th Weather Station (Type A)	Charleston	W.Va.

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LIST OF ORGANIZATIONS AND UNITS OFFERED TO STATES BY NATIONAL GUARD B[illegible]

BY WINGS (CONT)

	CITY	STAT[illegible]
60TH WING, HQ & FC SQ	Seattle	Wash
(Area: Wash., Oregon, Idaho, Mont.)		
110th AAF Communication Sq	Seattle	Wash
610th Signal Lt Const Co	Seattle	Wash
560th AAF Band	Seattle	Wash
160th Aircraft Contl & Wng Gp Hq	Seattle	Wash
141st Aircraft Contl Sq	Seattle	Wash
142nd Aircraft Contl & Wng Sq	Portland	Oreg
143rd Aircraft Contl & Wng Sq	Seattle	Wash
110th Radar Calibration Det	Seattle	Wash
1810th Engr Avn Co, 161st Bn	Portland	Oreg
142nd Fighter Gp, Hq	Portland	Oreg
242nd Air Serv Gp (Ftr) Hq Det	Portland	Oreg
123rd Fighter Sq, SE	Portland	Oreg
Det A, 242nd Air Service Gp	Portland	Oreg
123rd Weather Station (Type A)	Portland	Oreg
116th Fighter Sq, SE	Spokane	Wash
Det B, 242nd Air Service Gp	Spokane	Wash
116th Weather Station (Type A)	Spokane	Wash
190th Fighter Sq, SE	Boise	Idah
Det C, 242nd Air Service Gp	Boise	Idah
190th Weather Station (Type A)	Boise	Idah
186th Fighter Sq, SE	Great Falls	Mont
*Det C, [illegible]th Air Service Gp	Great Falls	Mont
186th Weather Station (Type A)	Great Falls	Mont
61ST WING, HQ & FC SQ	S. Francisco	Cal
(Area: Calif. North of Approx. Lat. 35° 45 min; Nev., Utah. Hawaii)		
111th AAF Communication Sq.	S. Francisco	Cali
611th Signal Lt Const Co	S. Francisco	Cali
561st AAF Band	S. Francisco	Cali
161st Aircraft Contl & Wng Gp, Hq	S. Francisco	Cali
144th Aircraft Contl Sq	S. Francisco	Cali
145th Aircraft Contl & Wng Sq	S. Francisco	Cali
146th Aircraft Contl & Wng Sq	Sacramento	Cali
111th Radar Calibration Det	S. Francisco	Cali
1905th Engr Avn Bn Hq, Hq & Serv Co	S. Francisco	Cali
1811th Engr Aviation Co	S. Francisco	Cali

* Attached Units

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LIST OF ORGANIZATIONS AND UNITS OFFERED TO STATES BY NATIONAL GUARD BUREAU

BY WINGS (CONT)

	CITY	STATE
61ST WING, HQ & HQ SQ (CONT)		
(110th Engr Avn Co attached to 60th Wing)		
(112th Engr Avn Co attached to 62nd Wing)		
144th Fighter Gp Hq	San Francisco	Calif.
244th Air Service Gp (Ftr) Hq Det	San Francisco	Calif.
194th Fighter Sq, SE	San Francisco	Calif.
Det A, 244th Air Service Gp	San Francisco	Calif.
194th Weather Station (Type A)	San Francisco	Calif.
191st Fighter Sq, SE	Salt Lake C.	Utah
Det C, 244th Air Service Gp	Salt Lake C.	Utah
191st Weather Station (Type A)	Salt Lake C.	Utah
192nd Fighter Sq, SE	Reno	Nev.
Det B, 244th Air Service Gp	Reno	Nev.
192nd Weather Station (Type A)	Reno	Nev.
*199th Fighter Sq, SE	Honolulu	T.H.
Det C, 199th Air Service Gp	Honolulu	T.H.
199th Weather Station (Type A)	Honolulu	T.H.
62ND WING, HQ & HQ SQ	Los Angeles	Calif.
(Area: Calif. South of Approx. Lat 35° 47 Min; Ariz.)		
112th AAF Communication Sq	Los Angeles	Calif.
615th Signal Lt Const Co	Los Angeles	Calif.
562nd AAF Band	Los Angeles	Calif.
162nd Aircraft Contl & Wng Gp Hq	Los Angeles	Calif.
147th Aircraft Contl Sq	Los Angeles	Calif.
148th Aircraft Contl & Wng Sq	Los Angeles	Calif.
149th Aircraft Contl & Wng Sq	San Bernardino	Calif.
112th Radar Calibration Det	Los Angeles	Calif.
1812th Engr Avn Co, 161st Bn	Los Angeles	Calif.
146th Fighter Gp, Hq	Los Angeles	Calif.
246th Air Serv Gp (Ftr) Hq Det (Asgd 111th Bomb Gp)	Los Angeles	Calif.
*115th Bombardment Sq, Lt	Los Angeles	Calif.
*Det D, 211th Air Serv Gp (Lt Bomb)	Los Angeles	Calif.

* Attached Units

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LIST OF ORGANIZATIONS AND UNITS OFFERED TO STATES BY NATIONAL GUARD BUREAU

BY WINGS (CONT)

	CITY	STATE
62ND WING, HQ & HQ SQ (CONT)		
115th Weather Station (Type A)	Los Angeles	Calif.
195th Fighter Sq, SE	Los Angeles	Calif.
Det A, 246th Air Service Gp	Los Angeles	Calif.
195th Weather Station (Type A)	Los Angeles	Calif.
196th Fighter Sq, SE	San Bernardino	Calif.
Det B, 246th Air Service Gp (Ftr)	San Bernardino	Calif.
196th Weather Station (Type A)	San Bernardino	Calif.
197th Fighter Sq, SE	Phoenix	Ariz.
Det C, 246th Air Service Gp	Phoenix	Ariz.
197th Weather Station (Type A)	Phoenix	Ariz.
63RD WING, HQ & HQ SQ	Houston	Texas
(Area: Tex., La., Ark., Okla., N.M.)		
108th AAF Communication Sq	Houston	Texas
608th Signal Lt Const Co	Houston	Texas
531st AAF Band	Houston	Texas
158th Aircraft Contl & Wng Gp Hq	Houston	Texas
134th Aircraft Contl Sq	Houston	Texas
135th Aircraft Contl & Wng Sq	New Orleans	La.
136th Aircraft Contl & Wng Sq	Dallas	Texas
108th Radar Calibration Det	Houston	Texas
1808th Engr Aviation Co (Sep)	Houston	Texas
136th Fighter Gp, Hq	Dallas	Texas
236th Air Serv Gp (Ftr) Hq Det	Houston	Texas
181st Fighter Sq, SE	Dallas	Texas
Det A, 236th Air	Dallas	Texas
181st Weather Station (Type A)	Dallas	Texas
111th Ftr Sq	Houston	Texas
*Det B, 236th Air Serv Gp (Lt Bomb)	Houston	Texas
111th Weather Station (Type A)	Houston	Texas
*122nd Bomb Sq, SE (Asgd 11 Bomb Gp)	New Orleans	La.
Det C, 211th Air Service Gp	New Orleans	La.
122nd Weather Station (Type A)	New Orleans	La.
182nd Fighter Sq, SE	San Antonio	Texas
Det C, 236th Air Service Gp	San Antonio	Texas
182nd Weather Station (Type A)	San Antonio	Texas
137th Fighter Gp, Hq	Tulsa	Okla.
237th Air Serv Gp (Ftr) Hq Det	Tulsa	Okla.

* Attached Units

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LIST OF ORGANIZATION AND UNITS OFFERED TO STATES BY NATIONAL GUARD BUREAU

BY WINGS (CONT)

	CITY	STATE
63RD WING, HQ & HQ SQ (CONT)		
125th Fighter Sq, SE	Tulsa	Okla.
Det A, 237th Air Service Gp	Tulsa	Okla.
125th Weather Station (Type A)	Tulsa	Okla.
154th Fighter Sq, SE	Little Rock	Ark.
Det B, 237th Air Service Gp	Little Rock	Ark.
154th Weather Station (Type A)	Little Rock	Ark.
185th Fighter Sq, SE	Norman	Okla.
Det C, 237th Air Service Gp	Norman	Okla.
185th Weather Station (Type A)	Norman	Okla.
188th Fighter Sq, SE	Albuquerque	N.M.
*Det C, 228th Air Service Gp	Albuquerque	N.M.
188th Weather Station (Type A)	Albuquerque	N.M.

66th WING, HQ & HQ SQ		
(Area: Ill., Mich., Wisc.)	Chicago	Ill.
106th AAF Communication Sq	Chicago	Ill.
606th Signal Lt Construction Sq	Chicago	Ill.
566th AAF Band	Chicago	Ill.
156th Aircraft Contl & Wng Gp, Hq	Chicago	Ill.
126th Aircraft Contl Sq	Chicago	Ill.
127th Aircraft Contl & Wng Sq	Detroit	Mich.
128th Aircraft Contl & Wng Sq	Milwaukee	Wisc.
106th Radar Calibration Det	Chicago	Ill.
1903rd Engr Avn Bn Hq, Hq & Serv Co	Chicago	Ill.
1606th Engr Aviation Co	Detroit	Mich.
(107th Engr Avn Co attached to 71st Wing)		
(109th Engr Avn Co attached to 86th Wing)		

126th Bombardment Gp, Light, Hq	Chicago	Ill.
226th Air Serv Gp (Lt Bomb) Hq Det	Chicago	Ill.
108th Bombardment Sq, Light	Chicago	Ill.
Det A, 226th Air Service Gp	Chicago	Ill.
108th Weather Station (Type A)	Chicago	Ill.
168th Bombardment Sq, Light	Chicago	Ill.
Det B, 226th Air Service Gp	Chicago	Ill.
Det C, attached to 227th Air Serv Gp (Ftr))		

* Attached Units

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LIST OF ORGANIZATIONS AND UNITS OFFERED TO STATES BY NATIONAL GUARD BUREAU

BY WINGS (CONT)

	CITY	STATE
66TH WING, HQ & HQ SQ (CONT)		
Det D, attached to 231st Air Serv Gp (Ftr))		
168th Weather Station (Type A) (Asgd 127th Ftr Gp)	Chicago	Ill.
*169th Fighter Sq, SE	Peoria	Ill.
*Det B, 231st Air Serv Gp (Ftr)	Peoria	Ill.
169th Weather Station (Type A) (Asgd 128th Ftr Gp)	Peoria	Ill.
*170th Fighter Sq, SE	Springfield	Ill.
*Det C, 231st Air Serv Gp (Ftr)	Springfield	Ill.
170th Weather Station (Type A)	Springfield	Ill.
127th Fighter Gp, Hq	Detroit	Mich.
227th Air Service Gp (Ftr) Hq Det (Asgd 126th Bomb Gp)	Detroit	Mich.
*107th Bombardment Sq, Light	Detroit	Mich.
*Det C, 226th Air Serv Gp (Lt Bomb)	Detroit	Mich.
107th Weather Station (Type A)	Detroit	Mich.
171st Fighter Sq, SE	Detroit	Mich.
Det A, 227th Air Service Gp	Detroit	Mich.
171st Weather Station (Type A)	Detroit	Mich.
172nd Fighter Sq, SE	Battle Creek	Mich.
Det B, 227th Air Service Gp (Det C, attached to 242nd Air Serv Gp (Ftr))	Battle Creek	Mich.
172nd Weather Station (Type A)	Battle Creek	Mich.
128th Fighter Gp, Hq	Milwaukee	Wisc.
228th Air Service Gp (Ftr)	Milwaukee	Wisc.
126th Fighter Sq, SE	Milwaukee	Wisc.
Det A, 228th Air Service Gp	Milwaukee	Wisc.
126th Weather Station (Type A)	Milwaukee	Wisc.
176th Fighter Sq, SE	Madison	Wisc.
Det B, 228th Air Service Gp (Det C, attached to 237th Air Serv Gp (Ftr))	Madison	Wisc.
176th Weather Station (Type A)	Madison	Wisc.

* Attached Units

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LIST OF ORGANIZATIONS AND UNITS OFFERED TO STATES BY NATIONAL GUARD BUREAU

BY WING (CONT)

	CITY	STATE
67TH WING, HQ & HQ SQ	Boston	Mass.
(Area: Maine, N.H., Mass., R.I., Vt., Conn.)		
101st AAF Communication Sq.	Boston	Mass.
601st Signal Light Const Co.	Boston	Mass.
567th AAF Band	Boston	Mass.
151st Aircraft Contl & Wng Gp Hq	Boston	Mass.
101st Aircraft Contl Sq	Boston	Mass.
102nd Aircraft Contl & Wng Sq	Providence	R.I.
103rd Aircraft Contl & Wng Sq	Hartford	Conn.
101st Radar Calibration Det	Boston	Mass.
1801st Engr Avn Co, 152nd Bn	Boston	Mass.
101st Fighter Gp, Hq	Augusta	Maine
201st Air Service Gp (Ftr) Hq Det	Bangor	Maine
132nd Fighter Sq, SE	Bangor	Maine
Det A, 201st Air Service Gp	Bangor	Maine
132nd Weather Station (Type A)	Bangor	Maine
133rd Fighter Sq, SE	Manchester	N.H.
Det B, 201st Air Service Gp	Manchester	N.H.
133rd Weather Station (Type A)	Manchester	N.H.
134th Fighter Sq, SE	Burlington	Vt.
Det C, 201st Air Service Gp	Burlington	Vt.
134th Weather Station (Type A)	Burlington	Vt.
102nd Fighter Gp, Hq	Boston	Mass.
202nd Air Service Gp (Ftr) Hq Det	Boston	Mass.
101st Fighter Sq, SE	Boston	Mass.
Det A, 202nd Air Service Gp	Boston	Mass.
101st Weather Station (Type A)	Boston	Mass.
131st Fighter Sq, SE	Springfield	Mass.
Det B, 202nd Air Service Gp	Springfield	Mass.
Det C, attached to 207th Air Service Gp)		
131st Weather Station (Type A)	Springfield	Mass.
103rd Fighter Gp, Hq	Hartford	Conn.
203rd Air Service Gp (Ftr) Hq Det	Windsor Locks	Conn.
118th Fighter Sq, SE	Windsor Locks	Conn.
Det A, 203rd Air Service Gp	Windsor Locks	Conn.
118th Weather Station (Type A)	Windsor Locks	Conn.

* Attached Units

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LIST OF ORGANIZATIONS AND UNITS ALLOTTED TO STATES BY NATIONAL GUARD BUREAU

BY WINGS (CONT)

	CITY	STATE
67TH WING, HQ & HQ SQ (CONT)		
152nd Fighter Sq, SE	Providence	R.I.
Det B, 203rd Air Service Gp	Providence	R.I.
152nd Weather Station (Type A)	Providence	R.I.
71ST WING, HQ & HQ SQ	St. Louis	Mo.
(Area: Minn., Iowa, Mo., S.D., N.D.)		
107th AAF Communication Sq	St. Louis	Mo.
607th Signal Lt Const Co	St. Louis	Mo.
571st AAF Band	St. Louis	Mo.
157th Aircraft Contl & Wng Gp Sq	St. Louis	Mo.
131st Aircraft Contl Sq	St. Louis	Mo.
132nd Aircraft Contl & Wng Sq	St. Paul	Minn.
133rd Aircraft Contl & Wng Sq	Des Moines	Iowa
107th Radar Calibration Det	St. Louis	Mo.
1807th Engr Avn Co., 156th Bn	St. Louis	Mo.
131st Fighter Gp, Hq	St. Louis	Mo.
231st Air Serv Gp (Ftr) Hq Det (Asgd 126th Bomb Gp)	St. Louis	Mo.
*180th Bombardment Sq, Light	St. Louis	Mo.
*Det D, 226th Air Serv Gp (Lt Bomb)	St. Louis	Mo.
180th Weather Station (Type A)	St. Louis	Mo.
110th Fighter Sq, SE	St. Louis	Mo.
Det A, 231st Air Service Gp	St. Joseph	Mo.
(Det B, attached to 226th Air Serv Gp (Lt Bomb))		
(Det C, attached to 226th Air Serv Gp (Lt Bomb))		
110th Weather Station (Type)	St. Louis	Mo.
132nd Fighter Gp, Hq	Des Moines	Iowa
232nd Air Serv Gp (Ftr) Hq Det	Des Moines	Iowa
124th Fighter Sq, SE	Des Moines	Iowa
Det A, 232nd Air Service Gp	Des Moines	Iowa
124th Weather Station (Type A)	Des Moines	Iowa
174th Fighter Sq, SE	Sioux City	Iowa
Det B, 232nd Air Service Gp	Sioux City	Iowa
174th Weather Station (Type A)	Sioux City	Iowa
175th Fighter Sq, SE	Sioux Falls	S.D.

* Attached Units

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LIST OF ORGANIZATIONS AND UNITS OFFERED TO STATES BY NATIONAL GUARD BUREAU

BY WINGS (CONT)

	CITY	STATE
71ST WING, HQ & HQ SQ (CONT)		
Det C, 233rd Air Service Gp	Sioux Falls	S.D.
175th Weather Station (Type A)	Sioux Falls	S.D.
133rd Fighter Gp, Hq	St. Paul	Minn.
233rd Air Serv Gp (Ftr) Hq Det	St. Paul	Minn.
109th Fighter Sq, SE	St. Paul	Minn.
Det A, 233rd Air Service Gp	St. Paul	Minn.
109th Weather Station (Type A)	St. Paul	Minn.
178th Fighter Sq, SE	Fargo	N.D.
Det B, 233rd Air Service Gp	Fargo	N.D.
178th Weather Station (Type A)	Fargo	N.D.
179th Fighter Sq, SE	Duluth	Minn.
Det C, 233rd Air Service Gp	Duluth	Minn.
179th Weather Station	Duluth	Minn.
86TH WING, HQ & HQ SQ	Denver	Colo.
(Area: Kan., Wyo., Colo., Neb.)		
(109th AAF Communication Sq	Denver	Colo.
609th Signal Lt Const Co	Denver	Colo.
532rd AAF Band	Denver	Colo.
159th Aircraft Contl & Wng Gp Hq	Denver	Colo.
137th Aircraft Contl Sq	Denver	Colo.
138th Aircraft Contl & Wng Sq	Denver	Colo.
139th Aircraft Contl & Wng Sq	Denver	Colo.
109th Radar Calibration Det	Denver	Colo.
1809th Engr Avn Co, 156th Bn	Denver	Colo.
140th Fighter Gp, Hq	Denver	Colo.
240th Air Service Gp (Ftr) Hq Det	Denver	Colo.
120th Fighter Sq, SE	Denver	Colo.
Det A, 240th Air Service Gp	Denver	Colo.
120th Weather Station (Type A)	Denver	Colo.
187th Fighter Sq, SE	Cheyenne	Wyo.
Det B, 240th Air Service Gp	Cheyenne	Wyo.
187th Weather Station (Type A)	Cheyenne	Wyo.
127th Fighter Sq, SE	Wichita	Kansas
Det C, 240th Air Service Gp	Wichita	Kansas
127th Weather Station (Type A)	Wichita	Kansas
173rd Fighter Sq, SE	Lincoln	Nebr.
*Det C, 222nd Air Service Gp	Lincoln	Nebr.
173rd Weather Station (Type A)	Lincoln	Nebr.

* Attached Units

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AIR NATIONAL GUARD
INSTRUCTORS AUTHORIZED AND ASSIGNED

****

As of ~~23 Dec. 1946~~ 6 JAN 1947

		OFFICERS		ENLISTED MEN	
		Auth	Asgd	Auth	Asgd
12	Wing Headquarters	24	18	24	~~36~~ 38
12	AAF Communications Squadrons	12	1	24	4
12	Signal Light Construction Companies			24	
12	Aircraft Control and Warning Group Headquarters	12		12	1
12	Aircraft Control Squadrons			24	~~2~~ 3
24	Aircraft Control and Warning Squadrons	24	1	48	2
12	Radar Calibration Detachments			12	2
24	Fighter Group Headquarters	24	20	48	52
72	Fighter Squadrons	72	52	144	~~104~~ 105
3	Light Bombardment Group Headquarters	3		6	6
12	Light Bombardment Squadrons	12	10	24	~~22~~ 24
4	Engineer Aviation Battalion Headquarters	4		8	
12	Engineer Aviation Companies	12		24	2
	TOTALS	199	102	422	~~228~~ 239

SOURCE OF AUTHORIZED: Reference Data, Air Components of National Guard, dated 16 September 1946.

SOURCE OF ASSIGNED: Assignment Orders from Washington.

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HEADQUARTERS
AIR DEFENSE COMMAND
Mitchel Field, New York

E 312.3 17 January 1947.

SUBJECT: Processing of NGB Forms 62 and 113A.

TO : Commanding Generals, First, Second, Fourth, Tenth, Eleventh and Fourteenth Air Forces.

1. The delay in processing NGB Forms 62 and 113A is becoming increasingly serious.

2. As a result of this condition, the processing of NGB Form 62 will be discontinued. Hereafter, this form will be forwarded direct to the Office, Chief of the National Guard Bureau, Washington 25, D.C., by the inspection team. A record, but not copies, of all NGB Forms 62 and allied papers forwarded to the OCNGB by the inspection team will be maintained by the air force commander. This record will clearly indicate the individual and the papers forwarded.

3. This headquarters feels the processing of NGB Form 113A by air force headquarters is necessary. However, it is imperative that the time involved in the processing of form 113A be cut to a minimum. It is advised that investigations be made and corrective measures be taken to expedite the processing of this form from the inspection team through air force headquarters.

BY COMMAND OF MAJOR GENERAL STONE:

Harry R Beaver
HARRY R BEAVER
Major Air Corps
Act Asst Adj Gen

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HEADQUARTERS
AIR DEFENSE COMMAND
Mitchel Field, New York

In reply
refer to:
E 312.3

24 January 1947

SUBJECT: Processing of NGB Forms 62 and 113A.

TO : Commanding Generals, First, Second, Fourth, Tenth, Eleventh and Fourteenth Air Forces

Paragraph 2, letter this headquarters, above subject and file number, 17 January 1947, is rescinded and the following substituted therefor:

"To alleviate this condition, the present processing of NGB Forms 62 and allied papers is discontinued. Effective at once, State Adjutants General will forward these forms and allied papers direct to the Chief, National Guard Bureau, Washington 25, D. C., instead of returning them through the air force commanders. The ADC air force commanders will maintain a record of the NGB Forms 62 and allied papers acted upon by boards appointed by them. This record will clearly indicate the name and other identifying data of each officer examined, the date of the examination, and the date the NGB Forms 62 and allied papers were returned to the State Adjutant General by the board, but will not include copies of the Forms 62 and allied papers. Paragraph 10e(2), of the inclosure to ADC Letter 20-4, is being amended accordingly."

BY COMMAND OF MAJOR GENERAL STONE:

Harry R Beamer
HARRY R. BEAMER
Major, Air Corps
Actg Asst Adj Gen

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HEADQUARTERS
AIR DEFENSE COMMAND
Mitchel Field, New York

ADC LETTER 20-4D

27 January 1947

SUBJECT: Processing of WDNGB Forms 62, "Application for Federal Recognition as a National Guard Officer and for Appointment in the National Guard of the United States".

TO : Commanding Generals, First, Second, Fourth, Tenth, Eleventh and Fourteenth Air Forces.
Commanding Officer, Mitchel Field, New York.

ADF Letter 7Fa amends; ADC Letter 20-4E to issue 11 Feb 47
BEAMER

The following directive from Headquarters, Army Air Forces, 21 January 1947, subject as above, is quoted for the information and guidance of all concerned:

"1. Effective immediately, the following procedures and channels of communication will be effected in the transmission of WDNGB Forms 62:

a. WDNGB Forms 62 will be initiated by Commander of the National Guard unit to which individual is assigned.

b. Application and allied papers will be forwarded from originating unit ~~through military chain of command to the Commander of the wing to which originating unit is assigned,~~ direct to AG of the state in which originating unit is located.

Delete (c. Wing Commander will forward to the Adjutant General of the state in which originating unit is located.

d. Adjutant General will transmit to the President of the appropriate Examining Board of the numbered Air Force having jurisdiction over the area in which originating organization is located. (Note: In most cases application and allied papers will not actually be transmitted to President of Examining Board by mail but will be made available to him at place and time of examination.)

e. Upon completion of examination, the President of the Examining Board will transmit application and allied papers direct to the Adjutant General of the state in which originating unit is located. Application will be forwarded no later than the third working day after completion of examination. In event this is impossible, the Commanding General of the numbered Air Force concerned will submit through normal military channels a complete explanation of reasons for the delay. It is anticipated that detailed

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screening of the application and allied papers and definite determination as to the qualifications of the individual concerned will be made by the Examining Board at the time of examination. Consequently, further screening within the numbered Air Force Headquarters or Air Defense Command is not deemed necessary. However, this procedure makes mandatory the presence of a qualified Flight Surgeon on the Examining Board.

f. The Adjutant General will forward application and allied papers direct to the Office of the Chief of the National Guard Bureau, attention: Personnel Branch, Aviation Group.

g. In the case of those applications involving personnel requesting aeronautical rating and flying status the National Guard Bureau will forward applications and allied papers to Headquarters, Army Air Forces for final determination of physical qualifications for flying and qualifications for issuance of aeronautical ratings. In all other cases final screening will be accomplished by the Office of the Chief of the National Guard Bureau who will then issue certificate of Federal recognition where appropriate.

h. Whenever more than one WDNGB Form 62 is involved in transmittal, a covering letter of transmittal will be employed in addition to the indorsement on the form.

i. Whenever discrepancies are noted application and allied papers will be returned to agency where discrepancy occurred. Proper notation will be made on letters of transmittal when forms are removed for correction of discrepancies or other causes.

j. Detailed instructions for the completion of WDNGB Form 62 follows:

(1) Pages 1 and 2 of WDNGB Form 62 will be accomplished in accordance with the existing instructions.

(2) Space provided for the first 2 indorsements on page 3 of WDNGB Form 62 will be utilized, as required, in forwarding applications from initiating organization to the Wing Commander, (i.e. from squadron to group headquarters and from group headquarters to wing headquarters).

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(3) The third space for indorsement on page [illegible] WDNGB Form 62 will be utilized by [illegible] Commander in transmitting application to the Adjutant General of the State in which originating unit is located.

(4) The fourth space provided for indorsement on page 3 of WDNGB Form 62 will be utilized in transmitting application from the Adjutant General of the State concerned to the President of the appropriate Examining Board of the numbered Air Force having jurisdiction over the area in which the initiating organization is located.

(5) The fifth space provided for indorsement on page 3 of WDNGB Form 62 will be utilized by the President of the Examining Board in transmitting the application to the Adjutant General of the State in which the initiating organization is located.

(6) The first space provided for indorsement on page 4, WDNGB Form 62 will be utilized by the Adjutant General of the State concerned in transmission of the application direct to the Office of the Chief of the National Guard Bureau. The phrase "through the Commanding General . . . . (AAF)" will be crossed out.

(7) The second and third spaces provided for indorsement on page 4, WDNGB Form 62 will not be utilized except where return of application to originating unit is necessitated by a discrepancy or for other causes.

(8) Allied papers will include:

(a) WDNGB Form 89, "Proceedings of an Examining Board".

(b) WDNGB Form 337, "Oath of Office".

(c) WDAGO Form 63 or 64, "Report of Physical Examination".

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(d) Copy of most recent Personnel Order placing individual on flying status. (Flying personnel only).

(e) Copy of most recent Personnel Order covering issuance of aeronautical rating to individual. (Rated personnel only).

(f) Certificate to the effect that individual was on active flying status as of last day of active duty. (Flying personnel only).

(9) No change in the number of copies of WDNGB Form 62 or allied papers is involved.

2. As of the last day of each week the Office of the Chief of the National Guard Bureau will submit to Headquarters, Army Air Forces and the Commanding General, Air Defense Command a consolidated list of all Air National Guard personnel to whom certificates of Federal recognition were issued during that week. Such lists will include name, rank, serial number, organization and date of issuance of Federal recognition, together with notation specifying those individuals to whom aeronautical ratings were granted by the Commanding General, Army Air Forces."
(210.1)

BY COMMAND OF MAJOR GENERAL STONE:

CHARLES B. STONE III
Major General, USA
Chief of Staff

OFFICIAL:

C R Landon
C. R. LANDON
Colonel, AGD
Adjutant General

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UNITS OF THE PROPOSED 272 UNIT REDUCED AIR NATIONAL GUARD PROGRAM THAT WERE FEDERALLY RECOGNIZED, 12 MARCH 1947.

CONTENTS

1. Wing Hqs & Hqs Sq

Number	Location
54	Marietta, Ga.
62	Los Angeles, Calif.
66	Chicago, Ill.
67	Boston, Mass.
71	St. Louis, Mo.
86	Denver, Colo.

2. Bomb Gp Hqs

Number	Location
None.	

3. Fighter Gp Hqs

Number	Location
102	Boston, Mass.
108	Newark, N. J.
113	Washington, D. C.
116	Marietta, Ga.
117	Birmingham, Ala.
122	Indianapolis, Ind.
131	St. Louis, Mo.
132	Des Moines, Iowa
140	Denver, Colo.
142	Portland, Ore.
146	Los Angeles, Calif.

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UNITS OF THE PROPOSED 272 UNIT REDUCED AIR NATIONAL GUARD PROGRAM THAT WERE FEDERALLY RECOGNIZED, 12 MARCH 1947 (CONT'D)

4. Acft Contl & Wrng Gp Hqs

Number	Location
151	Boston, Mass.
154	Marietta, Ga.
159	Denver, Colo.

5. Air Sv Gp Hqs Det (Light Bomb)

Number	Location
None	

6. Air Sv Gp, Hqs Det (Ftr)

Number	Location
202	Boston, Mass.
213	Washington, D. C.
216	Marietta, Ga.
231	St. Louis, Mo.
240	Denver, Colo.
242	Portland, Ore.
246	Los Angeles, Calif.

7. Bombardment Sq (Light)

Number	Location
106	Birmingham, Ala.
107	Detroit, Mich.
108	Chicago, Ill.
112	Cleveland, Ohio
115	Los Angeles, Calif.
122	New Orleans, La.
180	St. Joseph, Mo.

8. Ftr. Sq. Single Engine

Number	Location
101	Boston, Mass.
104	Baltimore, Md.
109	St. Paul, Minn.
110	St. Louis, Mo.
118	Windsor Locks, Conn.

8. Ftr Sq. Single Engine (Cont'd)

Number	Location
120	Denver, Colo.
121	Washington, D. C.
123	Portland, Oregon
124	Des Moines, Iowa
127	Wichita, Kansas
128	Marietta, Ga.
132	Bangor, Maine
134	Burlington, Vt.
142	Wilmington, Del.
153	Meridian, Miss.
154	Little Rock, Ark.
155	Memphis, Tenn.
157	Columbia, S. C.
158	Savannah, Ga.
159	Jacksonville, Fla.
173	Lincoln, Nebr.
174	Sioux City, Iowa
175	Sioux Falls, S. D.
178	Fargo, N. D.
187	Cheyenne, Wyo.
190	Boise, Idaho
191	Salt Lake City, Utah
195	Los Angeles, Calif.
196	San Bernardino, Calif.
197	Phoenix, Ariz.
199	Honolulu, T. H.

9. a - Acft Contl Sq
b - Acft Contl & Wrng Sq (LgS)
c - Acft Contl & Wrng Sq (Fwd)

Number	Location
a 101	Boston, Mass.
c 113	Washington, D. C.
a 116	Marietta, Ga.
a 131	St. Louis, Mo.

10. Air Sv Gp (LB) Det

Number	Location
C-206	Birmingham, Ala.

UNITS OF THE PROPOSED 272 UNIT REDUCED AIR NATIONAL GUARD PROGRAM THAT WERE FEDERALLY RECOGNIZED AS OF 12 MARCH 1947 (CONT'D)

10. Air Sv Gp (LB), Det

Number	Location
D-206	Cleveland, Ohio
C-211	New Orleans, La.
D-211	Los Angeles, Cal.
A-226	Chicago, Illinois
C-226	Detroit, Michigan
D-226	St Louis, Mo.

11. Air Sv Gp (Ftr) Det

Number	Location
C-199	Hawaii (Honolulu)
A-201	Bangor, Maine
C-201	Burlington, Vt.
A-202	Boston, Mass.
A-203	Windsor Locks, Conn.
C-208	Wilmington, Del.
A-213	Washington, D. C.
B-213	Baltimore, Md.
A-216	Marietta, Ga.
B-216	Columbia, S. C.
C-216	Savannah, Ga.
A-217	Meridian, Miss.
C-217	Jacksonville, Fla.
B-218	Memphis, Tenn.
C-222	Lincoln, Nebr.
A-231	St. Louis, Mo.
A-232	Des Moines, Iowa
B-232	Sioux City, Iowa
C-232	Sioux Falls, S. D.
A-233	St. Paul, Minn.
B-233	Fargo, N. D.
B-237	Little Rock, Ark.
A-240	Denver, Colo.
B-240	Cheyenne, Wyo.
C-240	Wichita, Kansas
A-242	Portland, Oregon
C-242	Boise, Idaho
C-244	Salt Lake City, Utah
A-246	Los Angeles, Calif.
B-246	San Bernardino, Calif.
C-246	Phoenix, Ariz.

12. Radar Calibration Det

Number	Location
104	Marietta, Ga.
107	St. Louis, Mo.

13. AAF Communications Sq

Number	Location
104	Marietta, Ga.
107	St. Louis, Mo.

14. Wea Sta Type A(Reduced)

Number	Location
101	Boston, Mass.
104	Baltimore, Md.
110	St Louis, Md.
118	Windsor Locks, Conn.
120	Denver, Colo.
121	Washington, D. C.
123	Portland, Ore.
124	Des Moines, Iowa
127	Wichita, Kansas
128	Marietta, Ga.
132	Bangor, Maine
134	Burlington, Vt.
142	Wilmington, Del.
153	Meridian, Miss.
154	Little Rock, Ark.
155	Memphis, Tenn.
157	Columbia, S. C.
158	Savannah, Ga.
159	Jacksonville, Fla.
173	Lincoln, Nebr.
174	Sioux City, Iowa
178	Fargo, N.D.
187	Cheyenne, Wyo.
191	Salt Lake City, Utah
195	Los Angeles, Calif.
196	San Bernardino, Calif.
197	Phoenix, Ariz.

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UNITS OF THE PROPOSED 272 UNIT REDUCED AIR NATIONAL GUARD PROGRAM THAT WERE FEDERALLY RECOGNIZED, 12 MARCH 1947 (CONT'D)

14. Wea. Sta., Type A (Reduced) (Cont'd)

Number	Location
199	Honolulu, T. H.
106	Birmingham, Ala.
107	Detroit, Mich
108	Chicago, Ill.
112	Cleveland, Ohio
115	Los Angeles, Calif.
122	New Orleans, La.

15. Engr Avn Co (SEP)

Number	Location
* 1804	Marietta, Ga.
* 1810	Portland, Ore.

16. Signal Light Construction Co.

Number	Location
* 604	Marietta, Ga.
* 607	St. Louis, Mo.

17. AAF Bands

Number	Location
* 530	Marietta, Ga.
* 562	Los Angeles, Calif.

18. Utility Flight

Number	Location
101	Boston, Mass.
104	Baltimore, Md.
109	St. Paul, Minn.
110	St. Louis, Mo.
118	Windsor Locks, Conn.
120	Denver, Colo.
121	Washington, D. C.
123	Portland, Ore.
124	Des Moines, Iowa

18. Utility Flight (Cont'd)

Number	Location
127	Wichita, Kans.
128	Marietta, Ga.
132	Bangor, Maine
134	Burlington, Vt.
142	Wilmington, Del.
153	Meridian, Miss.
154	Little Rock, Ark.
155	Memphis, Tenn.
157	Columbia, S. C.
158	Savannah, Ga.
159	Jacksonville, Fla.
173	Lincoln, Nebr.
174	Sioux City, Iowa
175	Sioux Falls, S. D.
178	Fargo, N. D.
187	Cheyenne, Wyo.
190	Boise, Idaho
191	Salt Lake City, Utah
195	Los Angeles, Calif.
196	San Bernardino, Cal
197	Phoenix, Ariz.
199	Honolulu, T. H.
106	Birmingham, Ala.
107	Detroit, Mich.
108	Chicago, Ill.
112	Cleveland, Ohio
115	Los Angeles, Calif.
122	New Orleans, La.
180	St. Joseph, Mo.

* - Indicates change from original unit designation.

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UNITS OF THE PROPOSED 272 UNIT REDUCED
AIR NATIONAL GUARD PROGRAM TO BE FEDERALLY
RECOGNIZED TO PROVIDE A BALANCED FORCE

CONTENTS

1. Wing, Hqs & Hqs Sq

Number	Location
None	

2. Bomb Gp Hqs

Number	Location
106	New York, N. Y.
126	Chicago, Ill.

3. Fighter Gp Hqs

Number	Location
136	Houston, Texas

4. Acft Contl & Wrng Gp Hqs

Number	Location
156	Chicago, Ill.
157	St. Louis, Mo.
162	Los Angeles, Calif.

5. Air Sv Gp Hqs Det (Light Bomb)

Number	Location
206	New York, N. Y.
226	Chicago, Ill.

6. Air Sv Gp, Hqs Det (Ftr)

Number	Location
208	Newark, N. J.

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UNITS OF THE PROPOSED 272 UNIT REDUCED AIR NATIONAL GUARD PROGRAM TO BE FEDERALLY RECOGNIZED TO PROVIDE A BALANCED FORCE (CONT'D)

6. Air Sv Gp Hqs Det (Ftr) (Cont'd)

Number	Location
217	Birmingham, Ala.
222	Indianapolis, Ind.
232	Des Moines, Iowa
236	Houston, Texas

7. Bombardment Sq (Light)

Number	Location
102	New York, N. Y.

8. Ftr Sq, Single Engine

Number	Location
111	Houston, Texas
113	Indianapolis, Ind.
125	Tulsa, Okla.
148	Reading, Pa.
162	Columbus, Ohio
165	Louisville, Ky.
119	Newark, N. J.

9. a - Acft Contl Sq
b - Acft Contl & Wrng Sq (LgS)
c - Acft Contl & Wrng Sq (Fwd)

Number	Location
c 103	Hartford, Conn.
b 108	New York, N.Y.
b 117	Birmingham, Ala.
c 123	Cleveland, Ohio
a 126	Chicago, Ill.
b 127	Detroit, Mich.
b 132	St. Paul, Minn.
c 133	Des Moines, Iowa
b 135	New Orleans, La.
a 137	Denver, Colo.
c 139	Denver, Colo.
b 142	Portland, Ore.
a 147	Los Angeles, Calif.
c 149	San Bernardino, Calif.

10. Air Sv Gp (LS) Det

Number	Location
A-206	New York, N. Y.

11. Air Sv Gp (Ftr) Det

Number	Location
A-208	Newark, N. J.
C-212	Reading, Pa.
A-221	Columbus, Ohio
A-222	Indianapolis, Ind.
A-223	Louisville, Ky.
B-236	Houston, Texas
A-237	Tulsa, Okla.

12. Radar Calibration Det

Number	Location
101	Boston, Mass.
106	Chicago, Ill.
109	Denver, Colo.
112	Los Angeles, Calif.

13. AAF Communication Sq

Number	Location
101	Boston, Mass.
106	Chicago, Ill.
109	Denver, Colo.
112	Los Angeles, Calif.

14. Wea, Sta., Type A, (Reduced)

Number	Location
109	St. Paul, Minn.
111	Houston, Texas
113	Indianapolis, Ind.
125	Tulsa, Okla.
147	Reading, Pa.
162	Columbus, Ohio
119	Newark, N. J.

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UNITS OF THE PROPOSED 272 UNIT REDUCED AIR NATIONAL GUARD PROGRAM TO BE FEDERALLY RECOGNIZED TO PROVIDE A BALANCED FORCE (CONT'D)

14. Wea. Sta., Type A. (Reduced)

Number	Location
165	Louisville, Ky.
175	Sioux Falls, S. D.
190	Boise, Idaho
102	New York, N. Y.
180	St. Joseph, Mo.

15. Engr Avn Co (SEP)

Number	Location
* 1801	Boston, Mass.
* 1806	Detroit, Mich.
* 1807	St. Louis, Mo.
* 1809	Denver, Colo.

16. Signal Light Construction Co

Number	Location
* 601	Boston, Mass.
* 606	Chicago, Ill.
* 609	Denver, Colo.
* 615	Los Angeles, Calif.

17. AAF Bands

Number	Location
* 532	Denver, Colo.
* 566	Chicago, Ill.
* 567	Boston, Mass.
* 571	St. Louis, Mo.

18. Utility Flight

Number	Location
111	Houston, Texas
113	Indianapolis, Ind.
125	Tulsa, Okla.
147	Reading, Pa.
162	Columbus, Ohio
165	Louisville, Ky.
102	New York, N. Y.
119	Newark, N. J.

* - Indicates change from original unit destination

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UNITS NOW FEDERALLY RECOGNIZED BUT NOT INCLUDED IN THE PROPOSED 272 UNIT REDUCED AIR NATIONAL GUARD PROGRAM AND TO BE DEACTIVATED

1. Hq & Hq Sq 53rd Wing, Harrisburg, Pa.
2. 101st Fighter Gp Hqs, Augusta, Maine
3. 103rd Fighter Gp Hqs, Hartford, Conn.
4. 127th Fighter Gp Hqs, Detroit, Mich.
5. Hqs Det 201st Air Sv Gp (Ftr), Bangor, Maine
6. Hqs Det 203rd Air Sv Gp (Ftr), Windsor Locks, Conn.
7. 103rd AAF Communication Sq, Harrisburg, Pa.

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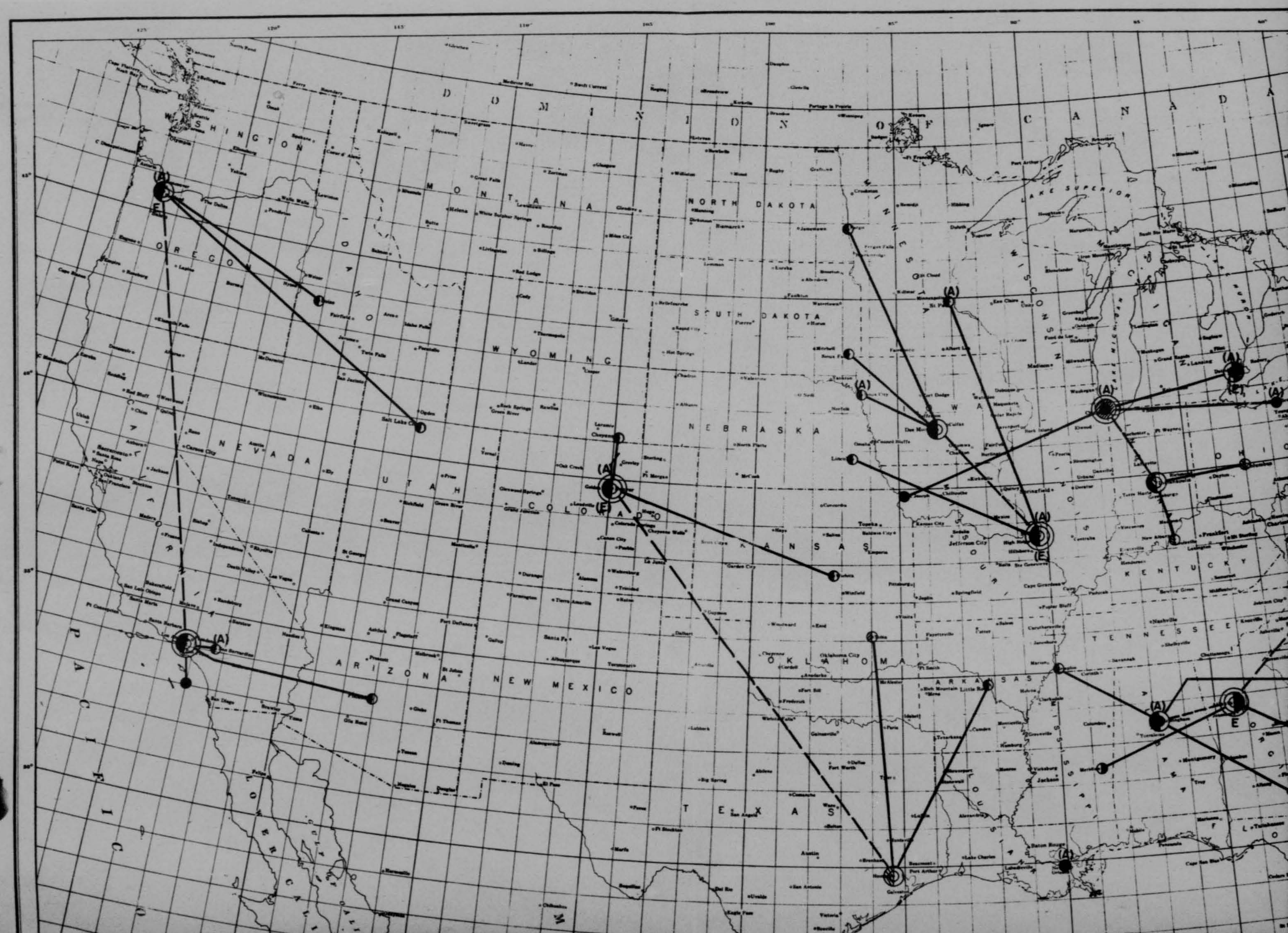

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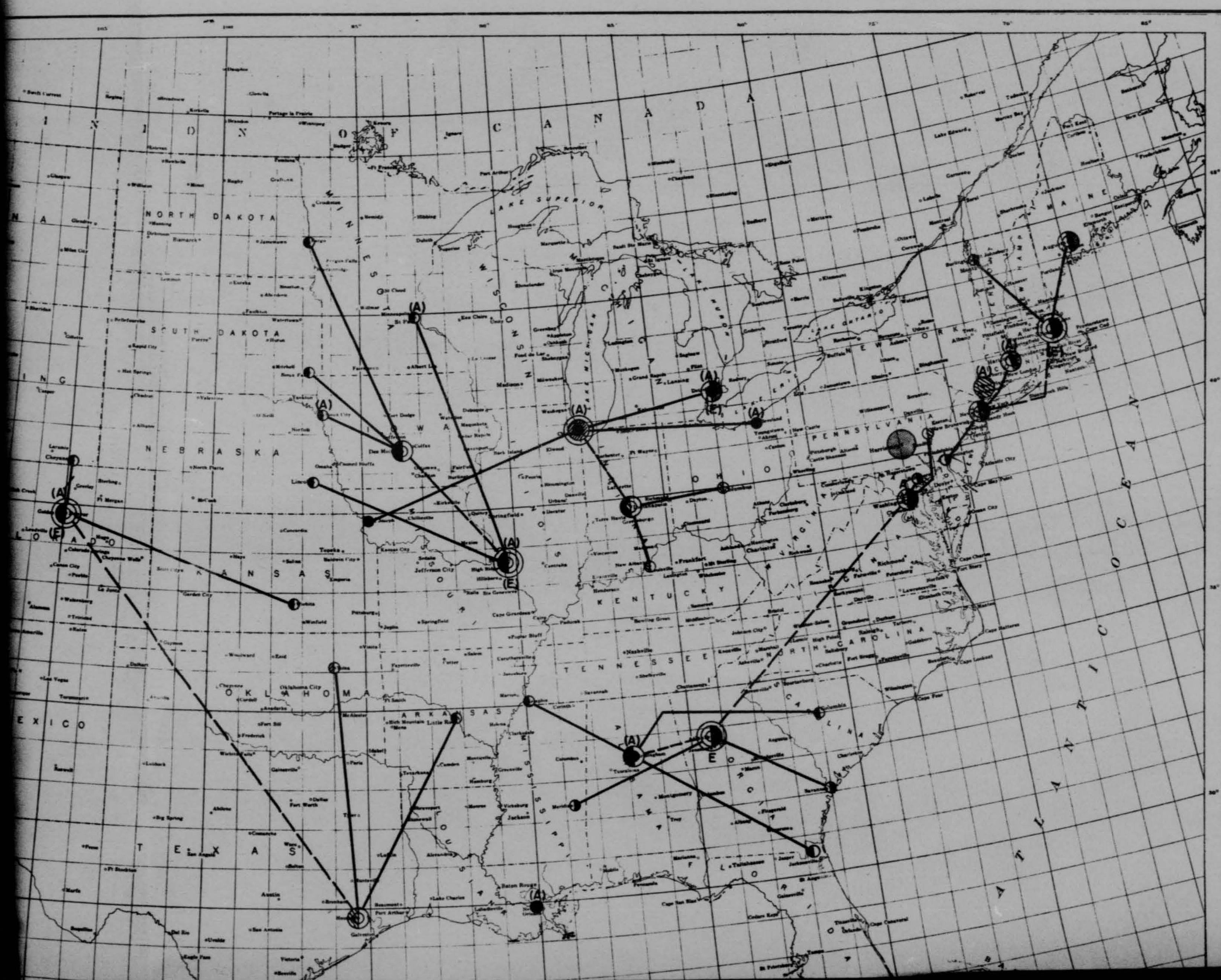

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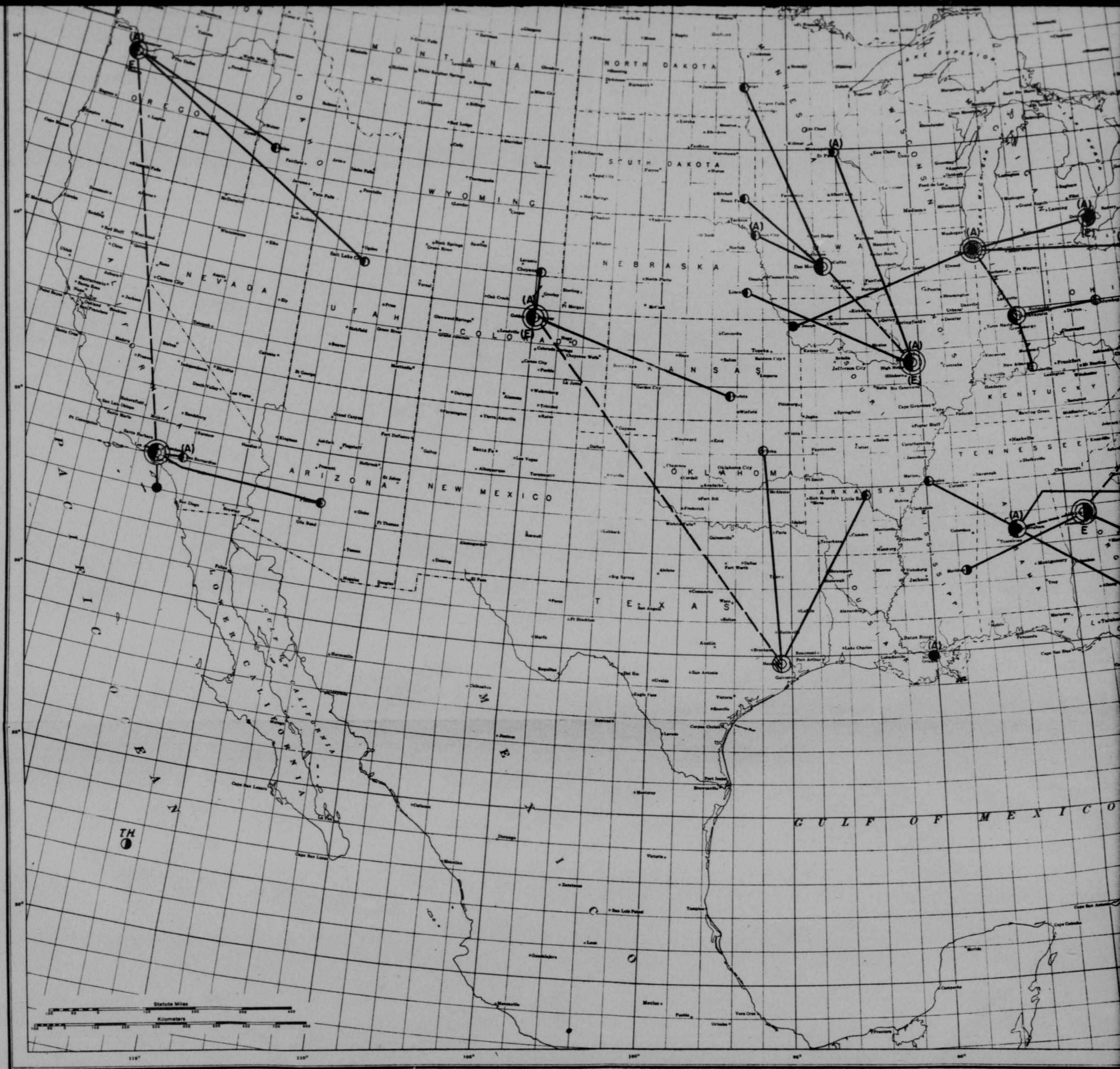
MONTANA
NORTH DAKOTA
SOUTH DAKOTA
OREGON
WYOMING
NEBRASKA
NEVADA
UTAH
COLORADO
KANSAS
ARIZONA
NEW MEXICO
OKLAHOMA
ARKANSAS
TEXAS
KENTUCKY
TENNESSEE
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LAKE SUPERIOR
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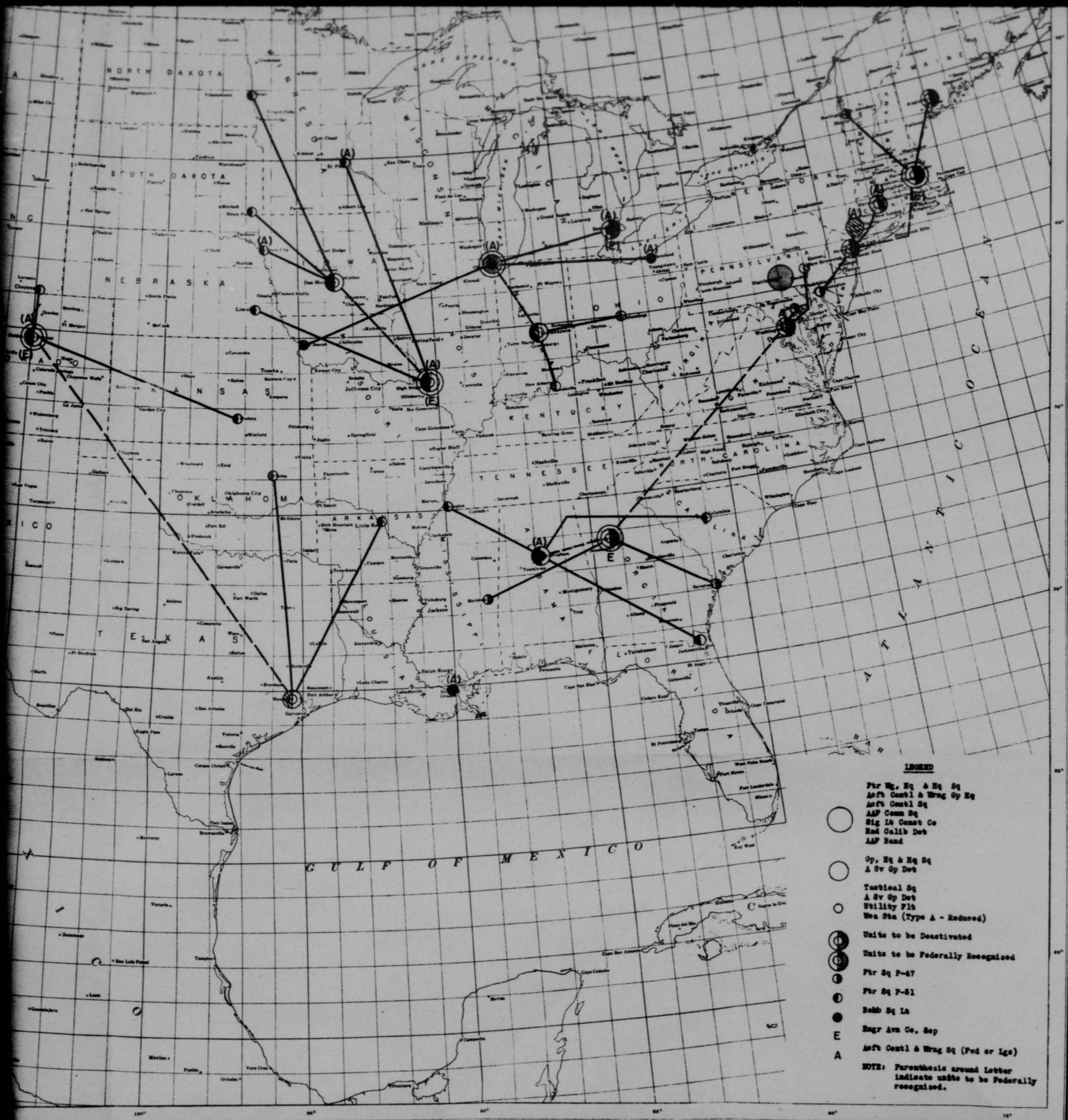
Statute Miles
Kilometers


NORTH DAKOTA
SOUTH DAKOTA
NEBRASKA
KANSAS
OKLAHOMA
TEXAS
ARKANSAS
TENNESSEE
KENTUCKY
OHIO
PENNSYLVANIA
NORTH CAROLINA
GULF OF MEXICO
ATLANTIC OCEAN
LEGEND
Ftr Wg, Hq & Hq Sq
Acft Contl & Wrng Gp Hq
Acft Contl Sq
AAF Comm Sq
Sig Lt Const Co
Rad Calib Det
AAF Band
Gp, Hq & Hq Sq
A Sv Gp Det
Tactical Sq
A Sv Gp Det
Utility Flt
Wea Sta (Type A - Reduced)
Units to be Deactivated
Units to be Federally Recognized
Ftr Sq P-47
Ftr Sq P-51
Bomb Sq Lt
E Engr Avn Co, Sep
A Acft Contl & Wrng Sq (Fwd or Lge)
NOTE: Parenthesis around Letter indicate units to be Federally recognized.

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HEADQUARTERS, ARMY AIR FORCES
WASHINGTON

28 February 1947

SUBJECT: Address by Colonel William A. R. Robertson, Chief, Aviation Division, National Guard Bureau.

TO : Commanding General, Air Defense Command, Mitchel Field, L.I., New York.

1. Submitted herewith for information and planning purposes only is a copy (in duplicate) of the text of the remarks made by the Chief of the Aviation Branch, National Guard Bureau, to the Adjutant Generals Association.

2. Upon receipt of official information on the reduction in this program, you will be promptly advised.

BY COMMAND OF GENERAL SPAATZ:

/s/ Monro MacCloskey
/t/ MONRO MacCLOSKEY
Chief, Reserve & National Guard Division
Assistant Chief of Air Staff-3

Incl
Rpt, abv subj
(in dup)

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There is no mention of ASC anywhere in talk.

Text of Remarks
by
Colonel William A.R. Robertson, Chief Aviation Division, National Guard Bureau
To the Annual Meeting
of the
Adjutants General Association
Hotel Statler, Washington, D.C.
27 February 1947

To report briefly on the accomplishments of the air program, in the past year there have been organized and Federally recognized 7 wing headquarters and headquarters squadrons, 13 fighter group headquarters, headquarters squadrons, 30 fighter squadrons, 7 light bomb squadrons, 37 utility flights, 33 weather stations, 37 air Service group detachments, 7 air service group headquarters detachments, 2 radar calibration detachments, 3 communications squadrons, 2 signal light construction companies, 3 aircraft and warning groups, 1 aircraft control and warning squadron, 3 aircraft control squadrons, 2 engineer and aviation companies, and 2 wing bands, which gives us a grand total of 189 air units. This is now an unbalanced force due to the different stages of organization of each of the several States. Achievement

The preliminary stage of organization included the allotment of air units to the various states and territories. In allotting air units, due consideration was given to the proximity to centers of population from which support could be derived and the importance of an area from a strategic and defensive viewpoint. As of this date we have approximately 1,746 officers and 3,656 enlisted men in the air units. Personnel whose activities are allied to flying will receive training in their fields of specialization to meet prescribed standards of proficiency. As of this date, National Guard Air officers are presently enrolled and attending the Command and General Staff College at Fort Leavenworth, Kansas. In the past week 32 vacancies have been forwarded to some 20 states directing the various Adjutant Generals to issue orders on designated officers to attend the associate courses of the Command and Staff School of the Air University at Maxwell Field, Alabama. Schedules for approximately 600 officers and enlisted men have been approved for attendance at AAF Tactical Schools and Air Training Command Schools. The official notification of this quota will reach te Bureau from AAF within a week.

In view of the fact that to date the National Guard Bureau has been filling quotas at these schools previously assigned to Regular Army Personnel but who were unable to attend these classes, the notice given the States as somewhat limited. With the establishment of quotas the National Guard Bureau will be able to provide sufficient advance notice to enable the selected personnel to plan sufficiently in advance and to make suitable arrangements for attending these schools. The War Department General Staff now has a paper which will permit on-the-job training of caretaker personnel in a civilian capacity. As soon as the plans are firm on extension courses they will be announced to the states. The National Guard air program depends upon the acquisition of suitable air installations. This has been recognized in the formulation of Bureau policies which provides that Federal recognition of air units cannot be granted until it has been determined that adequate facilities for their operation are available. Some of these

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installations are secured by means of license from the War Department. Others must be withdrawn from surplus and placed under the jurisdiction of the War Department. Some will be leased by the Federal Government and assigned to the states, while others will be acquired by local lease. In every case, we face the solution of legal and real estate problems and long difficult time-consuming acquisition procedures. In this connection, it is interesting to note that a recent announcement by the War Assets Administration indicated that out of more than 450 airports which had been declared surplus they have succeeded in returning only 23 to their owners, slightly more than 2½%. It is also stated that it takes an average of one year for such procedure to be consummated. Despite the many formidable obstacles that have had to be overcome to do the job we have succeeded in obtaining temporary rights of entry to all or a portion of 44 air installations with hangar facilities available for 20 more installations. These temporary rights of entry are purely extra legal authorizations which have been granted by the Corps of Engineers pending the completion of legal technicalities. Had the Bureau not made this arrangement it would be a matter of months before the air units could enter and commence operations. The acquisition of air facilities in the postwar period brings many problems which did not exist prior to the war. We have more airplanes. They are much faster. They require modern type airdromes. It costs more to operate and maintain air units. There is more competition from other aeronautical interests for our facilities. In addition to carrying on the acquisition function, we must also recognize the need for new policies or improvements to the old and formulate these changes as we go along. In short we are pioneering. Among the prewar practices and procedures which must be overhauled are those providing for repair and utility functions at air installations. Many of the prewar leases will have to be revised and renegotiated to include additional structures and more satisfactory means of meeting the costs of airdrome operations and maintenance. In some cases, it will be necessary for the states to go into the airport business in order to provide facilities for the air units. There is still a host of problems facing us, even though many of our units are already in operation and are using the facilities. There is much pioneering to be done, not only in the actual acquisition of facilities, but in the field of policy making and in our thinking with respect to the air program of the National Guard. For these, and other reasons, it is becoming obvious that the operation and maintenance of our air facilities will require the services of highly skilled technicians and engineers if fast modern aircraft are to be operated safely and satisfactorily. The services of such persons are not ordinarily available to the Adjutant General of the states and the expense of hiring them for this purpose would be prohibitive. It has, therefore, appeared advisable to this Bureau to arrange for the technical services of the air installations organization of the AAF to assist the National Guard in the conduct of maintenance and operation of utility activities at its air installations. The AAF has concurred, and arrangements are now under way to implement the agreement.

airfields WAA

AP? commercial

NGB + States cannot handle alone

As now visualized, there will be no change in present responsibilities of Chief, NGB, The Adjutant Generals, or the U.S. Property and Disbursing Officers. Funds will continue to be handled in the same way they have

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been previously allotted. There will be injected into the relationship, however, the technical inspections and assistance of what is probably the most skilled organization in the world in the field of operation and maintenance of military air facilities. In other words, the AAF Installation Engineer will serve as consulting engineers to the Adjutants General and their USP&DC's in all matters concerning the maintenance and operation of their air facilities. Thus, the National Guard will insure its facilities being maintained to the proper standards for the operation of its aircraft. Requirements of the National Guard in hangars, administrative, operational, shop and warehouse buildings have been presented to the War Department General Staff where they are now undergoing study and will be coordinated with the requirements of other services. The latest information is that a limited number of expeditionary type hangars and materials for portable small buildings are available. With few exceptions AAF organizational equipment is being furnished Federal recognized air units within a reasonable time after Federal recognition of units. A few major items are moving slowly due mainly to maintenance requirements prior to delivery. Follow up action is being taken in all such cases. Shipping instructions for organizational and post camp and station equipment for all Federally recognized units were issued as inspections were completed and the Bureau informed of the results of inspection. To prevent unnecessary delays, it is very important that the Bureau be promptly notified when units have reached the next stage of organization and are ready to receive additional issues of equipment. With respect to the matter of expediting the Federal Recognition of officers in AirCorps units a letter is now being prepared by the Bureau informing all State Adjutant Generals that after Form 62 and allied papers have been returned by the Examining Board the Adjutant General will forward them to the Bureau direct, after which they will be carried to AAF for necessary action and then returned to the Bureau for processing of Form 3A. We confidently expect this will result in greatly expediting the Federal recognition of officers. *Didn't AAF turn this down.*

On 29 November 1946, we requested that all state Adjutant Generals furnish semi-monthly personnel strength reports on officers and enlisted men by grade, unit and aeronautical rating in units that have received Federal recognition. These reports in general have been received on time, however, in a few cases some states have missed two or three reporting periods. We realize it may be quite a burden to tabulate and submit this information twice a month, but I can assure you these reports do provide very essential information for budgetary, personnel, and other planning purposes and the submission of these reports is the quickest way for the Bureau to get the required information.

Gentlemen, what I have spoken about so far are our problems from an organizational and operational point of view. In the early part of my discussion, I spoke to you of a balanced force. I did so in view of the fact that in any future war the Air Force will be the first of the Armed Forces to reach any possible enemy, undoubtedly the first to engage the enemy and if successful may remove any extended conflict from the scene. It is therefore a necessity that the Air National Guard be a well balanced force ready to take its place in the first line of offense and

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defense. In the organiztion of the air units careful consideration has been given to the type and number of individuals required in any one particular unit and in addition a careful analysis has been made of the relationship existing between one area to another to determine their ability to support a balanced force.

This relationship or balance between air units is a major item for consideration due to the mobility, flexibility and dependence of one unit upon the organization and support of another. In the organization of the Air Force, activities relating to maintenance, supply, communications, construction, control, operations, personnel, and similar activities are all focused upon the main objective which is to keep the assigned aircraft in the air and capable of performing the assigned mission. Such a balanced force in the National Guard will provide:

1. A force which can be speedily mobilized and intergrated as a component of the Regular Army.

2. A force capable of maximum effectiveness and operational proficiency when mobilized.

3. Operational relationships among all units characterized by flexibility, mobility, and the proper application of air power to insure the accomplishment of the common mission.

The states have been allotted a total of 514 units or 84 tactical squadrons which constituted such a balanced force, our estimates show that it will cost approximately one million dollars to operate and maintain a tactical squadron and its associated units. This includes wing and group organizations. Our budget allocation for Air Units for the fiscal year of 1948 is 33 million dollars. This means that as of today all additional Federal recognitions of various units must cease. In other words the air program cannot proceed any further and remain within the budgetary limitations. Obviously, then we can operate and support only 33 tactical squadrons and their affilitated units which include 6 wing and 12 fighter groups. However, by reducing the training and by paring some operating expenditures, we can support the 37 tactical units, 12 groups and 6 wings now organized. However, this force must be a balanced force. Obviously, it appears that it will be necessary to curtail organizations of future units immediately and continue the Air National Guard on a greatly reduced number of units which will mean that certain units must be inactivated and other units activated. Therefore, this balanced force must be built around those units now Federally recognized and operating. However, after further scrutiny of the budget, it may be possible to support 9 additional squadrons with affiliated units.

Reduction

In order to illustrate the effect of this curtailment, I have on display various maps:

Number 1, shows the location of the initially inaugurated plan of 514 Air Units and its relative benefit to the defense of the nation.

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Number 2, shows the effect of reducing the 514-Unit program to that of a 232-Unit program, comprising 100% equipment and personnel on a full time basis and

Number 3, shows the presently recognized units with additional implementation and is the proposed plan for the Air National Guard for 1948. Other units will be added as funds become available and so recognized as to retain a balance between operating and supporting units.

In any case, every attempt will be made on the part of the Bureau to preserve a balanced force which will be an efficient and well trained air arm capable of accomplishing their mission.

Attached to the mimeographed copies of this talk is a list of the units to be retained, activated and deactivated to accomplish the results desired as outlined above. Thank You.

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LIST SHOWING FEDERALLY RECOGNIZED UNITS
BY NUMERICAL DESIGNATION AND ORGANIZATION

*****　　　*****　　　*****

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LIST SHOWING UNITS TO BE ORGANIZED AND RECOGNIZED TO BRING BALANCED FORCE TO 230 UNITS BY ALLOCATION TO STATES

***** ***** *****

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Change in Empl.

COMPOSITION OF 230 UNIT BALANCED PROGRAM

6 Headquarters and Headquarters Squadron (Ftr) Wings
6 Headquarters Aircraft Control and Warning Groups
9 Headquarters Fighter Groups
2 Headquarters Light Bombardment Groups
30 Fighter Squadrons
7 Light Bombardment Squadrons
11 Headquarters and Headquarters Detachment Air Service Groups
37 Air Service Group Detachments
37 Weather Stations (Type A)
37 Utility Flights
6 Aircraft Control and Warning Squadrons (Large Scale)
6 Aircraft Control and Warning Squadrons (Forward)
6 Radar Calibration Detachments
6 CommunicationSquadrons
6 Signal Light Construction Companies
6 Engineer Aviation Companies
6 Aircraft Control Squadrons
6 Wing Bands

230..Total Units

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change in Supp

LIST SHOWING RECOGNIZED UNITS TO BE WITHDRAWN

UNIT	CITY	STATE
53rd Wing, Hq & Hq Sq	Harrisburg	Pennsylvania
103rd Communication Sqdn, Wing	Harrisburg	Pennsylvania
103rd Fighter Group	Hartford	Connecticut
203rd AirServ Gp (Ftr) Hqds Det.	Windsor Locks	Connecticut
122nd Fighter Group, Hq.	Indianapolis	Indiana
127th Fighter Group, Hq.	Detroit	Michigan

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LIST SHOWING ADDITIONAL PROPOSED UNITS TO BRING BALANCED FORCE TO 262 UNITS BY ALLOCATION TO STATES

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HEADQUARTERS
AIR DEFENSE COMMAND
INTEROFFICE ROUTING SLIP

FILE:

SUBJECT: Ltr, Hq. AAF, 28 Feb. "Address by Colonel William A. R.Robertson, Chief, Aviation Division, National Guard Bureau."

NO	DATE	FROM	TO	Number and date each entry - show date of dispatch. Show staff division or office in FROM-TO columns. Sign each entry legibly - show actual signer. Draw a line across the page under each entry. Use full width of page for long entries.
1	3 Mar	DC/S1	A3	1. Please note attached letter from Hq AAF, inclosing remarks by Colonel Robertson to Adjutant Generals Association on 27 February. The list attached to that letter shows the ANG units that had been Federally recognized up to 27 February. It is understood that no Federal recognitions will be made other than those shown on the list. This information is not yet official, but we have been told informally that it is authentic. 2. Request that you study the list and draft a Staff Memorandum for circulation in this headquarters showing the curtailment of the ANG program as indicated by the list and by Colonel Robertson's remarks, in order that all staff divisions may alter their plans accordingly. 3. This should be coordinated immediately with A5, with a view to modifying the ADC Basic Planning Assumptions recently published by A5 if necessary. A-3 ADC #18 Hr. 1400 Date. Mar 3. /s/ Candee /t/ R.C.CANDEE Col., GSC DC/S1 cy: A5
2	11/3	A3	A5	(Att: Maj.Chapman) A-5 12 Mar Rec'd $\frac{352}{1445}$ For coordination and return to A3. /s/ Westbrook, Lt.Col. S.W.WESTBROOK Lt. Col AC Executive
3	13 Mar	A-5	A3	Suggest the entire speech and inclosures be reproduced and sent to our Air Forces without delay. By sending only extracts some of the meaning is perverted. I do not propose to amend the ADC Basic Planning assumptions on the basis of this talk only, since the extent of the planned ANG program is not clear (230, 232 or 262 units?) /s/ Cary A-5 13 Mar $\frac{352}{1245}$
4	25 Mar	A3	AG	1. File. 2. No action necessary as letter from CG,AAF, subject,

(over)

ADC Form Hq-AG 1 (Revised)
9 July 1946

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"Interim Ceiling on National Guard Organization", 14 March 47, supersedes attached address. Letter disseminated to all Air Forces and Staff Divisions.

26 Mar. 1947

/s/ R. S.Clark
R. S.CLARK
Captain, A.C.
Asst. Exective

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HEADQUARTERS, ARMY AIR FORCES
Washington

193a

14 March 1947

SUBJECT: Interim Ceiling on National Guard Organization

TO : Commanding General, Air Defense Command, Mitchel Field, Long Island, New York

1. This headquarters is in receipt of a communication from the War Department General Staff limiting authority for activation and Federal recognition of National Guard air units in accordance with the following provisions:

a. Air National Guard units will be limited to the (reduced) program informally agreed to by representatives of the National Guard Bureau and the Commanding General, Army Air Forces on 25 February 1947. Since air units are not dependent on UMT to obtain enlisted personnel these units ..... will proceed to full strength in accordance with "AAF Plan for the Air National Guard", dated 23 August 1946.

b. Ground National Guard units will be limited to the 3,000 company size units at 40% strength.

2. There is attached hereto a list of those units of the Air National Guard which are included in the reduced program mentioned in paragraph 1a, above. Also attached is a chart showing the organization of the Air National Guard under the reduced program.

3. Pending further instructions no further activity will be undertaken by Army Air Forces in connection with the organization or equipping of proposed Air National Guard units not included in the reduced program.

4. This headquarters has taken the necessary steps to stop issuance of supplies and equipment to units not included in the reduced program and to readjust aircraft flow schedule.

5. The question of disposition of air instructor personnel excess to the requirements of the reduced program is currently under discussion in this headquarters and will be made the subject of a separate communication.

BY COMMAND OF GENERAL SPAATZ:

/s/ Cecil J. Locke, Jr.
CECIL J. LOCKE
Lt Colonel, Air Corps
Executive
Assistant Chief of Air Staff-3

2 Incls:
1 - List, ANG units included in reduced program
2 - Chart, Org of ANG under reduced program

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Interim Ceiling on National Guard Organization.

E325 (14 Mar 47) 1st Ind.
HQ AIR DEFENSE COMMAND, Mitchel Field, New York 19 March 1947

TO: Commanding Generals, First, Second, Fourth, Tenth, Eleventh and Fourteenth Air Forces

1. Transmitted herewith is the reduced interim National Guard organization.

2. The basic communication explains the reduction and the balanced organization resulting. No additional units will be inspected for Federal recognition unless ordered by this headquarters.

BY COMMAND OF LIEUTENANT GENERAL STRATEMEYER:

Harry R. Beamer

HARRY R. BEAMER
Major, Air Corps
Actg Asst Adj Gen

2 Incls
n/c

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[18] The Indianapolis <u>News</u>, 25 March 1947. For the honor of the Guard, it should be recorded that the Chicago <u>Tribune</u> was at the same time declaring that "the organized reserve corps should be absorbed into the national guard where it belongs." ("Federal vs. State Militia," The Chicago <u>Tribune</u>, 29 March 1947.)

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HEADQUARTERS, ARMY AIR FORCES
WASHINGTON

28 March 1947

AAF LETTER 20-19

SUBJECT: Relationship of AAF Commanders to Units and Personnel of the Air National Guard

TO: Commanding Generals, Major Air Commands

1. Purpose. The purpose of this Letter is to clarify the policies of this Headquarters in regard to the functions of AAF commanders in their relationships with Air National Guard units and personnel thereof. This Letter is not to be construed as definitive of all functions, but as a statement of general policy, which will be implemented by a directive of the major air commands to their subordinate commanders.

2. Scope. With respect to their relationship to the Air National Guard, AAF base and depot commanders fall into three (3) general categories:

a. AAF commanders of parent bases or depots to which Air National Guard units have been satellited, in accordance with AAF Regulation 65-30, 3 October 1946, "AAF Policy on Implementation of Air National Guard Supply Program," as amended.

b. AAF commanders of bases jointly occupied by regular AAF and Air National Guard units.

c. Other AAF base commanders.

3. General. Current War Department and AAF policy provides that, wherever possible, the same courtesies will be extended to personnel of the Air National Guard as are normally extended to AAF personnel. In turn, and in the absence of AAF directives to the contrary, Air National Guard personnel while on AAF stations or flying in the control area thereof will be subject to such AAF directives as are considered applicable, i.e., those regulations governing flight clearing authority, base weather minimums, flight clearance (AAF Form 23) local traffic, etc. In those cases, where services rendered Air National Guard personnel are charged to AAF funds, provisions have been made for reimbursement from National Guard Bureau budget funds. The services to which Air National Guard personnel are normally entitled at AAF bases include the following:

a. Fuel and lubricants for transient Air National Guard aircraft will be issued upon request of rated officers of Federally recognized Air National Guard units, rated personnel assigned to the Office of the Chief of the National Guard Bureau, and rated officers of the Regular AAF or Air Reserve, when flying National Guard aircraft in accordance with competent authority. Reimbursement procedure is outlined in AAF Regulation 65-30, as implemented by AAF Materiel and Services Directive 65-25, 6 February 1947.

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b. Assistance will be rendered to pilots and mechanics of transient Air National Guard aircraft in the accomplishment of necessary fuel servicing, daily and pre-flight inspection, and emergency maintenance. Maintenance services will be performed on a reimbursable basis.

c. Weather and flight clearance services will be rendered to transient Air National Guard flight crews in the same manner as AAF transient flight crews.

d. Communications facilities (Plan 62) will be made available to transient Air National Guard flight crews in the same manner as to transient AAF flight crews, except that long-distance telephone calls or telegrams involving toll charges will be made on a collect basis or will be paid for by the Air National Guard personnel concerned. When collect calls are made at AAF expense, they will be on a reimbursable basis.

e. When required for continuation of flight, and if available, replacement parts will be issued to Air National Guard flight crew members from AAF base stocks, Reimbursement procedures are outlined in AAF Regulation 65-30.

f. When required for continuation of flight, and if available, aerial maps and charts will be issued to transient Air National Guard flight crews on a nonreimbursable basis.

g. Billeting and messing facilities will be made available to transient Air National Guard flight crews and passengers in the same manner as for other transient military personnel. Such facilities will be furnished on a reimbursable basis.

h. In event transient Air National Guard aircraft require a periodic inspection while at an AAF base or depot, the AAF base and/or depot commander will authorize base maintenance personnel to assist Air National Guard maintenance personnel in the accomplishment of such inspection, provided that such assistance can be rendered without adverse effect upon normal air base functions. Such activity will be on a reimbursable basis.

i. In event third- or fourth-echelon repairs or maintenance are required by a transient Air National Guard aircraft while at an AAF base or depot, the AAF base or depot commander will determine whether or not such work can be accomplished by base personnel without jeopardizing the efficiency of normal air base or depot maintenance and repair functions. If it is possible to accomplish the maintenance in question, he will so advise the senior Air National Guard flight crew member and will obtain written authority to proceed with the work. Reimbursement for parts and labor will be obtained in accordance with the provisions of AAF Regulation 65-30. If it is determined that the maintenance to be accomplished is beyond the capabilities of base maintenance facilities, the AAF

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base commander will advise the senior Air National Guard flight crew member who will contact his own organization for further instructions.

j. Items of personal equipment will not be issued by AAF base commanders to transient Air National Guard crews, except in an emergency and then only on a loan basis. If emergency issues are made, appropriate provisions of paragraph 7, AAF Regulation 65-23, 29 August 1945, will govern.

k. Investigation of accidents involving Air National Guard aircraft occurring on or near an AAF station, will be the responsibility of the commander of the base concerned and will be accomplished as outlined in part Two, section 1, paragraph 24, AAF Regulation 62-14, 20 October 1944.

l. The use by Air National Guard personnel of AAF Army exchange stores and finance services will be limited to those Air National Guard personnel who have been ordered to active Federal duty by competent authority. Quartermaster sales stores, commissaries, and other Quartermaster services and privileges will be provided under the provisions of AR 30-2290.

m. Personnel of the Air National Guard who suffer personal injury or contract disease in line of duty while en route to or from or during their attendance at encampments, field training, maneuvers or at service schools and personnel of the Air National Guard who suffer personal injury (as distinguished from disease) in line of duty when participating in air base (armory) training (including training flights ordered by competent authority) are entitled, at Government expense, to such hospitalizations, rehospitalizations, and medical and surgical care in hospitals and in their homes as is necessary for the appropriate treatment of such injury or disease, until the disability resulting therefrom, cannot be materially improved by further hospitalization or treatment.

4. Commanders of Parent Bases:

a. When an Air National Guard unit receives Federal recognition, this Headquarters will advise the command concerned. That command will, in turn, advise the commanding officer of the parent base specified in AAF Regulation 65-30.

b. In addition to those functions outlined in paragraph 3, the commanders of parent AAF bases are responsible for supply and maintenance to air units of the National Guard as follows:

(1) As indicated in AAF Regulation 65-30, such third echelon of maintenance as Air National Guard units are unable to perform will be accomplished at a designated AAF base or depot as appropriate.

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(2) Fourth-echelon supply and maintenance will be accomplished at designated AAF depots.

(3) Supply and maintenance performed in the manner stated above, by AAF bases or depots, will be on a reimbursable basis from funds appropriated for the logistical support of the Air National Guard.

5. Commanders of AAF Stations Jointly Occupied by Regular AAF and Air National Guard Units:

a. In addition to those functions indicated in paragraph 3, the functions of AAF base commanders within this category are the same as those normally performed by regular AAF base commanders, to include: control and operation of the flying field proper, i.e., local flying area, flight pattern, flying safety regulations, local restricted areas, general station security (with exception of Air National Guard area), fire fighting -- crash protection, emergency rescue, snow removal of the entire airdrome (where applicable), field lighting, tower operation, and sanitation.

b. The maintenance of all facilities not exclusively utilized by the Air National Guard will be in accordance with provisions of the instrument by which utilization of the installation is granted to the Air National Guard.

c. Funds will be provided from State and National Guard Bureau appropriations, in the proportions agreed upon, to defray the expenses of the Air National Guard as respects utilities and for the upkeep of all facilities and structures exclusively utilized by the Air National Guard.

d. In those cases where a jointly occupied AAF base is further designated as the parent base of the Air National Guard units located thereon, the commander of such parent base will be further guided by the provisions of paragraph 4.

6. Conclusion. It is impossible for a publication of this nature to cover all possible situations and exigencies. AAF commanders will undoubtedly, from time to time, be requested by Air National Guard units and personnel to render assistance along lines which are not covered in the foregoing paragraphs. In dealing with such situations the AAF commanders will be guided by the principle of rendering every reasonable assistance to the Air National Guard. The Air National Guard is an integral and important component of our air strength in being and its efficiency is of utmost importance to AAF. When AAF commanders are unable, for any reasons, to comply with Air National Guard requests for services or materiel, they will actively assist National Guard personnel concerned to fulfill their requirements from other sources. In no case will the interest of the AAF commander cease until he has been assured that he has

explored every reasonable means of assistance. The promotion and maintenance of amicable relationships between the AAF and the Air National Guard will be made a matter of utmost concern to all AAF personnel.

BY COMMAND OF GENERAL SPAATZ:

HEADQUARTERS ARMY AIR FORCES OFFICIAL WASHINGTON, D.C.

IRA C. EAKER
Lieutenant General, United States Army
Deputy Commander, Army Air Forces

OFFICIAL:

H. G. CULTON
Colonel, Air Corps
Air Adjutant General

7-7266,AF

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HEADQUARTERS
AIR DEFENSE COMMAND
Mitchel Air Force Base, New York

11 AUG 1947

E325

Major General E. E. Partridge
Hq. Army Air Forces, AC/AS-3
Washington 25, D. C.

Dear Pat:

In our conversation at the conclusion of the Commander's Conference last month I stated that I would forward to you certain points concerning the Air National Guard Program which I consider pertinent at the present time, so that you might include them in your address at the National Guard Conference next month.

I consider the following extremely important at this time:

1. <u>The Future of the Air National Guard Program:</u>

a. <u>Unification and the Air National Guard.</u> Coincident with the priority development of the 55 Group Program, the Air National Guard will, under an autonomous air force, take its place beside the U. S. Air Forcer in the first line of defense of our nation in the atomic age. First priority has been given the 55 Group Program as it represents a mobile defensive and offensive striking force. However, plans are being developed to convert certain Air National Guard tactical units to jet propelled aircraft during the calendar year 1948 and further, this conversion will continue dependent on availability of funds and the strategic concept.

b. <u>Activation of Additional Units in the Air National Guard.</u> The original 514 unit program for the Air National Guard was a balanced force consisting of tactical units adequately supported by service, engineer and communication units. Budgetary limitations forced a reduction in the over all program and this reduction, dictated by certain factors, resulted in the present unbalanced force of 308 units. Future activations of units within the Air National Guard must be those units which, together with presently organized tactical type units, will constitute a balanced force, adequately equipped, conscientiously trained and ready for action, expansion and mobilization on M-Day.

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2. <u>Training</u>. The responsibility for training of the Air National Guard rests with the Army Air Forces and this training responsibility is being carried out by the Air Defense Command, its numbered air forces and Regular Air Force Instructors and advisors. Equipment, personnel, training directives and necessary publications are available. However, it is clear to us that our commanders at all levels will fail in their responsibilities to the Air National Guard if we do not carefully indoctrinate you, the air guard personnel, as to your individual responsibilities for success of the training programs which are so necessary for an adequate national defense. During the war just recently concluded, our air units were victorious in every theater as a result of excellent equipment, superior leadership, and, most important, because the units and crews were imbued with a spirit of battle determination. This same determination must be present now to successfully train crews and units on a weekly drill period basis.

7. <u>Field Training Exercises, Fiscal Year 1948</u>. Fiscal Year 1947 was a year of organization for the Air National Guard and recruiting came to the fore as the primary problem of organization. Just recently it was determined that limited funds are available for field training, Fiscal Year 1948. Units that are manned and equippped and which can benefit from field training should, by all means, request funds for this purpose. However, unit commanders must exercise discretion and consider carefully their unit's ability to accomplish the required training in an efficient and justifiable manner.

If sufficient copies of your address are available, I would appreciate one for our records and future reference.

Sincerely,

GEORGE E. STRATEMEYER
Lieutenant General, U. S. Army
Commanding

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DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
~~HEADQUARTERS, ARMY AIR FORCES~~
WASHINGTON

IN REPLY REFER TO:

14 November 1947

SUBJECT: Interim Air National Guard Program

TO: Commanding General, Air Defense Command, Mitchel Field, Long Island, New York

1. Reference is made to Messageform, your headquarters, dated 6 November 1947 requesting information regarding the Interim Air National Guard Program.

2. The information requested in the above referenced Messageform is attached hereto.

BY ORDER OF THE SECRETARY OF THE AIR FORCE:

1 Incl:
Cy Interim
ANG Program
as of 14 Nov 47

CHARLES W. SCHOTT
Colonel, Air Corps
Deputy Chief, Reserve & National Guard Division
Assistant Chief of Air Staff-3

~~ADDRESS REPLY TO: COMMANDING GENERAL, ARMY AIR FORCES, WASHINGTON 25, D. C.~~

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AIR NATIONAL GUARD PROGRAM
14 November 1947

I. Organization:	Original Plan	Interim Plan As Amended	Current Status
Wing Hq	12	8	8
Hq Ftr Gp	24	19	18
Hq Det Air Sv Gp (Ftr)	24	18	13
Hq Lt Bomb Gp	3	2	2
Hq Det Air Sv Gp (LB)	3	2	2
Hq Acft Contl & Wrng Gp	12	3	4
Hq & Sv Co, Engr Avn Bn	4	0	0
Ftr Sq, SE	72	60	51
Air Sv Gp Det (Ftr)	72	60	52
Utility Flt (Ftr)	72	60	52
Wea Sta (Type A)	84	70	61
Bomb Sq (L)	12	10	10
Air Sv Gp Det (LB)	12	10	10
Utility Flt (LB)	12	10	10
Engr Avn Co	12	2	2
Acft Contl & Wrng Sq	24	6	3
Acft Contl Sq	12	3	3
Sig Lt Const Co	12	4	3
Band	12	5	2
AAF Comm Sq	12	6	4
Radar Calib Det	12	6	5
TOTAL	514	364	315

II. Aircraft:	Original Plan	Interim Plan As Amended	Current Status
C-47	185	156	107
AT-11	78	22	37
AT-6	370	287	224
L-5	185	77	81
P-51	1,120	1,036	799
P-47	896	644	435
A-26	581	484	297
TOTAL	3,415	2,706	1,940

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	Original Plan	Interim Plan As Amended	Current Status
III. Personnel:			
Pilots (Officers)	3,189	2,428	2,078
Other Rated Officers	84	58	190
Non Rated Officers	4,530	2,906	939
Total Officers	7,803	5,392	3,207
Warrant Officers	120	79	31
Enlisted Men	50,023	30,764	12,531
TOTAL	57,946	36,235	15,769
IV. Airfields:	86	71	613

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AIR NATIONAL GUARD UNITS FEDERALLY RECOGNIZED

14 November 1947

UNIT	LOCATION	
	ALABAMA	
117th Ftr Gp	Birmingham Mun. Apt.	Birmingham
106th Lt Bomb Sq	" " "	"
Utility Flt	" " "	"
Det C, 206th Air Sv Gp (LB)	" " "	"
106th Wea Sta (Type A)	" " "	"
	ARIZONA	
197th Ftr Sq, SE	Luke Field	Phoenix
Utility Flt	" "	"
Det C, 246th Air Sv Gp (Ftr)	" "	"
197th Wea Sta (Type A)	" "	"
	ARKANSAS	
154th Ftr Sq, SE	Adams Field	Little Rock
Utility Flt	" "	" "
Det B, 237th Air Sv Gp (Ftr)	" "	" "
154th Wea Sta (Type A)	" "	" "
	CALIFORNIA	
62nd Ftr Wg, Hq & Hq Sq	Van Nuys Metropolitan Apt.	Van Nuys
112th AAF Comm Sq	" " " "	" "
112th Radar Calib Det	" " " "	" "
146th Ftr Gp	" " " "	" "
195th Ftr Sq, SE	" " " "	" "
Utility Flt	" " " "	" "
Det A, 246th Air Sv Gp (Ftr)	" " " "	" "
195th Wea Sta (Type A)	" " " "	" "
Hq Det, 246th Air Sv Gp (Ftr)	" " " "	" "
562nd AAF Band	" " " "	" "
196th Ftr Sq, SE	San Bernardino AAB	San Bernardino
Utility Flt	" " "	" "
Det B, 246th Air Sv Gp (Ftr)	" " "	" "
196th Wea Sta (Type A)	" " "	" "
115th Lt Bomb Sq	Lockheed Air Terminal	Burbank
Utility Flt	" " "	"
Det B, 211th Air Sv Gp (LB)	" " "	"
115th Wea Sta (Type A)	" " "	"

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UNIT	LOCATION	
	COLORADO	
86th Ftr Wg, Hq & Hq Sq	Buckley Field	Denver
140th Ftr Gp	" "	"
120th Ftr Sq, SE	" "	"
Utility Flt	" "	"
Det A, 240th Air Sv Gp (Ftr)	" "	"
120th Wea Sta (Type A)	" "	"
Hq Det, 240th Air Sv Gp (Ftr)	" "	"
159th Acft Contl & Wrng Gp	" "	"
109th Radar Calib Det	" "	"
138th Acft Contl & Wrng Sq	" "	"
	CONNECTICUT	
103rd Ftr Gp	Brainard Field	Windsor Locks
103rd Acft Contl & Wrng Sq	" "	" "
Hq Det, 203rd Air Sv Gp (Ftr)	Bradley Field	" "
118th Ftr Sq, SE	" "	" "
Utility Flt	" "	" "
Det A, 203rd Air Sv Gp (Ftr)	" "	" "
118th Wea Sta (Type A)	" "	" "
	DELAWARE	
142nd Ftr Sq, SE	New Castle County Apt.	Wilmington
Utility Flt	" " " "	"
Det C, 208th Air Sv Gp (Ftr)	" " " "	"
142nd Wea Sta (Type A)	" " " "	"
	DISTRICT OF COLUMBIA	
113th Ftr Gp	Andrews Fld., Md.	Camp Springs, Md.
121st Ftr Sq, SE	" " "	" " "
Utility Flt	" " "	" " "
Det A, 213th Air Sv Gp (Ftr)	" " "	" " "
121st Wea Sta (Type A)	" " "	" " "
Hq Det, 213th Air Sv Gp (Ftr)	" " "	" " "
113th Acft Contl & Wrng Sq	" " "	" " "
	FLORIDA	
159th Ftr Sq	Jacksonville Mun. Apt.	Jacksonville
Utility Flt	" " "	"
Det C, 217th Air Sv Gp (Ftr)	" " "	"
159th Wea Sta (Type A)	" " "	"

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UNIT	LOCATION	
	GEORGIA	
54th Ftr Wg, Hq & Hq Sq	Marietta AAB	Atlanta
116th Ftr Gp	" "	"
128th Ftr Sq	" "	"
Utility Flt	" "	"
Det A, 216th Air Sv Gp (Ftr)	" "	"
128th Wea Sta (Type A)	" "	"
Hq Det, 216th Air Sv Gp (Ftr)	" "	"
154th Acft Contl & Wrng Gp	" "	"
604th Sig Lt Const Co Avn	" "	"
104th Comm Sq Wg	" "	"
530th AAF Band	" "	"
1804th Engr Avn Co	" "	"
116th Acft Contl Sq	" "	"
104th Radar Calib Det	" "	"
158th Ftr Sq, SE	Chatham Field	Savannah
Utility Flt	" "	"
Det C, 216th Air Sv Gp (Ftr)	" "	"
158th Wea Sta (Type A)	" "	"
	IDAHO	
190th Ftr Sq, SE	Gowen Field	Boise
Utility Flt	" "	"
Det C, 242nd Air Sv Gp (Ftr)	" "	"
190th Wea Sta (Type A)	" "	"
	ILLINOIS	
Hq Det, 226th Air Sv Gp (LB)	Orchard Place Apt.	Chicago
66th Ftr Wg, Hq & Hq Sq	" " "	"
126th Lt Bomb Gp Hq	" " "	"
168th Ftr Sq	" " "	"
Utility Flt	" " "	"
Det B, 226th Air Sv Gp (Ftr)	" " "	"
168th Wea Sta (Type A)	" " "	"
108th Lt Bomb Sq	Chicago Mun. Apt.	"
Utility Flt	" " "	"
Det A, 226th Air Sv Gp (LB)	" " "	"
108th Wea Sta (Type A)	" " "	"
169th Ftr Sq	Peoria Mun. Apt.	Peoria
Utility Flt	" " "	"
Det B, 231st Air Sv Gp (Ftr)	" " "	"
169th Wea Sta (Type A)	" " "	"
	INDIANA	
122nd Ftr Gp	Stout Field	Indianapolis
Det A,222nd Air Sv Gp (FTR)	" "	"
113th Ftr Sq	" "	"
Utility Flt	" "	"
Hq Det, 222nd Air Sv Gp (Ftr)	" "	"
113th Wea Sta (Type A)	" "	"

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UNIT	LOCATION	
	IOWA	
132nd Ftr Gp	Des Moines Mun. Apt.	Des Moines
124th Ftr Sq, SE	" " " "	" "
Utility Flt	" " " "	" "
Det A, 232nd Air Sv Gp (Ftr)	" " " "	" "
124th Wea Sta (Type A)	" " " "	" "
174th Ftr Sq, SE	Sioux City AAB	Sioux City
Utility Flt	" " "	" "
Det B, 232nd Air Sv Gp (Ftr)	" " "	" "
174th Wea Sta (Type A)	" " "	" "
	KANSAS	
127th Ftr Sq, SE	Wichita Mun. Apt.	Wichita
Utility Flt	" " "	"
Det C, 240th Air Sv Gp (Ftr)	" " "	"
127th Wea Sta (Type A)	" " "	"
	KENTUCKY	
165th Ftr Sq	Standiford Field	Louisville
Utility Flt	" "	"
Det A, 223rd Air Sv Gp (Ftr)	" "	"
165th Wea Sta (Type A)	" "	"
123rd Ftr Gp Hq	" "	"
	LOUISIANA	
122nd Lt Bomb Sq	New Orleans Mun. Apt.	New Orleans
Utility Flt	" " " "	" "
Det C, 211th Air Sv Gp (LB)	" " " "	" "
122nd Wea Sta (Type A)	" " " "	" "
	MAINE	
101st Ftr Gp		Augusta
Hq Det, 201st Air Sv Gp (Ftr)		"
132nd Ftr Sq	Dow Field	Bangor
Utility Flt	" "	"
Det A, 201st Air Sv Gp (Ftr)	" "	"
132nd Wea Sta (Type A)	" "	"
	MARYLAND	
104th Ftr Sq, SE	Baltimore Mun. Apt.	Baltimore
Utility Flt	" " "	"
Det B, 213th Air Sv Gp (Ftr)	" " "	"
104th Wea Sta (Type A)	" " "	"

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UNIT	LOCATION	
	MASSACHUSETTS	
67th Ftr Wg, Hq & Hq Sq	Logan Airport	Boston
102nd Ftr Gp	"	"
101st Ftr Sq, SE	"	"
Utility Flt	"	"
Det A, 202nd Air Sv Gp (Ftr)	"	"
101st Wea Sta (Type A)	"	"
Hq Det, 202nd Air Sv Gp (Ftr)	"	"
151st Acft Contl & Wrng Gp	"	"
101st Acft Contl Sq	"	"
601st Sig Lt Const Co	Commonwealth Armory	Springfield
131st Ftr Sq	Barnes Airport	"
Utility Flt	"	"
Det B, 202nd Air Sv Gp (Ftr)	"	"
131st Wea Sta (Type A)	"	"
	MICHIGAN	
127th Ftr Gp	Wayne County Apt.	Romulus
107th Lt Bomb Sq	"	"
Utility Flt	"	"
Det C, 226th Air Sv Gp (LB)	"	"
107th Wea Sta (Type A)	"	"
172nd Ftr Sq	Kellogg Field	Battle Creek
Utility Flt	"	"
Det B, 227th Air Sv Gp (Ftr)	"	"
Hq Det, 227th Air Sv Gp (Ftr)	Wayne County Apt.	Detroit
	MINNESOTA	
133rd Ftr Gp	Holman Field	St. Paul
109th Ftr Sq, SE	"	"
Utility Flt	"	"
Det A, 233rd Air Sv Gp (Ftr)	"	"
109th Wea Sta (Type A)	"	"
Hq Det, 233rd Air Sv Gp (Ftr)	"	"
	MISSISSIPPI	
153rd Ftr Sq, SE	Key Field	Meridian
Utility Flt	"	"
Det A, 217th Air Sv Gp (Ftr)	"	"
153rd Wea Sta (Type A)	"	"

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UNIT	LOCATION	
	MISSOURI	
71st Ftr Wg, Hq & Hq Sq	Lambert Field	St Louis
131st Ftr Gp	" "	" "
110th Ftr Sq, SE	" "	" "
Utility Flt	" "	" "
Det A, 231st Air Sv Gp (Ftr)	" "	" "
110th Wea Sta (Type A)	" "	" "
607th Sig Lt Const Co	" "	" "
107th Radar Calib Det	" "	" "
107th AAF Comm Sq	" "	" "
131st Acft Contl Sq	" "	" "
180th Lt Bomb Sq	Rosecrans Field	St Joseph
Utility Flt	" "	" "
Det D, 226th Air Sv Gp (LB)	" "	" "
180th Wea Sta (Type A)	" "	" "
	MONTANA	
186th Ftr Sq	Gore Field	Great Falls
Utility Flt	" "	" "
Det C, 227th Air Sv Gp (Ftr)	" "	" "
186th Wea Sta (Type A)	" "	" "
	NEBRASKA	
173rd Ftr Sq, SE	Lincoln AAB	Lincoln
Utility Flt	" "	"
Det C, 222nd Air Sv Gp (Ftr)	" "	"
173rd Wea Sta (Type A)	" "	"
	NEW HAMPSHIRE	
133rd Ftr Sq	Grenier Field	Manchester
Utility Flt	" "	"
Det B, 201st Air Sv Gp (Ftr)	" "	"
133rd Wea Sta (Type A)	" "	"
	NEW JERSEY	
108th Ftr Gp	Newark Mun. Apt.	Newark
119th Ftr Sq, SE	" " "	"
Utility Flt	" " "	"
Det B, 208th Air Sv Gp (Ftr)	" " "	"
119th Wea Sta (Type A)	" " "	"
	NEW MEXICO	
188th Ftr Sq	Kirtland Field	Albuquerque
Utility Flt	" "	"
Det C, 228th Air Sv Gp (Ftr)	" "	"
188th Wea Sta (Type A)	" "	"

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UNIT	LOCATION	
	NEW YORK	
106th Lt Bomg Gp	Mitchel Field	New York
102nd Lt Bomb Sq	" "	" "
Utility Flt	" "	" "
Det A, 206th Air Sv Gp (LB)	" "	" "
102nd Wea Sta (Type A)	" "	" "
114th Lt Bomb Sq	" "	" "
Utility Flt	" "	" "
Det B, 206th Air Sv Gp (LB)	" "	" "
114th Wea Sta (Type A)	" "	" "
Hq Det, 206th Air Sv Gp (LB)	" "	" "
52nd Wg Hq	White Plains Armory	" "
	NORTH DAKOTA	
178th Ftr Sq, SE	Fargo Mun. Apt.	Fargo
Utility Flt	" " "	"
Det B, 233rd Air Sv Gp (Ftr)	" " "	"
178th Wea Sta (Type A)	" " "	"
	OHIO	
112th Lt Bomb Sq	Cleveland Mun. Apt.	Cleveland
Utility Flt	" " "	"
Det D, 206th Air Sv Gp (LB)	" " "	"
112th Wea Sta (Type A)	" " "	"
166th Ftr Sq	Lockbourne AAB	Columbus
Utility Flt	" "	"
Det C, 221st Air Sv Gp (Ftr)	" "	"
105th Radar Calib Det	" "	"
166th Wea Sta (Type A)	" "	"
	OKLAHOMA	
125th Ftr Sq	Tulsa Mun. Apt.	Tulsa
Utility Flt	" " "	"
Det A, 237th Air Sv Gp (Ftr)	" " "	"
125th Wea Sta (Type A)	" " "	"
Hq Det, 237th Air Sv Gp (Ftr)	" " "	"
185th Ftr Sq	Max Westheimer Field	Norman
Utility Flt	" "	"
Det C, 237th Air Sv Gp (Ftr)	" "	"
185th Wea Sta (Type A)	" "	"

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UNIT	LOCATION	
	OREGON	
142nd Ftr Gp	Portland AAB	Portland
123rd Ftr Sq, SE	" "	"
Utility Flt	" "	"
Det A, 242nd Air Sv Gp (Ftr)	" "	"
123rd Wea Sta (Type A)	" "	"
Hq Det, 242nd Air Sv Gp (Ftr)	" "	"
1810th Engr Avn Co.	" "	"
	PENNSYLVANIA	
53rd Ftr Wg, Hq & Hq Sq	Harrisburg State Apt.	Harrisburg
103rd Comm Sq Wg	" " "	"
148th Ftr Sq	Reading AAB	Reading
Utility Flt	" "	"
Det C, 212th Air Sv Gp (Ftr)	" "	"
148th Wea Sta	" "	"
	SOUTH CAROLINA	
157th Ftr Sq, SE	Congaree AAB	Columbia
Utility Flt	" "	"
Det B, 216th Air Sv Gp (Ftr)	" "	"
157th Wea Sta (Type A)	" "	"
	SOUTH DAKOTA	
175th Ftr Sq, SE	Sioux Falls Mun. Apt.	Sioux Falls
Utility Flt	" " " "	" "
Det C, 232nd Air Sv Gp (Ftr)	" " " "	" "
175th Wea Sta (Type A)	" " " "	" "
	TENNESSEE	
155th Ftr Sq, SE	Memphis Mun. Apt.	Memphis
Utility Flt	" " "	"
Det B, 218th Air Sv Gp (Ftr)	" " "	"
155th Wea Sta (Type A)	" " "	"
118th Ftr Gp	Berry Field	Nashville
105th Ftr Sq	" "	"
Utility	" "	"
Det A, 218th Air Sv Gp (Ftr)	" "	"
105th Wea Sta (Type A)	" "	"
Hq Det, 218th Air Sv Gp (Ftr)	" "	"

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UNIT	LOCATION	
	TEXAS	
136th Ftr Gp	Hensley Field	Dallas
Hq Det, 236th Air Sv Gp (Ftr)	" "	"
181st Ftr Sq	" "	"
Utility Flt	" "	"
Det A, 236th Air Sv Gp (Ftr)	" "	"
181st Wea Sta (Type A)	" "	"
111th Ftr Sq	Ellington Field	Houston
Utility Flt	" "	"
Det B, 236th Air Sv Gp (Ftr)	" "	"
111th Wea Sta (Type A)	" "	"
182nd Ftr Sq	Brooks Field	San Antonio
Utility Flt	" "	" "
Det C, 236th Air Sv Gp (Ftr)	" "	" "
182nd Wea Sta (Type A)	" "	" "
	UTAH	
191st Ftr Sq, SE	Salt Lake City Mun. Apt. #2	Salt Lake City
Utility Flt	" " " " " "	" " "
Det C, 244th Air Sv Gp (Ftr)	" " " " " "	" " "
191st Wea Sta (Type A)	" " " " " "	" " "
	VERMONT	
134th Ftr Sq, SE	Burlington Mun. Apt.	Burlington
Utility Flt	" " "	"
Det C, 201st Air Sv Gp (Ftr)	" " "	"
134th Wea Sta (Type A)	" " "	"
	VIRGINIA	
149th Ftr Sq	Richmond AAB	Richmond
Utility Flt	" "	"
Det C, 213th Air Sv Gp (Ftr)	" "	"
	WASHINGTON	
116th Ftr Sq	Felts Field	Spokane
Utility Flt	" "	"
Det B, 242nd Air Sv Gp (Ftr)	" "	"
116th Wea Sta (Type A)	" "	"
	WEST VIRGINIA	
167th Ftr Sq	Charleston Mun. Apt.	Charleston
Utility Flt	" " "	"
Det B, 223rd Air Sv Gp (Ftr)	" " "	"
167th Wea Sta (Type A)	" " "	"

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UNIT	LOCATION	
	WISCONSIN	
126th Ftr Sq	Billy Mitchel Field	Milwaukee
Utility Flt	" " "	"
Det B, 228th Air Sv Gp (Ftr)	" " "	"
126th Wea Sta (Type A)	" " "	"
	WYOMING	
187th Ftr Sq, SE	Cheyenne Mun. Apt.	Cheyenne
Utility Flt	" " "	"
Det B, 240th Air Sv Gp (Ftr)	" " "	"
167th Wea Sta (Type A)	" " "	"
	TERRITORY OF HAWAII	
199th Ftr Sq, SE	Hickam Field	Honolulu
Utility Flt	" "	"
Det C, 199th Air Sv Gp (Ftr)	" "	"
199th Wea Sta (Type A)	" "	"

Total units Federally recognized 315

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UNITS NOT INCLUDED IN PRESENT PROGRAM
14 November
~~XXXXXXXXX~~ 1947

UNIT	LOCATION
ALABAMA	
*117th Acft Contl & Wrng Sq (LgS)	Birmingham
CALIFORNIA	
*61st Wing Hq	San Francisco
561st AAF Band	" "
*111th AAF Comm Sq	" "
*611th Sig Lt Const Co	" "
*161st Acft Contl & Wrng Gp. Hq.	" "
*146th Acft Contl & Wrng Sq. (FWD)	" "
*144th Acft Contl Sq	" "
*111th Radar Calibration Det	" "
1905th Engr Avn Bn (Hq Hq & Sv Co)	" "
1811th Engr Avn Co., 1905th Bn	" "
144th Ftr Gp, Hq	" "
194th Ftr Sq, SE	" "
Utility Flt	" "
244th Air Sv Gp (Ftr), Hq Det	" "
Det A, 244th Air Sv Gp (Ftr)	" "
194th Wea Sta (Type A)	" "
*145th Acft Contl & Wrng Sq (LgS)	Sacramento
*615th Sig Lt Const Co	Los Angeles
*162nd Acft Contl & Wrng Gp Hq	" "
*148th Acft Contl & Wrng Sq (LgS)	" "
*147th Acft Contl Sq	" "
1812th Engr Avn Co, 1905th Bn	" "
*149th Acft Contl & Wrng Sq (FWD)	San Bernardino
COLORADO	
532nd AAF Band	Denver
*137th Acft Contl Sq	"
*139th Acft Contl & Wrng Sq (FWD)	"
1809th Engr Avn Co, 1903rd Bn	"

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UNIT	LOCATION
ILLINOIS	
566th AAF Band	Chicago
*106th AAF Comm Sq	"
*106th Sig Lt Const Co	"
*106th Acft Contl & Wrng Gp, Hq	"
*106th Acft Contl Sq	"
*106th Radar Calib Det	"
1903rd Engr Avn Bn (Hq, Hq & Sv Co)	"
170th Ftr Sq, SE	Springfield
Utility Flt	"
Det C, 2[illegible]st Air Sv Gp (Ftr)	"
170th [illegible] Sta (Type A)	"
INDIANA	
*122nd Acft Contl & Wrng Sq (L-S)	Indianapolis
IOWA	
*232nd Air Sv Gp (Ftr) Hq Det	Des Moines
*133rd Acft Contl & Wrng Sq (Fwd)	Sioux City
LOUISIANA	
*125th Acft Contl & Wrng Sq (L-S)	New Orleans
MASSACHUSETTS	
1801st Engr Avn Co, 1901st Bn	Boston
MICHIGAN	
*127th Acft Contl & Wrng Sq (L-S)	Detroit
1806th Engr Avn Co, [illegible] Bn	"
171st Ftr Sq, SE	"
Utility Flt	"
Det A, 227th Air Sv Gp (Ftr)	"
171st [illegible] Sta (Type A)	"

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UNIT	LOCATION	
	OHIO	
162nd Ftr Sq	[illegible]alia Apt.	Dayton
Utility Flt	" "	"
Det A, 221st Air Sv Gp	" "	"
162nd Wea Sta (Type A)	" "	"
	OKLAHOMA	
1?7th Ftr Sq	Tulsa Mun. Apt.	Tulsa
	OREGON	
142nd Acft Contl & Wrng Sq (L-G)	Portland AAF	Portland
	PENNSYLVANIA	
146th Ftr Sq	Greater Pittsburgh Apt.	Coraopolis
Utility Flt	" " "	"
Det A, 212th Air Sv Gp	" " "	"
146th Wea Sta (Type A)	" " "	"
	~~TEXAS~~	
~~182nd Ftr Sq~~	~~Brooks Field~~	~~San Antonio~~
~~Utility Flt~~	~~" "~~	~~" "~~
~~[illegible]~~	~~" "~~	~~" "~~
~~182nd Wea Sta (Type A)~~	~~" "~~	~~" "~~
	~~[illegible]~~	
~~[illegible]~~	~~[illegible]~~	~~[illegible]~~
	VIRGINIA	
149th Wea Sta (Type A)	Richmond AAB	Richmond
	WISCONSIN	
128th Acft Contl & Wrng Sq (L-D)	Billy Mitchel Field	Milwaukee

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UNIT	LOCATION	
	PUERTO RICO	
198th Ftr Sq	Isla Grande Apt	San Juan
Utility Flt	" " "	" "
Det C, 198th Air Sv Gp	" " "	" "
198th Wea Sta (Type A)	" " "	" "

Total additional units to be Federally recognized . . . . . . ~~52~~ 49

Total units authorized in Present Program . . . . ~~362~~ 364

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ADDITIONAL UNITS INCLUDED IN PRESENT AIR NATIONAL GUARD PROGRAM

14 November

~~[illegible] October~~ 1947

UNIT	LOCATION	
	ALABAMA	
Hq Det 217th Air Sv Gp	Birmingham AAB	Birmingham
160th Ftr Sq	" "	"
Utility Flt	" "	"
Det B, 217th Air Sv Gp	" "	"
160th Wea Sta (Type A)	" "	"
	COLORADO	
109th AAF Comm Sq	Buckley Field	Denver
609th Sig Lt Const Co	" "	"
	~~[illegible]~~	
~~[illegible] (Type A)~~	~~[illegible]~~	~~[illegible]~~
	~~[illegible]~~	
~~[illegible] Sq~~	~~[illegible]~~	~~[illegible]~~
~~[illegible]~~	~~" " "~~	~~"~~
~~[illegible] (...)~~	~~" " "~~	~~"~~
~~[illegible] (Type A)~~	~~" " "~~	~~"~~
	INDIANA	
163rd Ftr Sq	Baer Field	Ft Wayne
Utility Flt	" "	" "
Det B, 222nd Air Sv Gp	" "	" "
163rd Wea Sta	" "	" "
	KENTUCKY	
Hq Det, 223rd Air Sv Gp (Ftr)	Standiford Field	Louisville

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UNIT	LOCATION	
	MASSACHUSETTS	
[illegible] AAF Band	Logan Apt.	Boston
101st [illegible] Sq	" "	"
101st [illegible] Det	" "	"
	MICHIGAN	
172nd Wea Sta (Type A)	Kellogg Field	Battle Creek
	MISSOURI	
Hq Det 231st Air Sv Gp	Lambert Field	St Louis
571st AAF Band	Jefferson Barracks	"
	NEW JERSEY	
Hq Det 208th Air Sv Gp	Newark Municipal Airport	Newark
	NEW YORK	
138th Ftr Sq	Syracuse AAB	Syracuse
Utility Flt	" "	"
Det C, 207th Air Sv Gp	" "	"
138th Wea Sta (Type A)	" "	"
107th Acft Contl & Wrng Sq (Lg S)		Buffalo
552d AAF Band	White Plains Armory	New York
	NEVADA	
192nd Ftr Sq	Reno AAB	Reno
Utility Flt	" "	"
Det A, 244th Air Sv Gp	" "	"
192nd Wea Sta (Type A)	" "	"
	NORTH CAROLINA	
156th Ftr Sq	Morris Field	Charlotte
Utility Flt	" "	"
Det C, 218th Air Sv Gp	" "	"
156th Wea Sta (Type A)	" "	"

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UNIT	LOCATION
MINNESOTA	
*132nd Acft Contl & Wrng Sq (LgS)	St Paul
179th Ftr Sq, SE	Duluth
Utility Flt	"
Det C, 233rd Air Sv Gp (Ftr)	"
179th Wea Sta (Type A)	"
MISSOURI	
XXXXXXXXXXXXXXX	XXXXXXXX
*157th Acft Contl & Wrng Gp, Hq	" "
1807th Engr Avn Co, 1903rd Bn	" "
NEW JERSEY	
141st Ftr Sq, SE	Trenton
Utility Flt	"
Det A, 208th Air Sv Gp (Ftr)	"
141st Wea Sta (Type A)	"
NEW YORK	
XXXXXXXXXXXXXXX	XXXXXXXXXX
*102nd AAF Comm Sq	" "
*602nd Sig Lt Const Co	" "
*152nd Acft Contl & Wrng Gp, Hq	" "
*108th Acft Contl & Wrng Sq (FWD)	" "
*106th Acft Contl Sq	" "
102nd Radar Calib Det	" "
1901st Engr Avn Bn (Hq Hq & Sv Co)	" "
136th Ftr Sq, SE	Buffalo
Utility Flt	"
207th Air Sv Gp (Ftr) Hq Det	"
Det A, 207th Air Sv Gp (Ftr)	"
136th Wea Sta (Type A)	"
137th Ftr Sq, SE	Rochester
Utility Flt	"
Det B, 207th Air Sv Gp (Ftr)	"
137th Wea Sta (Type A)	"
139th Ftr Sq, SE	Albany
Utility Flt	"
Det C, 202nd Air Sv Gp (Ftr)	"
139th Wea Sta (Type A)	"
1802nd Engr Avn Co (1901st Bn)	Buffalo
107th Ftr Gp	"

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UNIT	LOCATION
NORTH CAROLINA	
*118th Acft Contl & Wrng Sq (FWD)	Charlotte
OHIO	
*55th Wing Hq	Columbus
555th ANG Band	"
*105th ANG Comm Sq	"
*605th Sig Lt Const Co	"
*155th Acft Contl & Wrng Gp, Hq	"
*121st Acft Contl Sq	"
121st Ftr Gp, Hq	"
221st Air Sv Gp (Ftr) Hq Det	"
164th Ftr Sq, SE	Mansfield
Utility Flt	"
Det B, 221st Air Sv Gp (Ftr)	"
164th Wea Sta (Type A)	"
1805th Engr Avn Co, 1902nd Bn	Toledo
*123rd Acft Contl & Wrng Sq (FWD)	"
PENNSYLVANIA	
553rd ANG Band	Harrisburg
*603rd Sig Lt Const Co	Philadelphia
*153rd Acft Contl & Wrng Gp, Hq	"
*111th Acft Contl Sq	"
*112th Acft Contl & Wrng Sq (L-S)	"
*103rd Radar Calib Det	"
1902nd Engr Avn Bn (Hq Hq & Sv Co)	"
111th Bomb Gp, Lt, Hq	"
103rd Bomb Sq, Lt	"
Utility Flt	"
117th Bomb Sq, Lt	"
Utility Flt	"
211th Air Sv Gp (Lt Bomb) Hq Det	"
Det A, 211th Air Sv Gp (Lt Bomb)	"
Det B, 211th Air Sv Gp (Lt Bomb)	"
103rd Wea Sta (Type A)	"
117th Wea Sta (Type A)	"
1803rd Engr Avn Co, 1902nd Bn	Pittsburgh
112th Ftr Gp, Hq	"
Utility Flt	"
212th Air Sv Gp (Ftr), Hq Det	"
147th Ftr Sq, SE	Scranton
Utility Flt	"
Det B, 212th Air Serv Gp (Ftr)	"
147th Wea Sta (Type A)	"

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UNIT	LOCATION
RHODE ISLAND	
*102nd Acft Contl & Wrng Sq (LgS)	Providence
152nd Ftr Sq, SE	"
Utility Flt	"
Det B, 203rd Air Sv Gp (Ftr)	"
152nd Wea Sta (Type A)	"
TEXAS	
*63rd Wing Hq	Houston
531st AAF Band	"
*108th AAF Comm Sq	"
*608th Sig Lt Const Co	"
*158th Acft Contl & Wrng Gp, Hq	"
*134th Acft Contl Sq	"
*108th Radar Calib Det	"
1808th Engr Avn Co (Sep)	"
*136th Acft Contl & Wrng Sq (FWD)	"
WASHINGTON	
*60th Wing Hq	Seattle
560th AAF Band	"
*110th AAF Comm Sq	"
*610th Sig Lt Const Co	"
*160th Acft Contl & Wrng Gp, Hq	"
*141st Acft Contl Sq	"
*143rd Acft Contl & Wrng Sq (FWD)	"
*110th Radar Calib Det	"
WISCONSIN	
128th Ftr Gp, Hq	Milwaukee
228th Air Sv Gp (Ftr), Hq Det	"
176th Ftr Sq, SE	Madison
Utility Flt	"
Det A, 228th Air Sv Gp (Ftr)	"
176th Wea Sta (Type A)	"

Units marked (*) are those desired by the Air Forces and the National Guard Bureau to be activated during FY 1948 but pending availability of National Guard Bureau funds and ability of the state concerned to support such units.

Number of units not included in Present Program . . . . ~~XXX~~ 150

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January 30, 1948

Lt. General George E. Stratemeyer,
Commanding General Air Defense Command,
Mitchell Field, New York.

Dear General Stratemeyer:

This personal letter is being addressed to you with the concurrence of Governor Hunt. The Governor has requested me to again express to you our sincere appreciation for your earlier assistance in the assignment of Lt. Colonel Robert N. Maupin as our Senior Air Instructor. This officer has not only demonstrated to the State officials that a Fighter Squadron can be organized and operated successful, he has materially promoted the public interest and confidence in the importance of air power. His personal conduct and performance of duty has been exemplary of the finest traditions of our military service.

Because I firmly believe you are genuinely interested in the development of units of the Air National Guard I am respectfully soliciting your attention to the attached Annual Armory Inspection Reports of our air units.

Let me assure you that Governor Hunt and I have, and will continue to have the keenest interest in the Air National Guard program, as well as the program of the United States Air Forces. It is therefore deeply regretted that an inspection of this type, by personnel representing the Air Forces, should have been conducted. At best it could only result in unnecessary strained relations, and a lowering of the morale of those who have sincerely and conscientiously attempted to provide our Nation with needed air combat units. That this has been done by an Air Force unit whose assigned mission is to constructively aid and assist these National Guard air units, is not understandable.

In view of the exceptions that I feel must be taken to this type of inspection, it is requested that a reinspection of the 187th Fighter Squadron be accomplished by an inspection team other than th t of Second Air Force.

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I plan to be in Washington D. C. attending the Adjutants General conference between 31 January and 4 February, Mayflower Hotel. I would be pleased to discuss this matter with a representative of yours, if convenient, any time during my stay in Washington.

Respectfully yours,

R. L. Esmay,
Colonel, Cavalry
Adjutant General.

4 Incls. Inspection Reports
187th Fytr Sq.
Weather Sta
Utility Flight
Det. B,240th Air Svc Gp

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Ltr. from Col. R.L. Esmay, AG, State of Wyoming, re
Inspection Rpt ANG Units Wyoming dated 30 Jan 1948

2 9Feb AInsp CG

1. The Adjutant General, State of Wyoming, takes exception to the unsatisfactory rating given the 187th Fighter Squadron by the Air Inspector, Second Air Force, based on the following:

a. Attempt to "pad" report with irregularities and deficiencies which were not existent (par 2c, page 28 of 4th Ind.).

b. Deliberate attempt to rate the unit unsatisfactory (par 3, page 29, 4th Ind.).

c. Erroneous impressions formed by inspectors concerning policies, procedures, etc., of ANG units (par 2c, page 28, 4th Ind.).

d. Inconsistency in reporting items (par 2c, page 28, 4th Ind.).

e. Lack of preparedness of inspectors to conduct the inspection (par 2c, page 28, 4th Ind.).

f. Neither the unit CO nor the Adjutant General were apprised of the fact that an unsatisfactory rating would be given the unit (par 2b, page 28, 4th Ind.).

g. Post inspection critique was not held contrary to provisions on page 1, NGB Form 11a-1 (par 2c, page 28, 4th Ind.).

h. Many "remarks" were not explicit nor constructive (par 3, page 29, 4th Ind.).

i. Apparent lack of consideration of actual accomplishments by the Unit (par 4, page 29, 4th Ind.).

2. Of a total of seven possible ratings, four sections of the report were rated Satisfactory and the remaining three sections rated Unsatisfactory. Tab 1, hereto, reflects a review by this Division of the Unsatisfactory ratings.

3. The Form 11a-1 is complicated and difficult to prepare, in that answers to certain questions have direct bearing on answers to others. (par 2c, page 28, 4th Ind.). Therefore, time and study are requisites to perfection. Answers to questions pertinent to the Fighter Squadron are dependent, in many cases, on answers to questions applicable to the Service Unit. Experience dictates that the reports of inspections of these type units must be compared to insure that responsibilities of the Service Group are not considered in the report of the Fighter Unit.

1

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Ltr from Col. R.L. Esmay, AG, State of Wyoming, re Inspection Rpt ANG Units Wyoming dated 30 Jan 48

2 9Feb AInsp CG (cont'd)

4. After careful study of this report and the analysis of the unsatisfactory items, checked in red, (Tab-1), upon which the overall rating of the unit is based, it is the opinion of this Division that the request for re-inspection is justifiable.

5. Some of the allegations made by the State Adjutant General are most damaging and adversely reflect on the inspection personnel, the Second Air Force and on ADC (par 1, above).

6. It is recommended that:

a. The 187th Fighter Squadron be re-inspected by representatives of this Division.

b. The CG, Second AF, be directed by phone not to forward the 3 copies of the inspection report to USAF as required by instructions par 4, NGB Form 11a-1.

c. USAF be requested to return the 7th copy of the Unsatisfactory Report, which was forwarded thereto, immediately upon completion of the inspection.

7. Herewith letter to the Adjutant General, State of Wyoming, and letter to C/S, USAF.

C.S. SEGELBAUM
Lt Colonel, USAF
Deputy/The Air Inspector

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EXTRACT

Speech by Captain James P. West, NGB, Assistant Chief, Communications and Radar Section, Aviation Group, National Guard Bureau at the Air National Guard Unit Commanders Indoctrination School, Brooks Air Force Base, San Antonio, Texas, 25 - 27 February 1948.

As many of you gentlemen may remember, at the Omaha conference last year Lt Colonel Lambert discussed the concepts pertaining to the tactical control of aircraft by Aircraft Control and Warning Units. In particular, it was stressed that the training of National Guard Air Units should be based upon sound tactical doctrines tested in combat as outlined in Field Manual 31-35, entitled "Air-Ground Operations". The tactical concepts as outlined in this manual may be applied to all National Guard Air Units, particularly the Aircraft Control and Warning Units. Of prime importance are the explanations showing the relationship of Air Units to Army Units and the method to be used for obtaining coordination between them, making it possible for the Air and Army Units to work together as an Air-Army Team.

Utilizing the doctrines outlined in FM 31-35, in combination with the "Air Force Plan for the Air National Guard", dated January 1947, the program for the National Guard Aircraft Control and Warning Units in the air defense of the United States envisioned 84 Radar Stations forming a radar screen for 36 of the principal cities of the United States. Information obtained by these radar stations was to be channeled into 24 Tactical Air Direction Centers which in turn would pass on this information in a consolidated or filtered form to 12 Tactical Air Control Centers. Since these Tactical Control Centers are the nerves or control centers for the system, each one has to be located at a National Guard Wing Headquarters in order to provide timely and up-to-date air movements and control information to the Wing Commander. To accomplish this mission an Aircraft Control and Warning Group consisting of a Group Headquarters Detachment, one Aircraft Control Squadron, and two Aircraft Control and Warning Squadrons was assigned to each Air National Guard Wing for the purpose of electronically controlling the air space above the Wing's area of responsibility.

In accordance with the original War Department and Air Force thought, the first published mission of these National Guard Aircraft Control and Warning Units was to become so trained and equipped that they could provide immediately, after receipt of official orders from Federal or State authorities, an Aircraft Control system capable of controlling air operations against enemy air efforts which may be made against potential target areas of the United States or overseas theaters. However, subsequent to the original implementation of the Aircraft Control and Warning program by the National Guard Bureau, this overall picture changed somewhat due to the following reasons:

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First, budget limitations in the last fiscal year seriously curtailed the activation of units, and even during this fiscal year, when the "green light" was given for full scale unit activation, this program is just now beginning to gain momentum.

Secondly, the original Air Force plan is being modified regarding the part that the National Guard Aircraft Control and Warning Units will play in the Air Defense plan of the United States. At this time, the Bureau does not have any information regarding the actual detailed plan but, when it is made available to us, this information will be promulgated to the National Guard.

In any event, the current status of Aircraft Control and Warning U-Units and locations has not changed. The present function of the Aircraft Control and Warning Units has been interpreted by the Bureau to be that of training, while the primary mission of these units is to provide a National Guard air component for the United States capable of immediate expansion to war strength; and to be adequately trained and equipped to enable participation by groups or units in tactical air operations for the air defense of the United States. It is, therefore, still the firm policy of the Bureau to organize the Wing Communications Squadron, Aircraft Control and Warning Group Headquarters, and the Aircraft Control Squadron at the same training site as the Wing Headquarters. This policy is very desirable, both from the viewpoint of coordinated unit training and implementation of air defense tactics.

Other Wing units, such as the Aircraft Control and Warning Squadron, can be located at any other desirable training site location. In general, the radar stations from each squadron in a State should be deployed (or located) approximately 50 miles from each other and from the Tactical Direction Centers. In some cases, surplus USAF radar sites have been or will be made available to the States for use of National Guard Aircraft Control and Warning Units. From the National Guard Bureau's viewpoint, it is highly desirable that any State desiring such sites should initiate a request to the National Guard Bureau to make arrangements to acquire the subject sites as soon as possible, since such acquisition will provide excellent "tailor made" sites at very little expense to the State or Federal Government.

The original plan implemented by the National Guard Bureau in the equipping and construction of radar and air direction centers was to have mobile or air transportable equipment issued to all National Guard Aircraft Control and Warning Units. This policy arose from the implementation of the original Aircraft Control and Warning mission as explained previously. However, as a result of the primary mission now being that of providing units for the air defense of the continental United States, the rigid policy of mobilizing, or providing for mobilization, of all the radar and air direction centers can be relaxed. Consequently, radar sets now can be installed on permanent buildings or towers. For your

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information, National Guard Bureau Air Memorandum 65-8, entitled, "Ground Radar Equipment", now is being prepared to cover the subject of installing and operating Ground Radar Equipment and it is expected that this memorandum will be published in the near future. In order to make these radar and air direction center installations permanent and to economize in the use of temporary construction buildings over a long period of time, more permanent type buildings are being erected and existing buildings are being taken over and modified for the Unit's radar and direction center equipment.

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233c

EXTRACT

Brigadier General John P. McConnell, USAF, Chief, National Guard and Reserve Division, Directorate of Training and Requirements, Headquarters, United States Air Force, N G Unit Commanders Indoctrination School, 25-27 Feb. 48

I believe General Spaats enunciated the relations which he hoped would be obtained between the Air Force and the Air National Guard when he addressed a recent national meeting of the Adjutants General Association in the Mayflower Hotel in Washington, D.C. He enunciated in that address the principles by means of which he believed the Air Force and the Air National Guard and the National Guard Bureau and the Adjutants General of the several States and Territories, and the Commanding General of the District of Columbia could jointly best implement the Air National Guard Program. He said, and I can only reflect what he said in any comments which I might make, that:

First, it was his intention to use the National Guard Bureau to the fullest possible extent for the purpose of discharging the functions for which it is responsible in accordance with the terms of the National Defense Act of 1920 and National Security Act of 1927.

Second, it was his intention to employ the National Guard Air Units, first for the defense of the United States against enemy air attack and that he proposed to prepare the Air National Guard for the performance for such a mission under its present organizational and command structure.

Third, in order to insure that the training of the Air National Guard was commensurate with the requirements for its mission, a means must be devised whereby operational control for the purposes of training for preparation of Air National Guard units for their Federal mission be given to the Chief of Staff of the United States Air Force and he must be further authorised to exercise this control for this purpose through the tactical as opposed to the administrative chain of command.

General Spaatz stated that it was his hope we would come forth with some such solution as a result of this conference. I am sure we will and I propose that we get together and adopt some sort of a procedure which would be satisfactory to all concerned and which I may take back with me when I return to Air Force Headquarters.

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HEADQUARTERS
AIR DEFENSE COMMAND
MITCHEL AIR FORCE BASE, NY

Mar 48

H 333.1

SUBJECT: Inspection of the 187th Fighter Squadron, Cheyenne, Wyoming.

TO : Commanding General, Second Air Force, Offutt Air Force Base, Fort Crook, Nebraska.

1. There were a few differences in the findings of our inspection team from those reported by your headquarters on the inspection of the 187th Fighter Squadron, Cheyenne, Wyoming.

2. It is believed that many of the differences may be attributed to the following:

a. Possibly this headquarters gives a little more consideration to the fact that the Air National Guard is still in the organizational stage.

b. All deficiencies and attainments in each section of the report are weighed, in arriving at a rating for that particular section; and in this evaluating, extra consideration is given to the progress of the section toward accomplishment of its main functions. Likewise, the degree of deficiency or attainment in each section and the accomplishment of the mission are weighed in arriving at the general rating of the unit. I know you do the same, but ratings are opinions and opinions differ.

c. This headquarters holds the Technical Supply Officer-Air (NG Base Supply Officer) responsible for all discrepancies in the storage and issuance of supplies to the ANG units; whereas your headquarters holds the Fighter Squadron responsible. Your attention is invited to par 18, 3d indorsement to your inspection report of this unit, conducted on 17 December 1948.

d. As a result of your inspection, the unit showed considerable improvement three months later.

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H 333.1

Insp of 187th Ftr Sq, Cheyenne, Wyo.

1 29Mar AInsp C/S Believe the Vice-Commander desires to sign the attached letter to CG, Second AF, re Inspection of the 187th Ftr Sq, Cheyenne, Wyoming.

JOHN C. KENNEDY
Colonel, USAF
The Air Inspector

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234a

AF10DO 008 27 AUG 1948

SUBJECT: Items for Discussion - National Guard and Reserve Policy Committee

TO: Commanding General
Air Defense Command
Mitchel AFB, N. Y.

In compliance with instructions contained in TWX, AFADCOC 1859, there is listed below a number of items believed to be appropriate for discussion at the forthcoming meeting of the National Guard and Reserve Policy Committee. It is not intended that these items necessarily express the opinion or desires of this command.

1. Gunnery problem - acquisition of ranges, etc.

2. Adjustment of tactical aircraft distribution to avoid charges of discrimination.

3. How to train members of the Civilian Components in sparsely populated areas or where facilities are not available.

4. Is the present allocation of regular permanent personnel for use as instructors in T/O&E Units sufficient?

5. Discussion of Composite Units. Their value? How should they operate? Should they have a more defined progressive training program?

6. Should major commands other than the Air Defense Command assume more of the training load for Air Reservists?

7. Ways and means to stimulate more enlisted Reserve interest.

8. Feasibility of integrating T/O&E Combat Units with Service type units at the same location.

9. Desireability of a central continental air base to be used primarily as a training location for Air National Guard, Air Reserve, CAP and Air Scouts; this base to have adequate facilities, to be fully operational, with housing, shops, ranges, etc. If one such base not sufficient - possibly one for Air National Guard units and another for Air Reserve units.

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10. Reallocation of jet aircraft to locations where such aircraft can be safely operated - or funds provided for extension of runways.

11. Are B-26 type aircraft too "hot" for use by pilots in the Civilian Components, especially Reserve? Would bombardiers and navigators receive more training if AT-11 and/or AT-7's were equipped for bombing and navigation and replaced by types in the program which are of training benefit only to pilots? (A west coast Air Reserve Group Commander has made this recommendation).

12. Is too much stress being placed on pilot training to the neglect of developing leadership, executive and tactical ability, and the broader phases of Air Force education?

13. Should maintenance and supply Air Reserve personnel be assigned to service type T/O&E units or AMC Specialists Composite Units? That is, what should be the priority of assignment for a qualified technical man?

14. Experience has shown that not much training can be accomplished by a member of a Civilian Component on two-weeks' active duty (as an individual) in a headquarters. Should this period be extended to one month - two months - ?

15. Possibility of two-weeks' active duty tour <u>plus</u> travel time.

16. Questions surrounding inactive duty pay (pending).

   a. Department of Air Force Letter, subject: Inactive Duty Training Pay for USAF Reserve Personnel, has established the following policies which are questioned:

      (1) Training periods are to be no less than 4 hours' duration and preferably longer.

      (The above would appear to direct longer inactive duty training periods than are required of the ANG during minimum 2-hour drill periods for similar pay).

      (2) A unit training period will not be considered as such for pay purposes unless at least 60% of the assigned officer strength <u>and 60% of the assigned</u> enlisted strength are pre<u>sent for duty during the</u> training period.

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(It is believed that USAFR units will seldom meet this requirement as time and experience have shown a near complete lack of such interest evinced by enlisted reservists).

17. Discussion of the provisions of Air Force Regulation 45-5 - ways and means of implementation.

18. Question of flying pay for officers who have been properly rated and placed on flying status by USAF as National Guard members who occupy non-flying T/O&E positions.

19. Advisability of permitting ex-Naval, Marine and Coast Guard officers, who can present competent orders that they held the rating of Naval Aviator, be given the same advantages as ex-Air Reserve officers upon making application for Federal Recognition in National Guard units.

20. Feasibility of acquiring mobile training units on latest type of engines, equipment, and aircraft, to be assigned the ADC Air Forces for use in training Reserve type units regardless of their location.

21. What is expected to be the eventual source of supply for fillers in the Civilian Component program? With a large regular Air Force establishment, it appears that much of the potential will be used up in replacing attrition in the regular Air Force.

22. The problem of securing highly specialized personnel such as those required for Radar and occupations difficult to teach on-the-job in the brief drill periods.

FOR THE COMMANDING GENERAL:

E. W. A. TAYLOR
Colonel, USAF
Adjutant General

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HEADQUARTERS
FOURTEENTH AIR FORCE, ADC
Orlando, Florida

21 August 1948

OC 337/545

SUBJECT: Items to be Discussed by Air National Guard and Reserve Committee at Washington, D. C., 7-10 September 1948

TO : Commanding General
Air Defense Command
Mitchel Air Force Base
New York

1. In accordance with TWX AFADGOC 1859, 24 August 1948, the following items pertaining to the Air Force Reserve Program are submitted for discussion.

a. Qualified instructors necessary for implementation of training for inactive duty pay purposes. This discussion should include the possibility of re-evaluation of the present Air Reserve Program from the standpoint of means, with a view that if unit training is to be accomplished, rather than the mere satisfying of minimum requirements for pay purposes, there must be a situation comparable to that existing with Air National Guard units, wherein adequate materiel caretaker personnel and facilities are available, not merely authorized.

b. Discussion as to possibilities of discontinuing the principle of "facilities for the Air Reserve at no cost to the Government."

c. Availability of funds to provide some form of inactive duty pay for each person in the Reserve, similar to that currently in force for the Air National Guard.

d. The possibility of the initiation of an Air Reserve Manual to consolidate all instructions and regulations pertaining to the Air Reserve in one publication, and with changes published in numbered series, amending manual. Instructions would include the Revised AF counterpart of WD Circular 356, 1946, policy and administrative instructions for conducting Unit Active Duty Training; consolidation and simplification of reports, a section devoted to inactive duty pay and standardization of recording

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training credits under AF Regulation 45-5, a section on organization and administration of composite units, a sample copy of all forms authorized for Air Reserve use. Standard instructions on filling medical, chaplain, and similar vacancies in T/OAE units, in short, a compilation of the many and varied regulations under one cover, in order to facilitiate rapid and standard handling of all Reserve matters.

e. The establishment of authority and funds for publication of Newsletter by Air Defense Command numbered Air Forces. The purpose being to insure complete and uniform dissemination of worthwhile information to Air Reservists. This medium would provide this and higher headquarters with a positive tool for such use. An alternate plan would be an Air Defense Command Newsletter, printed in quantity and sent monthly to all ARRTC's, for addressing and mailing. Such a sheet could feature sections with Air Defense Command numbered Air Forces' contributions, as well as news of general interest.

2. The following items are submitted for discussion as pertaining to the Air National Guard Program.

a. Possibility of establishing a secondary T/O of flying personnel only to be superimposed on each Air National Guard Fighter or Light Bombardment Squadron. This "second team" will fly when the tactical aircraft are not being used by regular assigned flying personnel.

b. The possibility that future field training periods of the Air National Guard be of three (3) or four (4) weeks duration.

c. Possibility that the Air National Guard units be given all of their T/OAE equipment, especially field maintenance equipment.

d. Possibility of conducting unit training during summer of 1949 at wing level instead of group and squadron level as current program is operating.

e. Emphasis on Wing Aircraft Warning and Control Unit training.

f. Discussion of instrument cards to Air National Guard pilots who have not accomplished the GCA requirements of AF Regulation 60-4, with a view of waiving such requirements to Air National Guard pilots, and issuing instrument card on basis of other provisions of this regulation with notation to the effect that they are not qualified in GCA.

g. Possibility of appointment of an Air USP&DO in each state with Air Force supply experience.

h. Possibility of replacement of SCR-522 radio equipment with ARC-3 equipment.

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Items to be Discussed by ANG and Reserve Committee, cont'd

i. Shortages of instructor personnel in Communications MOS's 0200 and 0110.

j. Supply of external drop tanks for F-47's and F-51's.

k. The establishment of an Air National Guard Manual, by USAF, combining all USAF directives and policies relating to Air National Guard with National Guard Bureau policies and requirements.

3. The following items for discussion pertaining to both the Air National Guard and USAF Reserve Programs.

a. Possibility of activating sufficient number of service groups to give support to tactical organizations in case of mobilization.

b. Priority of supplies and equipment for issuance, such as Truck, Tractor, 4-5 ton, for pulling refuel units; Truck, Tractor, 4-5 ton, and special purpose (Class 18) tools.

c. Air National Guard stocks at Air Material Areas. Possibility of requisitions submitted by Air National Guard units being back ordered instead of cancelled.

d. Possibility of releasing to Air National Guard and USAFR units more Air Force equipment for training, on loan basis from Air Training Command, of various training aids which may be temporarily surplus in Air Training Command. Loan from Air Materiel Command of items of emergency stock where stock on hand reaches specified level (these items subject to immediate recall by AMC). Diversion to Air National Guard and USAFR, materiel in Air Materiel Areas which are usable for maintenance training, but not satisfactory for operational use.

e. Procurement of air to ground and air to air ranges for use by Air National Guard units, and USAF Reserve units.

FOR THE COMMANDING GENERAL:

s/t/ SAMUEL M. BREWER
Lt Col USAF
Asst Deputy for Operations

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Department of the Air Force

HEADQUARTERS UNITED STATES AIR FORCE

WASHINGTON

10 June 1948

SUBJECT: Channels for Control of Operations for Training Air National Guard Units in Preparation for Readiness for Their Federal Mission

TO: Commanding General
Air Defense Command
Mitchel Air Force Base
Hempstead, New York

1. As of this date, a majority of the States and Territories have ratified the proposed directive titled, "Channels for Control of Operations for Training Air National Guard Units in Preparation for Readiness for Their Federal Mission", which was formulated at the Air National Guard conference in San Antonio as 25, 26, and 27 February 1948. On the basis of these State replies, the Chief, National Guard Bureau has forwarded to each Adjutant General a letter (Incl #2) indicating that the directive, concurred in by his state, is being made an official policy directive and further implementation of the policy would be accomplished by the Air Force.

2. a. The following states have approved the instrument of policy in its present form:

Arizona	Illinois	Missouri	Puerto Rico
Arkansas	Indiana	Montana	Rhode Island
Colorado	Iowa	Nebraska	South Carolina
Connecticut	Kansas	Nevada	South Dakota
Delaware	Kentucky	New Hampshire	Tennessee
Florida	Maine	New York	Texas
Georgia	Massachusetts	North Dakota	Utah
Hawaii	Michigan	Ohio	Vermont
Idaho	Mississippi	Oklahoma	Virginia
			Wisconsin

b. Those states which concurred in the policy with reservations are set forth below. Copies of the comments submitted by those states are attached as inclosure No. 3.

California
District of Columbia
New Jersey
New Mexico
North Carolina
Oregon
Washington
West Virginia

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c. Alabama, Wyoming (Incl. #4), Maryland and Minnesota non-concurred in the policy. Although this headquarters has had no occasion to criticize the relations maintained with the states by the numbered Air Force Commanders, it is the National Guard Bureau's belief that these four states did not concur in the policy because of certain incidents that have arisen between the Commanding Generals of the respective numbered Air Forces and/or members of their staff and the state authorities.

d. At such time as Louisiana and Pennsylvania submit their replies to the National Guard Bureau, your Command will be informed of their comments and/or concurrence.

3. It is requested that Air Defense Command, through its numbered Air Forces, implement this policy to those states listed in paragraph 2 a. above. Further, it is desired that all States, Territories and the District of Columbia be invited to participate and engage in this program. In the event any of those states which have indicated their non or partial concurrence in the program, paragraphs 2b and c above, are inclined to reverse their opinions during discussions with the numbered Air Forces, it is requested that this headquarters be so informed in order that such information may be considered during future planning for training, organization, equipping and modernization of the air National Guard.

4. It is suggested that the policies covered in this directive be implemented through conferences between the Adjutants General and Commanding Generals of the appropriate numbered Air Forces to secure coordination on the specific details of training directives, programs and schedules. All Adjutants General should be included in the invitations to all preliminary discussions on field training in order that the utmost cooperation may be effected toward efficient wing maneuvers.

BY COMMAND OF THE CHIEF OF STAFF:

/s/ Lauris Norstad

LAURIS NORSTAD
Lieutenant General, USAF
Deputy Chief of Staff, Operations

4 Incls
1 Instrument of Policy
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SUBJECT: Channels for Control of Operations for Training Air National Guard Units in Preparation for Readiness for Their Federal Mission

1. Command is exercised by virtue of office and the special assignment of officers holding military rank who are eligible by law to exercise command. When operating under State orders, the right of command within the Air National Guard is exercised through the Adjutant General and individuals commissioned in the National Guard of a specific state. Officers of the Air National Guard of one State may not exercise command jurisdiction over Air National Guard personnel of another state except with the concurrence of the State military authorities concerned.

2. Efficient and effective training of the Air National Guard requires the highest degree of cooperation and coordination between all echelons of command, regardless of location or state assignments. Such cooperation and coordination can be obtained only through a clearly defined channel for control of operations for training purposes. To this end the following policies are promulgated with the concurrence of the military authorities of the several states, territories and the District of Colombia.

3. a. On all matters pertaining to control of operations for training purposes in the preparation of Air National Guard units for the discharge of their Federal Mission, the Chief of Staff, USAF, through its designated commanders may exercise tactical as differentiated from administrative command jurisdiction over Air National Guard units by means of normal military tactical command channels

b. Commanders of Air National Guard Wings, Groups, and Squadrons who by virtue of assignment and rank are eligible to command, may exercise command jurisdiction over subordinate units and personnel within their respective Wings, Groups, and Squadrons in all matters pertaining to control of operations for training in their Federal mission, regardless of whether or not subordinate units and personnel are assigned to the same state in which the commander is commissioned.

c. Air National Guard Wing, Group and Squadron Commanders may exercise tactical command jurisdiction over subordinate assigned and/or attached units and personnel within other states when Wing, Group, or other joint training exercises or maneuvers are involved.

d. When Air National Guard units and personnel engage in joint training exercises or maneuvers in conjunction with units and personnel of the United States Air Force and/or United States Air Force Reserve, the Air National Guard units and personnel involved will be under the command jurisdiction of the United States Air Force, Air National Guard, or United States Air Force Reserve officers who would normally exercise command by virtue of office, rank and assignment within a unified military organization.

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e. National Guard commanders of other arms and services will exercise command jurisdiction over Air National Guard units and personnel within their own state only in event of joint training manouvers and exercises under circumstances when they would, under actual combat conditions, exercise similar command jurisdiction over air units. National Guard commanders of other arms and services may exercise command jurisdiction over Air National Guard units and personnel of states other than that in which they hold commissions only in accordance with the foregoing and with the concurrence of the Adjutants General of the other states concerned.

4. In conformity with the policy enunciated in the foregoing paragraphs and in order that Wing, Group, Squadron, and other headquarters organizations and personnel of the Air National Guard may receive training in utilization of normal tactical channels of communication and control of operations, and in order that they may be cognizant of the state of organization and training of units which would be subordinate to them in Federal service, even though such units are beyond the confines of the state within which such headquarters is located, the following procedure will be effected:

a. All correspondence originating at Squadron or lower level affecting the training, operations, and organization as applied to preparation for readiness for their Federal Mission will be prepared with additional copies for all higher headquarters within the chain of command up to and including Wing Headquarters Such copies, plainly marked for appropriate headquarters, will accompany basic correspondence through normal tactical channels of communication to the addressee. That office, after placing appropriate indorsement thereon, will forward the copies throu normal military tactical channels of communication, inside or outside the state, to appropriate higher headquarters.

b. Correspondence relative to training, operations, and organization as applied to preparation for readiness for their Federal mission, originating at Air National Guard, Wing, Group or higher USAF level, will be forwarded through normal military tactical channels to each succeeding subordinate Air National Guard unit.

c. Information copies of all communications, instructions, orders or directives issued pursuant to this policy will be transmitted through normal administrative channels to the Adjutant Generals of all states involved and to the Chief of the National Guard Bureau.

5. All Commanders in the tactical chain of command will conduct such inspections of subordinate units as are necessary to determine if their training proficiency is up to the standard required for their readiness for Federal missions regardless of whether or not such subordinate units are located in a state or states other than that in which the officer responsible for the tactical inspection holds his commission. Whenever formal inspections of this nature are to be conducted the Adj. Gen. of the state or states concerned will invariably be notified by the commander responsible for conducting the tactical inspection prior to the time of the inspection. Reports of tactical inspections will be transmitted as hereinbefore prescribed for other correspondence of this nature.

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CSNGB/2061
Maj Laitos/hfg

SUBJECT: Channels for Control of Operations for Training Air National Guard Units in Preparation for Readiness for their Federal Mission.

TO : The Adjutant General
State of Virginia
Room 109, State Office Bldg.
Richmond 19, Virginia

1. Reference is made to National Guard Bureau letter dated 10 March 1948, subject: "Coordination of Proposed Directive on Channels for Control of Operations for Training Air National Guard Units in Preparation for Readiness for their Federal Mission" and your favorable indorsement thereto.

2. As of 12 May 1948, the majority of the States, Territories of Hawaii and Puerto Rico and the District of Columbia, have replied to the above mentioned letter, wherein their concurrences and/or comments relating to the adoption of the proposed directive were indicated. Principally, all replies indicated concurrences in the plan as proposed.

3. In accordance with Par 3 of letter referred to in Par 1 above, the policy directive has been published for your State and is inclosed. The Chief of Staff, United States Air Force, has been informed of your concurrence in this directive and had been requested to take appropriate action through his subordinate commanders to carry out the applicable provisions of the directive.

4. Inasmuch as the adoption of this policy is the initial major step to provide a more complete and thorough training program for the Air National Guard units, full cooperation and assistance must be realized from the agencies of the Air Force as well as those under your command. It is, therefore, requested that every effort be made on the part of all concerned to insure the complete success of this program through the medium of effective and efficient cooperative action.

KENNETH F. CRAMER
Major General
Chief, National Guard Bureau

1 Incl.
Directive

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1st Ind.

Office of the Adjutant General, State of W. Va. Charleston, 23 March 1948

TO: Chief, National Guard Bureau, Washington 25. D. C.

1. This office approves publication of subject policy directive. It is requested that a note of caution be issued to Tactical Commanders of Wings and Groups that the intent of this directive is to relieve Squadron Commanders of administrative responsibilities rather than increasing same. Specifically this office will not approve higher headquarters requiring additional reports since administrative burden is excessive now.

CHARLES R. FOX
Brig. Gen.
The Adjutant General

1 Incl. w/d

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1st Ind.

State of Wash. Military Dept. AGO. Cp Murray, Ft. Lewis, Washington. 24 Mar 48

O: The Chief, National Guard Bureau, Washington 25, D.C.

1. The Adjutant General, State of Washington, concurs in the proposed directive subject to the right to revoke said concurrence at any time such action appeared advisable but recommends certain changes as indicated in following paragraph.

2. Exception is taken to the granting of tactical command to Chief of Staff, USAF, and command to Wing and Group Commanders. The following modification is suggested:

a. Substitute "tactical supervision" for "tactical" in 4th line paragraph 3a.

b. Substitute "training" for "command" in 3rd line, para. 3b.

c. Substitute "supervision" for "control" in 4th line, para. 3b.

3. It is not certain that the Adjutant General can legally concur in placing units of his State forces under control of officers of another tate or the Regular Service when not on active duty and heretofore this has been successfully accomplished by acquiescence rather than any written agreement.

4. It is noted that the proposed coordination will impose an additional expense on the states for stationery and postage. It will also result in an increased administrative work load on Wing and Groups Headquarters and, if the plan is to work successfully, will require a full time administrative officer.

5. With respect to inspection by tactical commanders, it is assumed that Federal funds will be available for expenses of inspectors as all states are undoubtedly having difficulty in defraying cost of such inspections within their own states.

E. M. LLEWELLYN
BRIG. GENERAL W N G
THE ADJUTANT GENERAL

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1st Ind.

A. G. O. N.C. Raleigh, N.C., 10 April 1948. To Chief, National Guard Bureau The Pentagon, Washington 25, D.C.

1. Reference basic communication and the proposed directive, Subject "Channels for Control of Operations for Training Air National Guard units in Preparation for Readiness for their Federal Mission" the following reply is made:

a. Reference Paragraph 3a, b. c. and d. of the proposed directive: it is recognized that coordination of all elements of the Air Service in training for their Federal mission is of much value; however, except normally when the Air Service is in training, such as summer camps, in accordance with law and under the directives of the Secretary of the Air Force, it is not felt that the State should relinquish authority to others such as the Air Force and Wing Commanders, to order the State Air Forces for joint training, exercises, maneuvers and operations except with the concurrence of the Adjutant General of the State representing the Governor. This state has in the past years had some difficulty in split organizations of the Ground Forces in which cases the commanding officer was from another state.

b. Reference Paragraph 3e; this paragraph authorizes "National Guard Commanders of other arms and services to exercise command jurisdiction over Air National Guard units and personnel with their own State only", etc. This provision is satisfactory as far as it goes; however, it prohibits a National Guard Commander from exercising command jurisdiction of air unit in any serious State emergency, in which case such command may be desirable. It is definitely felt that the State Adj. Gen should be permitted to direct such command as he sees fit especially in any State emergency in which Ground and Air Forces are deemed necessary.

c. Reference Para. 4a, b. and c: it is well that Air Commanders know and be trained in, and have knowledge of channels of communications. The State Adj. Gen should be included in these channels of communications in peace time and such communications as mentioned should properly come through his office. The added reports and paper work are a further burden, particularly to Squadron Commanders at this time and who we must recognize are called upon to make their living in civilian life and who have possibly inadequate staffs or clerks and staff officers who have had little or no administrative experience.

d. Reference Par. 5a; inspection made by higher commanders from other states meets with our approval under certain conditions; the headquarters to make such inspections should not only notify the Adj. Gen. prior to the time of inspection but should have his concurrence. The State Adj. Gen. is in better position to ascertain from, say his Squadron Commanders, whether or not is practicable for him to assemble his command for such inspection and should certainly contact him to ascertain these facts before, say, the Wing Commander or others should complete his plans for such inspection. In these initial stages of organization Air officers, largely "green" in the administration of National Guard affairs have a greater burden than that which would prevail in later years, and it would seem advisable that any inspections desired by the higher commanders should be made on a normal day of the weekly training period, if practicable.

2. The 156th Fighter Squadron and auxiliary units have only recently been Federally Recognized and has not received its normal equipment. It is not yet operating as a fighter squadron and many problems which will inevitably arise are unforeseen at present.

3. It is a desire of the Adj. Gen. North Carolina, to cooperate to the fullest in these matters but he is not satisfied to relinquish control of the State Air Forces completely that it may be controlled by, in this instance, Group Headquarters, Tennessee, and the Wing Headquarters of Georgia, including the 14th Air Force. These comments are made largely in the thought that there can be so many phases of control to arise by commanders outside of the State, that these matters should first be coordinated with the Adjutant General of the State before execution of such orders.

J VAN. B. METTS
The Adjutant General

1st Ind.

AGO, Oregon, Salem, Oregon 26 March 1948

TO: Chief, National Guard Bureau, The Pentagon, Washington 25, D. C.

The State of Oregon concurs in the proposed directive as indicated in Subject letter with the exception of Paragraph No. 5, thereof. It is believed that all formal inspections of this nature should be conducted by the Commander of the indicated Air Force having jurisdiction over the particular state or states involved. By this it is meant that either the Commander of such force or a member of his staff should conduct any formal inspection.

THOMAS E. RILEA
Major General
The Adjutant General

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1st Ind.

Office of the Adj. Gen. of N. Mex, Santa Fe, N. Mex. 14 Apr 1948

TO: Chief, National Guard Bureau, Washington, D. C.

1. Thorough study of the proposed directive does not eliminate the feat that terms used may be interpreted in such a way as to permit direct command control of National Guard Air units by United States Air Forces. To the contrary, the basic principles enumerated have been in use for many years with Army (Ground) units, and with general satisfaction.

2. The undersigned concurs in the intent of the directive, with a suggestion that the wording be clarified so that future misunderstandings will be made impossible. Paragraph 3a. for example, places National Guard Air units under direct command of the USAF, if "tactical command" is properly interpreted. A thorough understanding of the meaning of terms used should be incorporated into the directive.

CHARLES G. SAGE
Brigadier General
The Adjutant General

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1st Ind.

Department of Defense, A. G. O., N. J. Trenton, 29 April 1948

TO: Chief, National Guard Bureau, Room 4B748, The Pentagon, Washington 25, D.C.

1. The State of New Jersey believes that in any National Emergency the appropriate Army and Air Force Commanders, acting under orders of the President, or when justified by conditions, on their own proper authority, should be empowered to assume complete command and direction of all National Guard Forces.

2. With respect to training, the position of the State is that training should be conducted by the National Guard Air units under the supervision of the appropriate numbered Air Force Headquarters as presently operated, except that the provisions of paragraph 3 of the proposed directive be limited to apply to periods of field training, i.e., field training as referred to in Section III, NGR 45.

3. The provisions of paragraphs 4 and 5 of the proposed directive would eliminate the Adjutants General of all States from the correspondence channel in matters affecting the training, operations, and organization as applied to preparation for readiness of Air National Guard units for their Federal mission; also reports of tactical inspection. Such provisions are contrary to the laws of New Jersey insofar as those laws make the Chief of Staff, Department of Defense, directly responsible to the Governor of New Jersey, for the organization, training and efficiency of the Air National Guard units of the State as well as the Army National Guard units.

FOR THE CHIEF OF STAFF:

D. W. McGOWAN
BRIGADIER GENERAL, NJNG
Deputy Chief of Staff

1 Incl. w/d

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1st Ind.

Hq. D.C. National Guard, 2001 East Capitol St., Washington, D.C. 24 Mar 48

TO: Chief, National Guard Bureau, Dept of the Army, Pentagon, Washington 25, D.C

The proposed directive is concurred in by the Commanding General, DCNG, provided Instructors and Sergeant Instructors are made available as members of staffs of appropriate National Guard Commanders, so that their services may be used under his order, and that necessary funds and authority to obligate same for pay, allowances, travel and other expenses are made available to National Guard Commanders, to carry out the policy.

PEYTON G. NEVITT
COL AGD
Adjutant General

1 Incl. w/d
cy of proposed directive

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1st Ind.

Office of the Adjutant General, 1215 16th Street, Sacramento, California
2 April 1948

TO: Chief, National Guard Bureau, Washington, D.C.

1. It is believed that we can concur in a directive of the kind outlines providing it is so worded as to recognize the principle that the Adjutants General have sole command jurisdiction over Air units located in their respective states when these units are not in Federal service and the Adjutants General are included in the chain of command for all communications directed to Air units within their respective states whether these communications originate in USAF Headquarters or Headquarters of a higher National Guard echelon of command located in another state.

2. Inclusion of the Adjutant General in the chain of command might introduce a slight administrative delay but it is believed that this would not seriously affect the training of the units concerned and in the event of mobilization, or a major emergency, all Air units would pass immediately to the control of USAF.

3. The objectives of the proposed directive appear to be highly desirable but they can only be attained by an agreement between the Adjutants General of the states providing their cooperation and expediting communications concerning tactical or training operations.

4. At the present time it would not only set a dangerous precedent but would probably be not legal for the Adjutant General to delegate even a portion of his command responsibilities to a Regular Air Force commander or to an Adjutant General located in another state.

5. As long as the National Guard of a state is not in Federal service it is the armed force of the state and the Governor of the state, as Commander in Chief, is responsible. The Federal Government may control training indirectly by establishing standards to be attained and withholding support if the state fails to meet such standards.

C. D. O'SULLIVAN
Major General
The Adjutant General

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1st Ind.

Office of the Adj. Gen. of Alabama, Montgomery, Ala. 19 April 1948

TO: Chief, National Guard Bureau, Washington 25, D.C.

1. After thorough consideration of all aspects of the basic question involved in the proposal as submitted, it has been concluded that it would be unsound to divorce the responsibility for training from the administrative control of the units.

2. A unit commander cannot be expected to serve two superior commanders, to one of whom he is indebted for the position he occupies in the T/O&E and to the other of whom he is responsible for the manner of performance of his duties in that position. By the same token, the Wing Commander would not profit by having the responsibility placed on him for the proper training of units over which he does not have administrative control through which to remedy deficiencies, even to the extent of replacing personnel if necessary.

3. The State of Alabama will not agree to partial control of its Air National Guard units, which were accepted, activated, manned, Federally recognized and trained thus far, on the belief and assurance that the responsibility for these functions was placed on this state.

4. The undersigned has a well defined responsibility to the people of the State of Ala. for the proper and adequate training and efficiency of all the units of the Ala. National Guard during peace time to the end that those units, and individuals of those units, can fulfill their assigned duties in the safeguarding of lives and property in the defense of the State of Ala. and of the United States. The Undersigned cannot delegate this responsibility laterally to personnel of any other state.

5. If it had been known originally that responsibility was to be divided this State would have insisted on a right to representation during the selection of the Wing Commander and his staff, and any selection would have been by mutual agreement between the states concerned, as has been done for years with the Ground National Guard.

6. In 1946, the AF, in cooperation with the Aviation Group, NGB, decided that there would be no divided staffs in the Air National Guard Bureau, This was believed undesirable, but practical, since the principle of state sovereignty would be followed at all times during inactive duty and the Wing Hqs would exercise no jurisdiction over the units of the wing which were located in another state.

7. The State of Ala. is desirous of perfecting the status of training of its air National Guard units, but it is inconceivable that the training of Alabama Air National Guard units will be advance by removing responsibility for that training from authorities of this State.

8. It is believed that competent personnel are on hand in the State of Alabama, which is so obviously National Guard minded, to adequately and forcefully implement and follow a standardized, well-rounded training directive promulgated from the Air Force Headquarters. This state has always

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endeavored to do what would be for the best overall good in the defense of the Country, and it is believed that the proposed delegation of responsibility for training to personnel of another state would not be beneficial to the common good.

9. On the other hand, the disastrous results are obvious if administra control and training responsibility were not divorced, but were both removed from this State to another state.

BY DIRECTION OF THE GOVERNOR:

JAMES S. SALIBA
BRIGADIER GENERAL
THE ADJUTANT GENERAL

1707

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15 April 1948

SUBJECT: Coordination of Proposed Directive on Channels for Control of Operation for Training Air National Guard units in Preparation for Readiness for their Federal Mission - See CSNGB letter 10 Mar 1948 and TWX CSNGB WCL 45444 14 April 1948

TO : Chief, National Guard Bureau, Room 4C-726, The Pentagon Washington 25, D. C.

1. Several unsuccessful attempts have been made to compose a suitable reply to the subject letter. Ordinarily it would be my desire to concur in the wishes of the Chief, National Guard Bureau on this type of program. However, in view of our past unsatisfactory relationships with the responsible command and training levels to which this proposal would give almost complete training and considerable administrative control of our Air National Guard, Wyoming, for the present request permission to withhold written concurrence.

2. The Adjutant General of Wyoming is in accord with the importance and many of the desirable aspects of this proposal. There is no lack of realization of the extreme importance of such control during time of great emergency, such as the very present moment.

3. Full agreement exists in Wyoming with the subject matter expressed in par 2. of the proposed directive. However, cooperation is not a one-way effective operational procedure. The full purpose of this proposed directive could be accomplished by cooperation, by effective evidence and application of interest and good will without the existence of written agreements. With a reasonable demonstration by the appropriate command and instructional levels concerned, that such cooperation, interest and good will is in fact the policy of all concerned, and not just a convenient superficiality, the Chief, National Guard Bureau may be assured of Wyoming's full and effective cooperation in all activities believed desirable to increase the efficiency and readiness of our Air Guard Units to meet our Federal mission.

R. L. ESMAY
COLONEL, CAVALRY
ADJUTANT GENERAL

262b
C O P Y

DEPARTMENT of the AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
Washington

20 Sep 48

SUBJECT: Report of the Air Staff Committee on Air National Guard Policy

TO : Colonel Reuben Kyle, Jr., Air Defense Command, Mitchel Air Force Base, Hempstead, New York

There is attached herewith two copies of the memorandum which it is proposed to submit to the Chief of Staff, USAF, with respect to the recommendations formulated by the committee at its recent meeting. In the preparation of this report, every effort has been made to consolidate and condense the material without adversely effecting the intent. It is possible that in so doing some factors have been omitted.

It is requested that you carefully review this proposed report with a view to assuring that the contents thereof represent a complete and concise statement of the wishes of the committee. Any corrections or recommendations which you may desire to make may be accomplished by marking one of the attached drafts or by noting them in a separate letter.

The comments and recommendations of the committee with respect to the Gray Board Report are not contained in this report. They will, however, be included in the report of the Secretary of the Air Force to the Secretary of Defense which will be submitted next month.

It is desired that this report be submitted to the Chief of Staff at the arliest possible date. It is therefore requested that one of the attached drafts be signed and returned to this Headquarters, together with suggested corrections or additions, if any, no later than 30 September. Your signature will not be utilized as an indication of approval of the draft unless you indicate that no corrections or additions are desired or until such corrections or additions as you may submit have been incorporated in the report.

s/t/ J.P. McCONNELL
Brigadier General, USAF
Chief, Civilian Components Group

1 Incl (dup)
Drafts of Report of
ANG Policy

1709

COPY

Report of the Air Staff on Air National Guard Policy

28 Sep 48

OC 334 (20 Sep 48) 1st Ind
HQ AIR DEFENSE COMMAND, Mitchel Air Force Base, New York

TO: Chief of Staff, United States Air Force, Washington 25, D.C.
ATTN: Civilian Components Group

It is recommended that the following recommendations be rewritten to read substantially as follows:

a. No. 18. Officers of the Regular Air Force or AFUS assigned to duty as instructors or advisors with the Air National Guard should not accept commissions in the Air National Guard and should not fill positions vacancies in the Air National Guard units or State staffs. Those officers (eigher Regular or AFUS) now holding Air National Guard commissions or filling position vacancies in Air National Guard units or on State staffs should vacate those positions on or before 1 January 1949.

NOTE: As the recommendation now reads, it only effects future Air National Guard instructors, leaving those with Air National Guard commissions at the present time in a position to retain those commissions, until relieved from that assignment.

b. No. 14. A higher priority should be given to the assignment or sufficient and qualified Regular Air Force or extended active duty personnel for duty as instructors or advisors with the Air National Guard.

c. Section IV - Recommended Interim Action

Par 1c. That a Board of Officers be appointed by the Secretary of Defense to determine the feasibility of locating and activating in any one place any element of the Civilian Components (ANG, AFR, Naval Aviation, NG, Army Reserve or Naval Reserve). At the present time there is an increasing amount of unnecessary personnel procurement competition among the various Services.

s/t/ REUBEN KYLE, Jr.
Colonel, USAF
Director, Civilian Components.

1 Incl
n/c Cy w/d

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USAF

20 September 1948

SUBJECT: Report of the Air Staff Committee on Air National Guard Policy

TO : Commanding General, Air Defense Command, Mitchel Air Force Base, New York

1. The "Air Staff Committee on Air National Guard Policy" held its first meeting in this Headquarters during the period 7 to 10 September inclusive. This committee was formed in accordance with the provisions of Section V of the National Defense Act of 1916, for the purpose of preparing Air Staff Policies pertaining to the Air National Guard. There is attached hereto copies of the memorandum which it is proposed to submit to the Chief of Staff, USAF, with respect to the recommendations formulated by the committee.

2. It is planned to submit the report of the committee to the Chief of Staff with a covering letter stating the views of interested Air Force Agencies on the recommendations of the committee. The comments and recommendations of your command are particularly desired. It is therefore requested that the attached proposed draft be carefully reviewed, and that your comments and recommendations with respect to each of the committee's recommendations be submitted seriatim in the following form:

a. Should the recommendation of the committee be approved as written?

b. If the answer to a above is "no", should the recommendation of the committee be approved in a modified or revised form, and if so, what modifications or revisions should be made?

c. If the answers to both a and b above are "no", what are the reasons for nonconcurrence?

d. Any pertinent recommendations as to method or time of implementation of the committee's recommendation.

3. Colonel Reubin Kyle, Jr., represented your Headquarters on this committee.

4. It is requested that your comments and recommendations be forwarded to the Chief, Civilian Components Group, DCS/O, this Headquarters, prior to 1 October 1948.

BY COMMAND OF THE CHIEF OF STAFF:

J. P. McCONNELL
Brigadier General, USAF
Chief, Civilian Components Group

1 Incl. (dup.)
Drafts of Report of
ANG Policy

19063

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Report of the Air Staff Committee on Air National Guard Policy
OC 334 (20 Sep 48) 1st Ind.

HQ AIR DEFENSE COMMAND, Mitchel Air Force Base, Mitchel Field, New York

TO: Chief of Staff, United States Air Force, Washington 25, D. C.
ATTN: Chief, Civilian Components Group

1. This headquarters concurs with the recommendation of the Air Staff Committee on National Guard Policy on all items in Section III of the Committee's Report with the exceptions as noted below pertinent to each item:

Item 4 - Do not concur with reorganization "as rapidly as possible." The Wing Base Organization is still in an experimental stage. It is therefore recommended that no immediate action be taken to reorganize the Air National Guard until the Wing Base Organization has been finalized by experience and completely accepted by the United States Air Force.

Item 5 - Do not concur. It is believed that the benefits derived from an inactive Air National Guard organization would not be justified inasmuch as such an organization would be in direct competition with the Air Reserve and would complicate the administrative and personnel problems of the overall civilian components program, especially upon Mobilization Day.

Item 13- Concur. It is recommended that officers of the Regular Air Force presently holding commissions in the Air National Guard be released from such assignments on or prior to 1 January 1949.

Item 17- Do not concur. It is recommended that training directives for the Air National Guard prepared by United States Air Force be detailed only to the extent to permit standardization of the final product and that the detailed training schedule for the National Guard units be prepared by Unit Commanders. Variations in facilities, personnel qualifications, and equipment as well as climatic conditions, would not permit compliance with the detailed directives or schedules prepared by United States Air Force. To illustrate this fact, it is pointed out that thepercentage of experienced fighter pilots at squadron level ranges from as high as 90% to as low as 10%.

Item 21-Concur. Air National Guard units should be converted to jet type aircraft considering the following factors:

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a. The need as dictated by airdefense plans.

b. The availability of facilities for the units to be converted.

2. This headquarters does not understand the intent of paragraph 1c Section IV of the basic memorandum.

FOR THE COMMANDING GENERAL:

1 Incl: n/c
Cy w/d

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HEADQUARTERS
AIR DEFENSE COMMAND
INTEROFFICE ROUTING SLIP

FILE:

SUBJECT: Gray Board

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NO	DATE	FROM	TO	
1	24Sep 1948	AG	Civ	The following are my comments on the recommendations of the Gray Board work which are yet to be announced:

1. Desirable but not essential. I think the basic question here is not so much the needs of the states for forces under their control versus the need for direct federal control, as it is how to organize the entire military establishment for immediate mobilization and adequate control in time of war within the framework of the United States Constitution which prescribes the relationships between the states and the federal government. It seems to me that we could accomplish our purposes here just as well without so much friction if we quietly and systematically revised the types of air units in the Air National Guard so as to leave in the Guard only those units such as troop carrier, rescue, and the like, which the states can train and use. It is quite true ~~as~~ has been pointed out by a number of the states that the problem of control of units which overlap state boundaries has been with us a long time and workable solutions have been arrived at in a number of instances.

2. Concur, but feel that the discussion in the Board report is ill-taken. I do not believe that any proposal for improvement of Regular - Reserve relationships will work if it is based upon the assumption that the regular establishment has been a narrow, ignorant, bigoted group, but that we now see the light and are going to change all past procedures. I think, likewise, the statement which appears in the third paragraph on page 19 that the Navy has reduced its difficulties in this respect is not true. If it is true, then what is the point to the Roper Board's recommendations under No. 8? So long as we maintain a military establishment in which the Regular component is responsible to the President and through him to the country for preparing war plans, for developing in time of peace the military organization with which we intend to fight our wars, and for organizing and training that organization, it is decidedly out of order to preach to the country that the Regulars have to go to the Reserve to find out how to do it.

3. Concur.

6. Concur.

7. I do not concur in the disestablishing of the AUS and the AFUS. I believe that the maintenance of the Army of the

CIV. # 674 ✓
1325
DATE- SEP 24 [illegible]

This is in reply to correspondence bearing AG Register No._____ which was suspended to (date)_____

ADC FORM HQ-AG 1 (Revised)
2 September 1948

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SUBJECT: Gray Board Contd. Page 2

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1 Cont	22Sep	AG	Civ	United States, consisting of the Regular-Reserve-National Guard-and emergency components, is better than the eyewash type of subterfuge proposed in this recommendation. A rose by any other name . . . Further, the "active participation" in the second paragraph on page 24 will need very careful study to avoid throwing away a great number of ably trained people simply because we have no T.O. vacancy for them. Despite the clamor to the contrary, we need an enormous number of partially-trained people immediately on M-Day to build up the administrative organization which will permit our prepared T.O. structure to be called to active duty. Somebody has to handle the papers, for example, to tell the people in the T.O. units that they are called back to duty. 12. Concur. 13. This ties in very closely with No. 1 and if No. 1 is adopted as proposed, 13 follows. However, I cannot conceive the old 7th Regiment in New York amounting to anything like its present reputation if it were composed of deferred, overage and limited-service people. I don't think this is a good idea. 29. Concur. 89. Concur. CRL LANDON 3136

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2 September 1948

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SUBJECT: Gray Board

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1		Civ (ANG)	Civ (Air Res)	The following are comments on the recommendations specified in paragraph 4 of the Headquarters USAF letter dated 12 Sep 1948, SUBJECT: Report to the Secretary of Defense by the Committee on Civilian Components - "Reserve Forces for National Security".

Paragraph 2 - (a) Yes

(b) This recommendation should be implemented to the fullest extent possible and at the earliest time possible.

(c) The Board has recommended the only logical, practical means by which the Civilian Components may become a part in fact as well as principle of the Armed Forces of the United States. It is felt that if the Board's first recommendation is not adopted, the implementation of this recommendation will be limited. However, it is believed that with the definite need for adequate reserve forces (Civilian Components) as much of this recommendation as possible must be adopted.

Paragraph 3 - (a) Yes

(b) This recommendation should be adopted as soon as authorization can be obtained and staffs trained to this additional duty.

(c) Until very recently a situation existed in the Air Defense Command and may still exist in certain of its Air Forces, which makes a single office responsible for the conduct of the supervision of training, assistance for supply, monitoring personnel strengths and securing assignment of instructor personnel. This situation is at best ludicrous. One man or one office cannot adequately meet these responsibilities; it is mandatory that the various staff divisions of the Headquarters accept its responsibility and its part of the mission with respect to the Air National Guard. As the Gray Board reports, the adoption of this recommendation will lead to the more complete integration of the Civilian Components with the regular forces. This is only logical since as more people become aware of the program, its importance and ramifications, they will take a more active part in it. The program will, as a result, profit and go forward more rapidly.

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1		Civ (ANG)	Civ Air Res)	Paragraph 6 - (a) Yes

Paragraph 6 - (a) Yes

(b) This is a personnel matter and should receive early attention. However, it is considered that matters primarily concerned with operations should have the priority.

(c) There can be no argument with the recommendation of the Board as to the advisability of adopting this recommendation. As the Board points out, the implementation of this recommendation will be conducive to the abolishment of the feeling of discrimination.

Paragraph 12 -(a) This recommendation should be adopted as those elements of it are proven timely.

(b) The implementation of this recommendation should be made over a long period of time since it entails the build-up of additional forces, a survey of existing contemplated needs, and, of course, the constitution of an entirely new force.

(c) The Air National Guard as now constituted and equipped cannot function efficiently as an Internal Security force. The forces needed in this mission are of the Military Police and Damage Control type. Hence, units suited for the internal security mission should be organized, trained and equipped. This particularly if the National Guard Units are to be removed from the control of State Government. The questions of Federal pay and equipment for these internal security units must be considered since the National Guard as it now exists receives this support; it is only fair to the States that with the removal of the National Guard and the consideration of additional units, the Federal Government assumes its share in the support.

Paragraph 13 -(a) This recommendation is tied in very closely with the recommendations of Paragraph 12 and its adoption should be geared thereto.

(b) This recommendation is sound considering the overall man power limitations imposed by the large troop basis that will be supported.

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1		Civ (ANG)	Civ Air Res)	Paragraph 29 -(a) Yes

(b) As soon as possible

(c) Civil Air Patrol can, as the Board indicates, accomplish to a large extent the air support missions required by Civil Agency. The Civil Air Patrol frequently participates in air search and ~~rescue~~ rescue missions, fire surveillance, and emergency evacuations and supply missions. The foregoing missions are already being accomplished by a higher percentage of the Civil Air Patrol Units. It is considered only proper that all Civil Air Patrol Units participate on an equitable basis in these missions; some means of financial support for the Civilian Air Patrol must be devised if they are to be directed to participate in these missions. The accomplishment of this recommendation will to a certain extent meet the States' requirements for its Air National Guard Units. However, there would remain a need for some sort of a utility flight equipped with medium or heavy cargo aircraft.

G. S. WEART
Captain, USAF
ANG Div
Ext 2201

H. B. EARTHMAN
Lt Col (USAF)
Chief ANG Div
Ext 6136

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1		Civ (ANG)	Civ Res	Comments on Paragraph 5, Department of the Air Force Ltr, Subj "Report to the Secretary of Defense by the Committee on Civilian Components - 'Reserve Forces for National Security'."

I. "1. National Security Requires That All Services Each Have One Federal Reserve Force."

a. The principle of this recommendation should be accepted and implemented by the Department of the Air Force insofar as it is feasible without physically dislocating the entire program.

b. & c. The Committee obviously made a thorough and complete study of this subject. Its recommendation is sound in every respect with the possible sole exception of the political repercussions. At the present time it is planned that the ANG will furnish on "M" Day 24 Fighter Groups and 3 Light Bomb Groups with their immediate supporting units to the Air Defense of the United States. The funds necessary for this force will be politically assured in each Congress since these funds are turned over to the States for obligation. It is believed that if the ANG were Federalized, the overall Civilian Components Program would receive a proportionate reduction in funds per man. On the other hand the proposal would make possible joint utilization of all Air Civilian Component facilities and equipment, would result in a better dollar return to the public, and would enable the USAF to properly train the present ANG. Considering the above statements, it is believed that this recommendation should be implemented in increments so that the path may be politically smoothed through each ~~successful~~ successive operation, all aimed at eventually implementing the whole of this recommendation.

II. "7. The Structure of the Reserve Forces Should Be Simplified and Made Common to the Three Services."

a. It is believed that this recommendation of the Committee can be very important from a morale standpoint to the various services. It should mandatorily be adopted if

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2 September 1948

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1		Civ (ANG)	Civ Res	cont'd

a. and when the whole of Recommendation No. 1 is accomplished.

b. The accomplishment of this recommendation should be geared to the accomplishment of Recommendation No. 1 with, however, a lower priority on completion.

c. This recommendation is sound from the ideal point of view. The Reserve Forces should definitely have the same organization in each service. Generally speaking, the same criteria for promotions, etc. should exist. The further proposal to abolish the AFUS should be the subject of more detailed study to insure that if and when it is adopted, the Personnel people will have a procedure worked out to accomplish the proper identification of each individual and will have the administrative procedures so established to continue the proper administration without a major slow-down. Confusion from a Personnel viewpoint is worse on morale than the present diversified system.

III. "89. Present Supply Procedures, Responsibility and Control in the Army and Air Force Should Be Adjusted to Provide the Flexibility Necessary To Permit Joint or Common Use of Equipment Within Each Service and To Reduce the Overall Requirements for Such Equipment."

a. That portion of the recommendation which has to do with supply procedures, etc. should be adopted by the Department of the Air Force as soon as it can be completed without dislocating the existing supply flow. The second recommendation that joint or common use of equipment be instituted should receive more extensive and detailed consideration.

b. As indicated above, that portion of the recommendation having to do with supply procedures should receive early implementation. However, joint and/or common usage of equipment might well receive further study.

This is in reply to correspondence bearing AG Register No.________ which was suspended to (date)________

ADC FORM HQ-AG 1 (Revised)
2 September 1948

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HEADQUARTERS
AIR DEFENSE COMMAND
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SUBJECT: Gray Board

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1		Civ (ANG)	Civ Res	Cont'd.

c. The existing channels for supply flow and the administrative procedures established to accomplish this flow are, for the ANG at least, inefficient. The superimposing of an additional office within each State, the office of the USP&DO, merely adds to the already over-long supply channel. Thus, the elimination of the weak links in the supply chain should for the good of National Defense be eliminated. The desirability of joint or common use of equipment within each service is unquestionable. However, the mission of each unit must be considered. i.e. If the ANG is to have an "M" Day Mission requiring combat readiness, they must be combat equipped. Joint or common usage of equipment, particularly tactical aircraft, cannot be considered unless there is a definite re-equipment program instituted. The foregoing statement is emphasized to prevent the deterioration of combat equipment for "M" Day units. A Fighter Squadron cannot be "M" Day effective if its aircraft all require "Depot Overhauls".

Weart
G. S. WEART
Captain, USAF
ANG Div
Ext 2201

Earthman
H. B. EARTHMAN
Lt. Col, USAF
Chief ANG Div
Ext 6136

ADC FORM HQ-AG 1 (Revised)
2 September 1948

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DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON

24 September 1948

MEMORANDUM FOR: The Chief of Staff, United States Air Force

SUBJECT: Report of the Department of the Air Force Staff Committee on Air National Guard Policy.

Section 1 - Authority and Assembly

1. The Department of the Air Force Air Staff Committee on Air National Guard Policy was constituted pursuant to authority contained in Section V of the National Defense Act of 1916 as modified by the National Security Act of 1947.

2. This Committee met at Washington, D. C. from 7 - 10 September 1948, inclusive. The following members were present:

Brig. General J. P. McConnell, USAF
Brig. General Winston W. Kratz, ANGUS
Brig. General George G. Finch, ANGUS
Colonel Linus D. Fredrick, USAF
Colonel Reuben Kyle, USAF
Colonel Chester W. Cecil, USAF
Colonel Harold S. Ecklund, USAF
Colonel Daniel F. Callahan, USAF (Col. C. A. Kenla representing Col. Callahan)
Colonel Lawrence H. Bell, Jr., ANGUS
Colonel Oliver H. Stout, ANGUS
Lt. Colonel Thomas G. Lanphier, ANGUS
Lt. Colonel Walter E. Nicol, ANGUS

3. Headquarters, USAF Letter Orders AFCAG-13 334, dated 31 March 1948, designated Brig. General John P. McConnell as Chairman of the Committee. General McConnell invited the Committee to elect its own Chairman, whereupon Brig. General George G. Finch, ANGUS, was unanimously elected.

Section II - Purpose of The Committee

1. It was the purpose of this meeting of the Committee to prepare and recommend operational, organizational and administrative policies, plans and procedures for the Air National Guard, consistent with the overall mission of the National Military Establishment in general, and the U. S. Air Force in particular.

2. The Committee was guided by the following general philosophy of the mission of the Military Establishment:

"To attempt to maintain continuously in peacetime a standing military force capable of defeating any combination of enemies would

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just as surely obtain early national economic defeat itself. The philosophy of the Military Establishment must be to maintain a minimum force in being together with trained Civilian Components for the augmentation and support of that permanent forte, if war comes. This concept provides the most defense at the least cost. There is no bargain defense.

"Enormous losses in personnel and materiel will, undoubtedly, be suffered by military units which meet an enemy in initial phases of a future war. The Air Force will bear the brunt of any aggression and will require the full and immediate support of the Air National Guard in the form of unit support as well as in individual replacements.

"The Air National Guard is being equipped and trained to be an M-Day force and its importance to the Air Force cannot be overstressed. It is under this concept that this organization has been established and, as a matter of national economy, the nation and the regular establishments must recognize this concept and the capabilities of the Air National Guard in the Military Establishment."

3. A thorough study was made of the report of the Civilian Components Group to the Secretary of Defense and the recommendations of the Committee on the various statements contained therein are being made in a separate report.

Section III - Recommendations

There follows herein a list of statements of policy, plans and procedures recommended by the Air Staff Committee on National Guard Policy. Each assertion is followed by a brief explanation.

1. THE EXISTING AGREEMENT BETWEEN THE CHIEF OF STAFF, UNITED STATES AIR FORCE AND MILITARY AUTHORITIES OF THE STATES, VESTING IN THE CHIEF OF STAFF, UNITED STATES AIR FORCE, AUTHORITY TO EXERCISE CONTROL OF AIR NATIONAL GUARD UNITS IN ALL MATTERS PERTAINING TO THEIR TRAINING IN PREPARATION FOR THEIR FEDERAL MISSION, SHOULD BE PERFECTED TO ELIMINATE THE TECHNICAL OBJECTIONS OF NON-CONCURRING STATE OFFICIALS.

The majority of the State Officials have concurred in the policy of authorizing appropriate United States Air Force agencies and Air National Guard commanders to exercise such control of Air National Guard units, regardless of state boundaries. Those State Officials who have not concurred, based their objections upon legal or technical aspects. It is believed that the policy, as now written, can be perfected in such a manner as to meet the objections of the non-concurring State Military Officials without adversely affecting the capability of the Chief of Staff, United States Air Force, to accomplish basic intent of the policy.

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2. LEGISLATIVE AND ADMINISTRATIVE ACTION SHOULD BE INITIATED BY THE DEPARTMENT OF THE AIR FORCE WITH A VIEW TOWARD REDUCING THE TIME REQUIRED TO INDUCT THE AIR NATIONAL GUARD INTO THE FEDERAL SERVICE IN THE EVENT OF AN EMERGENCY.

Existing statutes necessitate congressional action in order to permit the induction of the Air National Guard into the Federal service for deployment outside of the Zone of The Interior. A Presidential Call is sufficient to bring the Air National Guard into the Federal service in an emergency for service within the continential United States. However, even in the latter case, the administrative details incident to induction are cumbersome and time consuming. An immediate and exhaustive study should be undertaken by the Air Staff with a view to initiating legislation which will permit immediate induction of the Air National Guard, in an emergency, without limitation as to deployment, and of simplifying administrative procedures incident to such induction.

3. WITHIN THE LIMITATIONS IMPOSED BY THE RELATION OF THE AIR NATIONAL GUARD TO THE SEVERAL STATES AND TERRITORIES, ADMINISTRATIVE PROCEDURES, FORMS, REPORTS AND CHANNELS OF COMMUNICATIONS UTILIZED BY THE AIR NATIONAL GUARD SHOULD BE IDENTICAL WITH THOSE EMPLOYED BY THE REGULAR AIR FORCE.

In order to minimize the confusion incident to induction of the Air National Guard into the Federal service, it is necessary that there be a minimum of change in administrative procedures at time of induction. All forms and reports maintained and prepared by the Air National Guard and higher headquarters should be those which will be employed in the Federal service. Similarly, administrative procedures and channels of communication, insofar as is practicable, should be in consonance with those which would be utilized in the Federal service. In general, standard Department of the Air Force forms and reports can be adapted to Air National Guard use, thus obviating the necessity of separate National Guard Bureau forms and reports.

4. AIR NATIONAL GUARD COMBAT UNITS SHOULD BE REORGANIZED AS RAPIDLY AS POSSIBLE UNDER A MODIFIED WING BASE ORGANIZATION PLAN.

In view of its status as a Mobilization-Day force, it is essential that the organization of combat units of the Air National Guard be in consonance with the organization of combat units within the Regular Establishment. However, certain recruiting problems, and the fact that Air National Guard Squadrons operate from separate bases, make it impracticable to fully apply the Wing Base Organization established under the provisions of Air Force Regulation 20-15. The Air Staff should immediately initiate a study to determine the modifications to Air Force Regulation 20-15 which may be necessary in order to make the regulation applicable to Air National Guard combat units. Upon completion of these studies, Air National Guard combat units should be reorganized immediately in accordance with the resulting modified Wing Base Organization plan.

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5. AN INACTIVE AIR NATIONAL GUARD SHOULD BE ESTABLISHED GENERALLY UNDER THE SAME REGULATIONS AS ARE APPLICABLE TO THE INACTIVE AIR FORCE RESERVE.

Section 78 of the National Defense Act authorizes an Inactive National Guard. Such an organization in the Air National Guard will serve to retain in the Air National Guard those individuals temporarily unable to actively participate in training. Lack of such an organization may result in the loss to the service of such individuals. Officers transferred from the Active to the Inactive Air National Guard may remain in it not longer than five years, and at the end of that time if they are not re-transferred to the Active Air National Guard their National Guard commissions should be terminated. Enlisted men transferred from the Active Air National Guard to the Inactive Air National Guard should serve in the Inactive Air National Guard only for the remainder of current enlistment.

6. AIR NATIONAL GUARD OFFICERS CALLED TO EXTENDED ACTIVE DUTY AS AFUS OR ANGUS OFFICERS SHOULD RETAIN THEIR ASSIGNMENT TO THEIR AIR NATIONAL GUARD UNIT AND SHOULD BE CARRIED AS OVERAGES WITHIN SUCH UNITS. UPON RELIEF FROM EXTENDED ACTIVE DUTY, SUCH INDIVIDUALS SHOULD BE CARRIED AS SURPLUS IN GRADE UNTIL THEY CAN BE ABSORBED BY NORMAL OR FORCED ATTRITION.

At present, when Air National Guard officers are called to extended active duty they must either resign from the Air National Guard or their T/O position must remain vacant during their absence. Neither of these alternatives is in the best interest of the service. Further, the Committee does not believe that any limitation should be placed upon the number of individuals who may be carried as overages within Air National Guard units for the purpose of serving on extended active duty. Such action would deny extended active duty to some individuals and might influence others to transfer out of the Air National Guard.

7. AN AIR STAFF SHOULD BE ESTABLISHED IN THE OFFICE OF THE ADJUTANT GENERAL OF EACH STATE, TERRITORY AND THE DISTRICT OF COLUMBIA TO HANDLE MATTERS PECULIAR TO THE AIR NATIONAL GUARD. THE CHIEF OF THIS AIR SECTION SHOULD BE OF EQUAL GRADE OR NO LESS THAN ONE GRADE BELOW THAT OF THE ADJUTANT GENERAL.

The importance of the Air National Guard in the planned defense of the nation makes it imperative that there be included in the Headquarters and Headquarters Detachment of the National Guard of the several states and territories appropriate numbers of Air National Guard personnel qualified to advise and assist the Adjutant General in preparation of the Air National Guard for its Federal mission.

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8. THE OFFICES OF THE UNITED STATES PROPERTY AND DISBURSING OFFICERS IN THE SEVERAL STATES AND TERRITORIES SHOULD BE AUGMENTED BY THE ADDITION OF PERSONNEL ESPECIALLY QUALIFIED AND EXPERIENCED IN AIR FORCE LOGISTICAL MATTERS.

The complexities of Air Force logistical procedures are such that the efficiency of Air National Guard units will be adversely affected unless expert advice, based upon experience, is continually available to the United States Property and Disbursing Officers. Such assistance and advice can be rendered only by individuals with prior experience in Air Force logistical procedures.

9. AIR NATIONAL GUARD TRAINING PERIODS SHOULD, BY ADMINISTRATIVE ACTION, BE ESTABLISHED IN EXCESS OF THE LEGALLY PRESCRIBED MINIMUMS.

The National Defense Act establishes a drill period for pay purposes as a period of training of at least two hours duration. The Committee does not believe that periods of training of such duration are adequate to properly train personnel in their assigned duties. In order to obtain greater value from training periods, the minimum number of hours for pay purposes should be established in excess of two hours by administrative action.

10. THE HOURLY DURATION OF DRILL PERIODS FOR PAY PURPOSES AND THE NUMBER OF DRILL PERIODS AUTHORIZED ANNUALLY SHOULD BE IDENTICAL FOR THE CIVILIAN COMPONENTS OF THE THREE SERVICES.

At the present time there is considerable variation in the hourly duration of drill periods for pay purposes and the numbers of drills authorized annually within the civilian components of the armed forces. This situation not only violates basic principle, but tends to exaggerate the competitive aspects of recruitment.

11. AIR NATIONAL GUARD UNITS SHOULD BE AUTHORIZED FOR PAY PURPOSES A MAXIMUM OF SIXTY REGULAR DRILL PERIODS, PLUS SIXTEEN EXTRA DRILL PERIODS FOR AIR CREWS, AND FIFTEEN DAYS ACTIVE DUTY PER ANNUM.

The present limitation of forty-eight drill periods annually does not provide sufficient training to permit the Air National Guard to be prepared for its Federal mission. Further, in order to encourage unit training in extended flights, it is desirable to authorize credit for pay purposes for four such flights of four days duration each.

12. A QUOTA FOR QUALIFIED AIR NATIONAL GUARD PERSONNEL SHOULD BE ESTABLISHED AT AIR FORCE FLYING SCHOOLS. AIR NATIONAL GUARD OFFICERS FILLING THESE QUOTAS SHOULD BE PERMITTED TO ATTEND FLYING SCHOOLS IN GRADE. UPON GRADUATION AND RECEIPT OF PILOT RATING, AIR NATIONAL GUARD PERSONNEL SHOULD BE PERMITTED TO RETURN TO THEIR PARENT AIR NATIONAL GUARD UNIT IMMEDIATELY, WITHOUT THE NECESSITY OF SERVING A TOUR OF EXTENDED ACTIVE DUTY IN THE UNITED STATES AIR FORCE.

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The World War II reserve of qualified rated personnel in the lower grades will soon be depleted by promotion and age. Present plans provide no source of junior rated personnel for the Air National Guard other than graduates of the Flying Schools who have completed their required tour of extended active duty. Due to the lengthy period of time required to undertake flight training and complete the extended tour of active duty, individuals, upon completion of such tour of extended active duty, could serve but a very short period as a junior rated pilot in an Air National Guard Squadron. Further, many individuals who might otherwise attend the Flying Schools are deterred by the necessity of serving a three year tour of extended active duty. While it is realized that the U. S. Air Force will be deprived of the services of Flying School graduates who return immediately to Air National Guard units, and that such officers will not be as well qualified generally as those who have served a tour of extended active duty, the above recommendation appears to represent the only practicable solution to the procurement of rated personnel in the lower grades for Air National Guard squadrons.

See ind.

13. EFFECTIVE 1 JANUARY 1949 OFFICERS OF THE REGULAR AIR FORCE OR AFUS ASSIGNED TO DUTY AS INSTRUCTORS WITH THE AIR NATIONAL GUARD SHOULD NOT ACCEPT COMMISSIONS IN THE AIR NATIONAL GUARD AND SHOULD NOT FILL POSITION VACANCIES IN AIR NATIONAL GUARD UNITS OR ON STATE STAFFS.

Paragraph 3c, Section VIII, WD policy relating to the post-war National Guard, approved by the Secretary of War, 13 October 1945, authorizes regular Air Force instructors with the Air National Guard to accept commissions in the Air National Guard and to serve in T/O&E vacancies in the Air National Guard units for limited periods of time. Experience has indicated that it is impossible for officers to successfully function in the dual capacity of Air Instructors and Air National Guard commanders or staff officers to state military authorities.

See ind.

14. A HIGH PRIORITY SHOULD BE GIVEN TO THE ASSIGNMENT OF SUFFICIENT AND QUALIFIED REGULAR AIR FORCE OR EXTENDED ACTIVE DUTY PERSONNEL FOR DUTY AS INSTRUCTORS WITH THE AIR NATIONAL GUARD.

Experience has demonstrated that, all other factors being equal, the degree of proficiency attained and maintained by an Air National Guard unit is in direct ratio to the ability of the unit instructors. Air National Guard instructors should be carefully selected and thoroughly trained for their assignment. The filling of such assignments should be given higher priority within the Air Force.

15. QUALIFIED OFFICERS SHOULD BE CALLED TO EXTENDED ACTIVE DUTY IN THEIR AFUS STATUS FOR THE SPECIFIC PURPOSE OF BEING ASSIGNED TO DUTY AS ADVISORS FOR THE AIRCRAFT CONTROL AND WARNING UNITS OF THE AIR NATIONAL GUARD.

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The National Defense Act limits the assignment of instructors with the Air National Guard to personnel of the Regular Air Force. The Regular Air Force is unable to furnish sufficient qualified officers to fill the required positions as Air Instructors to Aircraft Control and Warning units of the Air National Guard. In order to fulfill the requirement for such instructors, qualified officers should be sought out and called to extended active duty in their AFUS status for specific assignment as advisors to Air National Guard Aircraft Control and Warning units.

16. PERSONNEL OF THE USAF ASSIGNED TO DUTY AS AIR INSTRUCTORS FOR THE AIR NATIONAL GUARD, WHEN RELEASED UPON REQUEST OF THE STATE MILITARY AUTHORITIES FOR REASON OTHER THAN FOR CAUSE OR LACK OF PROFESSIONAL QUALIFICATIONS WILL BE RELEASED WITHOUT PREJUDICE. WHEN SUCH RELEASE IS REQUESTED BY STATE AUTHORITY FOR CAUSE OR LACK OF PROFESSIONAL QUALIFICATIONS, A COMPLETE INVESTIGATION WILL BE CONDUCTED BY THE USAF PRIOR TO EFFECTING RELEASE OR REASSIGNMENT OF THE OFFICER CONCERNED.

It is essential that cordial relationship and a high spirit of cooperation exist between Air Instructors and State Military Officials and Air National Guard commanders. Sometimes personality clashes occur which adversely affect these relationships. Under such circumstances the best solution appears to be to reassign the Air Instructor but care must be taken so that the officer's record is not adversely affected thereby.

17. USAF SHOULD PREPARE AND DISSEMINATE TRAINING STANDARDS AND PHASED TRAINING DIRECTIVES FOR THE AIR NATIONAL GUARD TOGETHER WITH DETAILED TRAINING SCHEDULES BASED UPON THE ACTUAL TRAINING HOURS REQUIRED TO OBTAIN AND/OR MAINTAIN PROFICIENCY IN THE SEVERAL MILITARY SPECIALTIES.

Present Air National Guard training directives are inadequate. They are too general in nature and not sufficiently comprehensive. In order to assure uniformity in training throughout the Air National Guard and to provide criteria upon which to determine the proficiency and rate of training within Air National Guard units, it is essential that detailed training schedules be published by higher authority to serve as a guide to unit commanders.

18. THE NUMBERED AIR FORCES OF THE AIR DEFENSE COMMAND SHOULD TAKE A MORE ACTIVE INTEREST IN AND A MORE HELPFUL AND AGGRESSIVE ATTITUDE TOWARD TRAINING PROBLEMS OF AIR NATIONAL GUARD UNITS WITHIN THEIR RESPECTIVE AREAS.

The fear of interfering with state and unit prerogatives has prevented the Numbered Air Forces of the Air Defense Command from taking an aggressive attitude toward Air National Guard training problems. The benefits of advice, guidance and assistance of professional

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airman is required by the Air National Guard if they are to fulfill their mission. The Numbered Air Forces of Air Defense Command should make their services readily available to the Air National Guard and should aggressively supervise the training activities of Air National Guard units.

19. PRIORITY FOR THE SUPPLY, MAINTENANCE AND LOGISTICAL SUPPORT OF THE AIR NATIONAL GUARD SHOULD BE RAISED TO A POINT COMMENSURATE WITH THE IMPORTANCE OF THE ASSIGNED MOBILIZATION-DAY MISSION OF THE AIR NATIONAL GUARD.

Supply and equipping of the Air National Guard has been handicapped by the relatively low priorities established for the logistical support of this organization. If the Air National Guard is to be prepared to fulfill its Mobilization-Day mission, it is essential that priority for the logistical support of the Air National Guard be raised.

20. IMMEDIATE STEPS SHOULD BE TAKEN TO MAKE AVAILABLE AN ADEQUATE NUMBER OF BOMBING AND GUNNERY RANGES FOR THE AIR NATIONAL GUARD.

The Committee blieves that if the Air National Guard is to be capable of fulfilling its Mobilization-Day mission, provisions must be made for retention and development of proficiency in bombing and gunnery. At the present time, available ranges are not generally accessible to Air National Guard nor are there sufficient ranges to meet the requirements of the Air National Guard and the Regular Air Force. Additional ranges should be acquired.

21. PRIORITY AMONG AIR NATIONAL GUARD UNITS FOR CONVERSION TO JET TYPE AIRCRAFT SHOULD BE DICTATED BY THE NEEDS OF NATIONAL SECURITY AND AVAILABLE FACILITIES.

The importance of the Air National Guard in the plan for defense of the Zone of the Interior necessitates that primary consideration in location of squadrons to be converted to jet type aircraft be given to the effect upon the air defense plan. In the interests of practicability and economy, it may be necessary at times to modify the requirements of the air defense plan to coincide with availability of facilities

22. AIR NATIONAL GUARD UNIT COMMANDERS AND INSTRUCTORS SHOULD BE FURNISHED AID, IN THE FORM OF LITERATURE AND INFORMATION, IN ORDER TO FACILITATE THE "SELLING" TO EMPLOYERS OF THE MERITS OF PERMITTING EMPOYEES TO BE ABSENT FROM THEIR CIVILIAN OCCUPATIONS WITHOUT PREJUDICE FOR THE PURPOSE OF ATTENDING SERVICE SCHOOLS.

Attendance at Service Schools is one of the most effective methods of maintaining and improving the military proficiency of Air National Guard personnel. The chief detriment to participation in this type of training is the lack of cooperation on the part of some employers. Personal contact is the best method of over-coming this opposition.

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23. MORE ECONOMIC UTILIZATION OF AIR NATIONAL GUARD INSTALLATIONS, FACILITIES AND EQUIPMENT SHOULD BE OBTAINED BY AUTHORIZING IMMEDIATE EXPANSION OF ALL AIR NATIONAL GUARD UNITS FROM THEIR PRESENT AUTHORIZED PEACE TIME STRENGTH TO FULL WAR STRENGH, INCLUDING A 50% OVERAGE IN COMBAT CREWS. NO ADDITIONAL REGULAR AIR FORCE INSTRUCTORS NEED BE AUTHORIZED FOR THE IMPLEMENTATION OF THIS PLAN.

Maximum economic utilization is not being obtained from Air National Guard installations, training facilities and equipment available to the Air National Guard. The Department of the Air Force, through the Air Defense Command and the National Guard Bureau has a responsibility to the American people to assure maximum national defense value for each dollar expended on the Air National Guard.

24. MAXIMUM AUTHORIZED FLYING TIME FOR AIR NATIONAL GUARD AIR CREWS BE INCREASED FROM 100 HOURS PER YEAR TO 150 HOURS PER YEAR.

It is essential that this be accomplished in order for the Air National Guard units to be better prepared to perform their Federal mission. A far greater amount of time is now required by the regular Air Force than the 100 hours authorized for Air National Guard air crews and the responsibility of the Air National Guard on M-Day is identical with the regular Air Force. It is, therefore, imperative that they be given the opportunity to qualify themselves for same.

25. ANY DAMAGE DONE TO PRIVATE PROPERTY BY AIR NATIONAL GUARD EQUIPMENT AND/OR TROOPS WHILE IN THE PROSECUTION OF THEIR TRAINING PROGRAM IN PREPARATION FOR THEIR FEDERAL MISSION SHOULD BE A CLAIM AGAINST THE GOVERNMENT OF THE UNITED STATES. THIS SHALL NOT GOVERN ANY DAMAGE WHICH OCCURS WHEN GUARDSMAN HAVE BEEN ORDERED OUT BY THE GOVERNOR, WHICH THEN SHALL BE A STATE OBLIGATION.

There has been numerous accidents involving Air National Aircraft where material damage was done to private property. To date there has been no well defined responsibility of the Federal or State governments in regard to claims.

Section IV - Recommended Interim Action

1. The Committee further recommended the following interim action in preparation for the next meeting of the Committee.

a. That a legislative interpretation be secured as to whether or not Air Force ROTC graduates can enter the Air National Guard in lieu of the Air Force Reserve in compliance with their contract under the provision of the Selective Service Act.

b. That a ruling be secured from the Judge Advocate General on Section 7 of the Selective Service Act regarding the deferment from the draft of members of the Air National Guard.

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See end.

c. That a Staff study be made in respect to current and proposed locations of the Air Force Reserve with a view to establishing such locations on the basis of availability of personnel for all Civilian Air Components.

d. That a Staff study be completed with regard to the status of full-time caretakers (caretaker personnel). Consideration should be given to placing them in a Civil Service status, calling them to extended active duty in their military grade or establishing a new status within the bounds of existing law and budgetary limitations.

The foregoing report is respectfully submitted for your approval or comments by the undersigned members of the Air Staff Committee on Air National Guard Policy with the firm conviction that implementation of the recommendations contained therein are in the best interest of the Air National Guard, the USAF and the national defense.

J. P. McConnell, Brig. Gen. USAF	George F. Finch, Brig. Gen. ANGUS
Winston W. Kratz, Brig. Gen., ANGUS	Linus D. Fredrick, Col., USAF
Reuben Kyle Jr. (signature) Reuben Kyle, Colonel, USAF	Chester W. Cecil, Colonel, USAF
Harold S. Ecklund, Colonel, USAF	Daniel F. Callahan, Colonel, USAF
Lawrence H. Bell, Jr. Colonel, ANGUS	Oliver H. Stout, Colonel, ANGUS
Thos. G. Lanphier, Lt. Colonel, ANGUS	Walter E. Nicol, Lt. Colonel, ANGUS

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HEADQUARTERS FOURTH AIR FORCE
OFFICE OF THE COMMANDING GENERAL
HAMILTON FIELD, CALIFORNIA

IN REPLY
REFER TO:

H-322/Gen/76/W

SUBJECT: Command Action

15 NOV 1948

TO: Commanding General
Air Defense Command
Mitchel Air Force Base
Mitchel Field, New York

1. In reply to your letter dated 4 November 1948 same subject, a system of coordination and follow-up action is promulgated and practiced to correct irregularities and deficiencies as they are disclosed, except in many cases pertaining to Air National Guard Units, where the return of Inspection Report to this Headquarters indicating corrective action taken by the Units and State Adjutant General's has taken from sixty to ninety days. This time lag, over which we have no control, I believe if corrected, would assist in obtaining the action you desire.

2. Each member of my staff has been instructed and will continue to expedite corrective action on all irregularities and deficiencies, expecially those indicated by Air Inspectors.

JOHN E. UPSTON
Major General, USAF
Commanding

26201

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FILE: 300 Administration

SUBJECT: Command Action

HEADQUARTERS
AIR DEFENSE COMMAND
INTEROFFICE ROUTING SLIP

REGISTER NO
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CLASS | ADM | MISC | HIST | PERS

19 NOV 1948

NO	DATE	FROM	TO	Number and date each entry - show date of dispatch. Show staff division or office in FROM-TO columns. Sign each entry elgibly - show actual signer. Draw a line across the page under each entry. Use full width or page for long entries.
1	22 Nov	AG	A Insp	Ext 5240 — TRAVIS
2	29Nov	AInsp	AG	1. It is believed the system etablished for reducing to a minimum the time lag between the finding, and prompt effective correction of irregularities and deficiencies, as indicated, is appropriate; however, the reference to time lag of sixty to ninety days in connection with ANG procedures is not to be viewed as excessive. 2. The ANG basically is part-time in nature, and its command channels somewhat more complicated than those of the Regular Air Force. In view of the above and also that the majority of the officers of the ANG are available but once each week, it is not desirable to speed up ANG action over that now established as normal time limitations, ten (10) calendar days in each office. 3. It is recommended that the CG, Fourth Air Force be informed by command letter that action will not be undertaken by this headquarters to require less than ten (10) days for action by ANG offices. RALPH C. JOHNSTON Major, USAF Air Inspector Ext 4135 E. T. SELZER Colonel, USAF The Air Inspector
3	30 Nov	AG	A Insp	For preparation of the letter you suggest. Suggest a 1st Ind. TRAVIS Ext 3136
4	2Dec	AInsp	AG	For signature and dispatch. RALPH C. JOHNSTON Major, USAF Air Inspector Ext 4135 for E. T. SELZER Colonel, USAF The Air Inspector

ADC FORM HQ-AG 1 (Revised)
2 September 1948

Do not detach from correspondence

This is in reply to correspondence bearing AG Register No.____ which was suspended to (date)____

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Command Action.

HA 300 (15 Nov 48) 1st Ind

HRB/58

HQ CONTINENTAL AIR COMMAND, Mitchel Field, New York

TO: Commanding General, Fourth Air Force, Hamilton Air Force Base, Hamilton Field, California

1. It is believed the system established for reducing to a minimum the time lag between the finding, and prompt effective correction of irregularities and deficiencies, as indicated, is appropriate; however, the reference to time lag of sixty to ninety days in connection with ANG procedures is not to be viewed as excessive.

2. The ANG basically is part-time in nature, and its command channels somewhat more complicated than those of the Regular Air Force. In view of the above and also that the majority of the officers of the ANG are available but once each week, it is not desirable to speed up ANG action over that now established as normal time limitations, ten (10) calendar days in each office.

3. This headquarters therefore will take no action to require less than ten (10) days for action by ANG offices.

BY COMMAND OF LIEUTENANT GENERAL STRATEMEYER:

C. R. LANDON
Colonel, AGD (USAF)
Adjutant General

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ADC FORM HQ-AG 5
17 May 1948

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Adjutant General's Central File Copy

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PNL/187

I 353

6 - AUG 1948

SUBJECT: Training of National Guard Units.

TO : Commanding General, Tenth Air Force
Offutt Air Force Base, Fort Crook, Nebraska.

Inclosed herewith are copies of letters received from State Adjutants General of Nebraska and Iowa, forwarded for your information.

BY COMMAND OF LIEUTENANT GENERAL STRATEMEYER:

2 Incls:
1. Cy ltr fr State AG, Neb.
2. Cy ltr fr State AG, Iowa.

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ADC FORM HQ-AG 5 (Revised)
25 November 1947

Adjutant General's Central File Copy

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To - P10 thru
. DO
1. Send copy of this
to C.G. Tenth Air Force
G.E.

State of Nebraska
Adjutant General's Department
Lincoln

HON. VAL PETERSON
GOVERNOR
BRIG. GEN. GUY N. HENNINGER
THE ADJUTANT GENERAL

GNH:lmj
27 July 1948

Lt. Gen. George E. Stratemeyer, U. S. A. F.
Commanding General
Air Defense Command
Mitchel Air Force Base, New York

Dear General Stratemeyer:

This will acknowledge receipt of your letter of 22 July 1948 in which you comment on Nebraska's concurrence with the proposal for control of operation for training of the Nebraska Air National Guard. This proposal is concurred in by this headquarters without reservation.

Nebraska is very happy to subscribe to this proposal with the thought in mind that everything must be done to develop the efficiency of training of the 173rd Fighter Squadron. It is our desire and hope to have one of the finest Air National Guard Squadrons from the standpoint of qualified personnel, satisfactory equipment and state of maintenance and proficiency in training.

The associations of The Adjutant General and of the Nebraska Air National Guard with the Headquarters of the Tenth Air Force have been excellent. Major General Paul L. Williams, the Commanding General, is a very personably individual, displaying great interest in the Air National Guard and we appreciate his courtesies and cooperation. Furthermore, his staff is a group of outstanding officers and gentlemen, who at all times have left no stone unturned to assist and benefit the Air National Guard of Nebraska.

The Governor and The Adjutant General of Nebraska are looking forward to the time that we shall have an outstanding air unit.

Sincerely yours,

Guy N. Henninger

GUY N. HENNINGER
Brigadier General
The Adjutant General

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STATE OF IOWA
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this to C.G.
Tenth Air Force
JCL

IN REPLY REFER TO

26 July 1948

Lt. Gen. Geo. E. Stratemeyer, U.S.A.F.
Headquarters Air Defense Command
Mitchel Air Force Base, New York

Dear General Stratemeyer:

This will acknowledge receipt of your letter of 22 July 1948, relative to the proposal for control of operations for training Air National Guard units.

I can assure you the State of Iowa is very glad to concur in this program as I feel it is necessary and essential to expedite the training of air units of the National Guard.

I appreciate your instructions to Major General Paul L. Williams, Commanding General of the Tenth Air Force in whose area the State of Iowa is located. I can assure you that General Williams and the members of his staff have always cooperated to the fullest extent with this headquarters and the air units of the Iowa National Guard. We are just as anxious to cooperate with him.

It was very considerate of you to write me and I appreciate, most sincerely, the information contained in your letter and your assurance of utmost cooperation of the Air Defense Command with the air units of the National Guard.

Sincerely,

Charles H. Grahl
CHARLES H. GRAHL,
Brig. Gen. AGD Iowa NG.,
The Adjutant General.

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I 353 11 AUG 1948 JSC/187

SUBJECT: Channels for Control of Operations for Training of Air National Guard Units in Preparation for Readiness for their Federal Mission.

TO : Chief of Staff, U. S. Air Force, Washington 25, D. C.

Inclosed herewith is a copy of letter received from Major General E. A. Walsh, The Adjutant General of the State of Minnesota, together with reply.

FOR THE COMMANDING GENERAL:

C. R. LANDON
Colonel, AGD
Adjutant General

2 Incls:
1. Cy ltr fr Maj Gen Walsh, 4 Aug 48.
2. Cy of reply.

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ADC FORM HQ-AG 5 (Revised)
25 November 1947

Adjutant General's Central File Copy

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COPY

STATE OF MINNESOTA
DEPARTMENT OF MILITARY AND NAVAL AFFAIRS
ADJUTANT GENERAL'S OFFICE
SAINT PAUL, 1

EAW/FM
August 4, 1948

Lieutenant General George E. Stratemeyer
Headquarters Air Defense Command
Mitchel Air Force Base
New York

Dear General Stratemeyer:

The undersigned has for acknowledgment your letter of 22 July 1948 relating to a proposed policy by the United States Air Force and the National Guard Bureau of the Department of the Army pertaining to "Control of Operations for Training Air National Guard Units in Preparation for Readiness for their Federal Mission," and with which proposed policy I refused to concur. Before stating my reasons for nonconcurrence, let me hasten to assure you that I am keenly desirous of cooperating to the fullest possible extent with the United States Air Force and you, as Commanding General of the Air Defense Command, in accomplishing the great task which confronts you, and especially in measures which will prepare National Guard Air Units for their Federal Mission. I cannot, however, concur in a proposed policy which, in my judgment, is in direct conflict with the Militia Clauses ~~in~~ of the Constitution and which violates certain Federal Statutes designed to protect the National Guard and which clearly defines the procedure to be followed in the promulgation of all policies affecting the National Guard.

The undersigned is well aware, as you point out in your letter, that thirty-five (35) Adjutants General of the several States and Territories have concurred with the proposed policy. What these Adjutants General do in such a case is presumably their own business, of course. I do not believe, however, that a Governor of any State, much less an Adjutant General, has the authority to surrender any of the power vested in a Soverign State by the Federal Constitution. Certainly I do not have such power nor such authority and if I should concur with the proposed policy, such concurrence on my part would be unwarranted and without effect, and I would be subject to the challenge of quo warranto.

Under date of 23 April 1948, I addressed a personal letter to Major General Kenneth F. Cramer, Chief of the National Guard Bureau, in which I stated at length my reasons for refusal to concur. Subsequently, on May 9-10, 1948, in a conference in Washington, I stated orally to General Cramer and others my reasons for objecting to the proposed policy. Without going into detail and irrespective of the spirit or intent, I contend that the policy as stated clearly and definitely provides for the surrender, by the States, of the tactical command function of part of their National Guard to an agency of the Federal Government. I reiterate, in view of the provisions of the Militia Clauses of the Constitution, this cannot be done. Even if this was not the case, I would oppose the surrender by the States, in time of peace, any of the tactical command of the National Guard in whole or in part.

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I further objected on the ground that the proposed policy, if put into effect, would be illegal in that it would violate the provisions of Section 5 of the National Defense Act which provides that all matters affecting the National Guard must be determined by a Joint General Staff Committee in the manner provided in said section. In his statements on May 9-10, 1948, the Chief National Guard Bureau made clear beyond question that in so far as he was concerned, he intended to put the policy into effect, irrespectively. Sober judgment should convince him that he cannot act in defiance of law.

I am perfectly willing to concur in a modification of the proposed policy that will clearly define the prerogatives and responsibilities of the States as distinct from the Federal Government. I cannot concur in a policy or an action which will violate these principles. You are well aware, I am certain, that the UnitedStates Air Force cannot legally command the Air National Guard in time of peace. For your information, Major General Milton A. Reckord, The Adjutant General of Maryland, prepared a modification of the proposed policy. He favored me with a copy thereof and I suggested certain changes, to which General Reckord agreed. In so far as I am aware, the Chief, National Guard Bureau has never acknowledged receipt of the proposed modification. Neither has the Chief, NationalGuard Bureau acknowledged receipt of my communication of 23 April 1948 relating to this subject.

Permit me to state, in conclusion, I am willing to go as far as possible in concurring with measures proposed by the United States Air Force to prepare the Air National Guard for its Federal Mission, provided the measures are legal. I am convinced this can be done. It was done without difficulty during the period 1921-1940, and in a perfectly legal manner. I know of no reason why it cannot be done now. I cannot see why the United States Air Force cannot achieve the same result by adhering to the methods previously used.

I consider that there are other matters at this moment of far greater importance--namely, the enactment of legislation, now, which will make it possible for the control of the National Guard, including its Air Units, to pass instantly to the Federal Government when the emergency arises. I sincerely hope that you will use your influence to bring about the speedy enactment of such legislation.

Let me assure you that I am earnestly desirous of cooperating with the United States Air Force and you in every way possible to enhance the security of the Nation and preparation of the National Guard for the accomplishment of its Federal Mission.

Sincerely,

/t/s/ E. A. WALSH
Major General, N.G.
The Adjutant General.

Incl. #1

I/JEC/190

I 353

5 - AUG 1948

SUBJECT: Channels for Control of Operations for Training of Air National Guard Units in Preparation for Readiness for their Federal Mission

TO : Commanding General, First Air Force, Fort Slocum, New York

1. The inclosed letter from Major General Milton A. Reckord, The Adjutant General, State of Maryland, and copy of action taken by this headquarters is forwarded for your information.

2. Any forthcoming information regarding "Channels for Control of Operations for Training of Air National Guard Units in Preparation for Readiness for their Federal Mission," will be forwarded to your headquarters.

BY COMMAND OF LIEUTENANT GENERAL STRATEMEYER:

C. R. LANDON
Colonel, AGD
Adjutant General

3 Incls:
1-Cpy ltr fr Maj Gen Reckord, dtd 29 Jul 48, w/Incl.
2-Cpy ltr to Gen Reckord fr Gen Stratemeyer
3-Cpy Ltr to C/S, USAF

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ADC FORM HQ-AG 5
17 May 1948

Adjutant General's Central File Copy

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STATE OF MARYLAND
Military Department
Annapolis

COPY July 29, 1948

Lieut. General George E. Stratemeyer
Hq. Air Defense Command
Mitchel Field, N.Y.

Dear General Stratemeyer:

Your letter of 22 July 1948 is acknowledged. I wish you to know that I have every desire to cooperate fully with you. I realize the enormous task which confronts you, and I wish to be helpful.

However, whatever is done with respect to the use of the Air National Guard units must be done legally. I am sure you realize this as much as I do, because from your long active experience you are well aware of the fact that only legal orders and directives carry any weight. The Constitution of the United States and federal and state laws based upon the Constitution clearly define the prerogatives and responsibilities of the State as differentiated from the Federal Government.

I have refused, therefore, to concur in the proposed directive on "Channels for Control of Operations for Training of Air National Guard Units," because in a number of instances it violates the above-stated principles. Upon receipt of the proposed directive from The Chief, National Guard Bureau, I carefully studied same and, finding certain statements to be definitely incorrect, I re-wrote a proposed directive, attempting to keep it within legal bounds but permitting you to do everything except exercise actual command over the Air National Guard in time of peace. This proposal was prepared and sent to The Chief, National Guard Bureau. I attach a copy hereto, written in separate columsn so that the paragraphs can be easily compared. To date, I have heard nothing from The Chief, National Guard Bureau, except a verbal asknowledgement of the receipt of same and the statement that it was being further studied.

Legally, the regular Air Force cannot command the Air National Guard in time of peace, but we are willing to go as far as possible in that direction. We will cooperate with you to the full, but, as stated above, it must be on a legal basis. I wish you would use your influence to have the proposed channel, for c ntrol amended so that it will conform with the law.

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In the meantime, we are willing to work with you on any reasonable basis, and it is believed our proposed channel for control will permit us to do so legally.

I might also invite your attention to the fact that, as far as I am aware, there has been no amendment to the federal law by which the Air National Guard could be quickly called into active service if the Nation were attacked. The present law requires a tedious, cumbersome procedure for the induction of officers and enlisted men into active federal service. This matter must have had some attention by higher authority, but at the moment there is no legal way by which you could order the Air National Guard into the air promptly in an emergency.

I shall be glad to hear further from you with respect to this matter after you have had the opportunity to study the attached paper.

/s/ MILTON A. RECKORD
Major General,
The Adjutant General.

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C O P Y

PROPOSED DIRECTIVE

SUBJECT: Channels for Control of Operations For Training of Air National Guard Units in Preparation for Readiness for their Federal Mission

1. Command is exercised by virtue of office and the special assignment of officers holding military rank who are eligible by law to exercise command. When operating under State orders, the right of command within the Air National Guard is exercised through the Adjutant General and individuals commissioned in the National Guard of specific State. Officers of the Air National Guard of one state m[illegible]ot exercise command jurisdiction over Air Na[illegible]onal Guard personnel of another state except with the concurrence of the State military authorities concerned.

2. Efficient and effective training of the Air National Guard requires the highest degree of cooperation and coordination between all echelons of command, regardless of location or state assignments. Such cooperation and coordination can be obtained only through a clearly defined channel of control of opera[illegible] for training purposes. To this end the

C O P Y

PROPOSED DIRECTIVE

SUBJECT: Channels for Control of Operations for Training of Air National Guard Units in Preparation for Readiness for their Federal Mission

1. Command is exercised by virtue of office and the special assignment of officers holding military rank who are eligible by law to exercise such command. In time of peace, the right of command within the Air National Guard rests in the Governor of the State and is exercised through the Adjutant General and individual officers appointed and commissioned in the National Guard of the State concerned. Except when ordered to active federal service by competent authority the Air National Guard is not legally under the command jurisdiction of officers of the U. S. Air Force; neither is the Air National Guard of a state legally subject to orders from an Air National Guard officer of another state.

2. It is recognized that efficient and effective training of the Air National Guard while under state control requires the highest degree of cooperation and coordination between all echelons of command, regardless of legal barriers, in order to properly train the Air National Guard for its Federal mission. Such cooperation and coordination can be

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following policies are promulgated with the **concurrence of the military** authorities of the several States, Territories, and the District of Columbia.

3. a. On all matters pertaining to control of operations for training purposes in the preparation of Air National Guard units for the discharbe of their Federal mission, the Chief of Staff, USAF, through his designated commanders, may exercise tactical as differentiated from administrative command jurisdiction over Air National Guard units by means of normal military tactical command channels

b. Commanders of Air National Guard Wings, Groups, and Squadrons who by virtue of assignment and rank are eligible to command, may exercise command jurisdiction over subordinate units and personnel within their respective Wings, Groups, and Squadrons in all matters pertaining to control of operations for training in their Federal mission, regardless of whether or not subordinate units and personnel are assigned to the same State in which the commander is commissioned.

obtained only through a clearly defined channel for control for training purposes. To this end the following training policies are promulgated with the concurrence of the military authorities of the several States, Territories, and the District of Columbia.

3. a. On all matters pertaining to operations for training purposes in the preparation of Air National Guard units for the discharge of their federal mission, the Chief of Staff, USAF, through his designated commanders, may exercise training supervision as differentiated from command jurisdiction over Air National Guard units by means of normal military channels.

b. Commanders of Air National Guard Wings, Groups, and Squadrons who by virtue of assignment and rank would be eligible to command when on active duty may exercise training supervision over subordinate units and personnel within their respective Wings, Groups, and Squadrons in all matters pertaining to training for their federal mission, regardless of whether or not subordinate units and personnel are assigned to the same state in which the commander is commissioned.

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c. Air National Guard Wing, Group and Squadron Commanders may exercise tactical command jurisdiction over subordinate assigned and/or attached units and personnel within other States when Wing, Group, or other joint training exercises or maneuvers are involved.

d. When Air National Guard units and personnel engage in joint training exercises or maneuvers in conjunction with units and personnel of the United States Air Force and/or United States Air Force Reserve, the Air National Guard units and personnel involved will be under the command jurisdiction of the United States Air Force, Air National Guard, or United States Air Force Reserve officers who would normally exercise command by virtue of office, rank and assignment within a unified military organization.

e. National Guard commanders of other arms and services will exercise command jurisdiction over Air National Guard units and personnel within their own State only in even of joint training maneuvers and exercises under circumstances when

c. Air National Guard Wing, Group and Squadron Commanders may exercise supervision over training of subordinate assigned and/or attached units and personnel within states other than their own when Wing, Group, or other joint training exercises or maneuvers are involved.

d. When Air National Guard units and personnel engage in joint training, exercises or maneuvers in conjunction with units and personnel of the United States Air Force and/or United States Air Force Reserve, the Air National Guard units and personnel involved will be under the training supervision of the United States Air Force, Air National Guard, or United States Air Force Reserve officers who would normally exercise command by virtue of office, rank and assignment within a unified military organization.

e. National Guard commanders of other arms and services may exercise training supervision over Air National Guard units and personnel within their own state only in event of joint training maneuvers and exercises under circumstances when

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they would, under actual combat conditions, exercise similar command jurisdiction over Air units. National Guard commanders of o arms and services may exercise command jurisdiction over Air National Guard units and personnel of States other than that in which they hold commissions only in accordance with the foregoing and with the concurrence of the Adjutants General of other States concerned.

4. In conformity with the policy enunciated in the foregoing paragraphs and in order that Wing, Group, Squadron and c headquarters organizations and personnel of the Air National Guard may receive training in utilization of normal tactical channels of communication and control of operations, and in order that they may be cognizant of the state of organization and training of units which would be subordinate to them in Federal service, even though such units are beyond the confines of the State within which such headquarters is located, the following p. .dure will be effected:

they would, under actual combat conditions, exercise training supervision over Air units. National Guard commanders of other arms and services may exercise training supervision over Air National Guard units and personnel of states other than that in which they hold commissions only in accordance with the foregoing and with the concurrence of the Adjutants General of the other states concerned.

4. Incconformity with the policy enunciated in the foregoing paragraphs and in order that Wing, Group, Squadron, and other headquarters organizations and personnel of the Air National Guard may receive training in utilization of normal tactical channels of communication and supervision of training, and in order that they may be cognizant of the state of organization and training of units which would be subordinate to them in federal service, even though such units are beyond the confines of the state within which such headquarters is located, the following procedure will be effected:

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a. All correspondence originating at Squadron or lower level affecting the training, operations, and organisation applied to preparation for readiness for their Federal mission will be prepared with additional copies for all higher headquarters within the chain of command up to and including Wing Headquarters. Such copies, plainly marked for appropriate headquarters, will accompany basic correspondence through normal tactical channels of communication to the addressee. That office, after placing appropriate indorsement thereon, will forward the copies through normal military tactical channels of communication, inside or outside the State to the appropriate higher headquarters.

b. Correspondence relative to training, operations, and organization as applied to preparation for readiness for their Federal mission, originating at Air National Guard, Wing, Group or higher USAF level, will be forwarded through normal military tactical channels to each succeeding subordinate Air National Guard unit.

a. All correspondence originating at Squadron or lower level affecting the training, operations, and organization as applied to preparation for readiness for their Federal mission will be prepared with additional copies for all higher headquarters within the chain of command up to and including Wing Headquarters. Such copies, plainly marked for appropriate headquarters, will accompany basic correspondence through normal tactical channels of communication to the addressee. That office, after placing appropriate indorsement thereon, will forward the copies through normal military tactical channels of communication inside or outside the State, to the appropriate higher headquarters.

b. Correspondence relative to training operations, and organization as applied to preparation for readiness for their federal mission, originating at Air National Guard, Wing, Group or higher USAF level, will be forwarded through military tactical channels to each succeeding subordinate Air National Guard unit.

c. Information copies of all communications, instructions, orders or directives issued pursuant to this policy be transmitted through normal administrative channels to the Adjutants General of all States involved and to the Chief of the National Guard Bureau.

5. All Commanders in the tactical chain of command will conduct such inspections of subordinate units as are necessary to determine if their training proficiency is up to the standard required for their readiness for Federal missions, regardless whether or not such subordinate units are located in a State or States other than that in which the officer responsible for the tactical inspecti n holds his commission. Whenever formal inspections of this nature are to be conducted, the Adjutant General of the State of States concerned will invariably be notified by the commander responsible for conducting the tactical inspection prior to the time of the inspection. Reports of tactical inspections will be .smitted as hereinbefore prescribed for other correspondence of this nature.

5. With the concurrence of the Adjutant General of the state concerned, all Commanders in the tactical chain of command may conduct inspections of subordinate units as are necessary to determine if their training proficiency is up to the standard required for their readiness for federal missins, regardless of whether or not such subordinate units are located in a state or staées other than that in which the officer responsible for the tactical inspecti n holds his commission.

6. Information copies of all communications, instructi ns, orders or directives and copies of reports issued pursuant to this policy will be transmitted through normal administrative channels to the Adjutants General of all states involved and th the Chief of the National Guard Bureau.

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STATE OF MARYLAND
Military Department
Annapolis

November 24, 1947

Major General T. J. Hanley, Jr., Comdg.,
Eleventh Air Force,
1612 S. Cameron Street,
Harrisburg, Pa.

Dear General Hanley,

In order that there may be no misunderstanding with respect to the fact that I desire you to have complete control over the training of the Air National Guard in Maryland, I have written a letter to Colonel Gould, commanding our organization, copy of which is attached.

It is our desire in Maryland that our unit be kept at the highest possible standard and ready for any duty it may be called upon to perform. I realize this is quite a responsibility in time of peace.

However, I do not wish you to be handicapped in any manner by State lines and State responsibility in the trainin g of our organization.

From my own experience as Division Commander of the 29th Division prior to World War II, I know that the training of National Guard units can be carried out in the normal chain of command without reference to State lines. My old Division comprised units from Pennsylvania, Virginia, District of Columbia, and Maryland. Having secured permission from the states and the District of Columbia to supervise and direct the training, we were able to do so in a very efficient manner, and I believe with marked success.

I desire to cooperate with you fully in the work and responsibility with which you are charged.

Sincerely yours,

/s/ Milton A. Reckord
MILTON A. RECKORD
Major General
The Adjutant General

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49[2b] It must have been difficult to determine just where General Reckord stood on the matter of control. On 24 November 1947 he had expressed himself to Major General T. J. Hanley, Jr., Commanding General, Eleventh Air Force, in terms which could certainly be construed as willingness to cooperate wholeheartedly in the mission with which General Hanley had been charged:

> In order that there may be no misunderstanding with respect to the fact that I desire you to have complete control over the training of the Air National Guard in Maryland, I have written a letter to Colonel Gould, commanding our organization, copy of which is attached.
>
> It is our desire in Maryland that our unit be kept at the highest possible standard and ready for any duty it may be called upon to perform. I realize this is quite a responsibility in time of peace.
>
> However, I do not wish you to be handicapped in any manner by State lines and State responsibility in the training of our organization....
>
> I desire to cooperate with you fully in the work and responsibility with which you are charged.

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THE UNITED STATES AIR FORCE AND THE AIR NATIONAL GUARD

By

LIEUTENANT GENERAL GEORGE E. STRATEMEYER
Commanding General, Air Defense Command

at the

70TH GENERAL CONFERENCE

NATIONAL GUARD ASSOCIATION

HOTEL STATLER, ST. LOUIS, MISSOURI

29 SEPTEMBER 1948

3:00 p.m.

General Welsh, and Members of the National Guard Association! I am proud and flattered to have been asked to be with you again at your annual meeting. I enjoyed that privilege two and a half years ago when I addressed your first st-war gathering at the Hotel Statler in Washington on 4 May 1946. At that time I had just assumed command of the newly created Air Defense Command with the mission to organize the defense of the continental United States against air attack. Like a newly assigned coach of a football team, I was given the squad, the equipment, the playing field and a whistle. I was then given a slap on the back, handed the ball, and told to get going. I had a wealth of material in my squad, seasoned veterans who learned the game the hard way and could play it well. Some of the equipment was well worn but acceptable and I had the promise of newer and better equipment as it became available. The practice field was also OK and we were ready to start.

But before starting, gentlemen, there was another consideration -- and one of especial importance to you. To carry the analogy further, you might say that seven of the eleven men of my first string team were your boys, since two-thirds of the Air Defense forces which will be available to me on Mobilization-Day will be the air units of the National Guard.

When I was given the pat on the back and handed the ball and the whistle, I was also given a set of rules which were somewhat obsolete and uncertain. It is obvious that the members of any team must all know and observe the same set of rules. If they do not, they are no longer a team. They are merely individuals stumbling along without purpose or any semblance of coordinated effort. Continuing in this vein, I am the manager of this team we are striving to build. Even if I were not so vitally concerned, however, I am certain it would be apparent to me that, in many cases, we are not all using the same rules. It is as though some of our 48 states have a fence about their boundaries. . . . . . .Sometimes as I fly

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over these United States it seems I should almost be able to see those fences, barriers erected and held deme[?]ingly firm by the varying legislation and policies of our states. Until those fences are removed, until we all observe the same rules, our team cannot and will not realize its potentially great worth, the air defense of our country.

Our team must train under the same standards and doctrines. We must have a set of simple uniform rules that will enable us to practice so that we are trained to razor sharpness. Today, with the unstable international situation confronting our nation we may have to take the field and play for "keeps."

All members wear the same uniform and we even have a distinctive Air Force lapel button to wear with our civilian clothes to further identify us as members of the same team. Incidentally, Department of the Air Force Letter 35-18, outlines the procedures for securing these emblems. I strongly urge that all Air National Guard unit commanders take advantage of this regulation and insure that all members of their organizations receive this lapel button and wear it with pride as evidence of the fact that they are a full pledged member of the Air Force Air Defense team. In the brief time that has been allotted to me I want to examine our Air Defense team with you. Let's see how effectively it can scrimmage today. . . . .Let's see how we can improve future scrimmages so that we will have a victorious team for the Saturday kickoff.

The original plan for the ANG visualized a tactical Air Force organization comprised of 12 Fighter Wing Hqs and their Wing Service Units, 24 Fighter Groups, 3 Light Bombardment Groups, 72 Fighter and 12 Light Bombardment Squadrons with their allied Service Units, 12 Aircraft Control and Warning Groups, 24 Aircraft Control and Warning Squadrons. This force consisted of 514 air units - a total peacetime strength of 57,946 officers and enlisted men.

There are now Federally recognized 12 Fighter Wing Hqs., 22 Fighter Group Hqs., 2 Light Bomb group Hq., 62 Fighter Squadrons, 10 Light Bomb Squadrons, 11 Aircraft

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Control and Warning Group Hqs., 17 Aircraft Control and Warning Squadrons and 73 service detachments for a total officer and enlisted strength of over 31,000 and a total of 419 air units Federally recognized.

Our field training for this year was more than satisfactory. All federally recognized units, sufficiently trained and manned, participated in field training during the summer months of 1948. We estimate that approximately 21,000 officers and men attended the sixty two encampments. . . . . .Training ranged from squadron encampments at home bases to Wing maneuvers performing joint air defense problems with Air Force or Ground National Guard organizations. One organization, the 116th Fighter Group, Georgia National Guard, consisting of squadrons from 3 states, Georgia, South Carolina, and Florida, successfully performed a comprehensive Air Force Operational Readiness Test, flying over 900 hours under simulated combat conditions and without accident in three and one half days.

You can readily see that the Air National Guard team has come a long way during the past two and one half years. But there is much more to be done before we are 100% operationally effective. . . . . . .It is my belief that the re-organization of existing units is necessary to enable them to more capably carry out their mission as an integral part of the Air Defense System of the continental United States.

Thus far, 23 jet aircraft have been delivered to the Air National Guard. Five squadrons are now designated as Jet Propelled and five more will be so designated in the immediate future.

The policy paper entitled "Channels for Control of Operations for Training Air National Guard Units in Preparation for Readiness for Their Federal Mission" recently submitted to the several states for their concurrence or comments has been favorably received.

Only three states disapproved the policy while six states concurred with reservations to a varying degree.

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In almost every case communications that have been received from the State Adjutant's General have indicated that Air National Guard authorities recognize the necessity of clear cut command jurisdiction in the adequate supervision of r National Guard operations and training.

The legality of this policy with respect to basic laws guarding state prerogatives have been questioned.. . . . . . .Recent interpretations by the legal staff of the National Guard Bureau have been incorporated in a revised policy paper, The most significant revision is the elimination of the phrase "operational control' and substituted there for the more <u>nebulous</u> phrase "Supervision of training."

I cannot over-emphasize the point that, legal or illegal, this policy must be made to work, and I am sure every gentlemen here today wants it to work. This depends upon the wholehearted cooperation of each and every one of us working toward a common goal. Unit Commanders from Group thru Wing to Air Defense Command r Force level must have operational control for training supervision purposes of their subordinate organizations regardless of State boundaries. I cannot illustrate my point more clearly than by pointing out to you that one of the most vital components of our air defense team consists of the Air National Guard Aircraft Control and Warning organizations. Upon M-Day these units must be capable of establishing an air warning net which will transcend state and even national boundaries to report to their higher Headquarters the presence of enemy aircraft.

The Air Force has no desire or intent to infringe upon the prerogatives or command jurisdiction of the several states. . . . .It is felt though that our job of preparing Air National Guard units for their wartime task will be greatly aided by the acceptance of the spirit and intent of this agreement and not by words by all ncerned. If we all get on the same team, "Our National Security Team," we can wi

In the time allotted to me I have tried to emphasize the importance of understanding the Air Force team relationship. For the sake of the nation's air defense we cannot consider ourselves separate services. Secondly, I have shown

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you the satisfactory progress that we have made together so far. We have done a good job - **but not good enough**. I must leave with you the fact that much more is to be done. . . . . . . .Our common goal of national security demands continued cooperation and harmonious relations in order that we will be 100% operationally effective if the day comes when we are again called to arms.

The Minute Men are a part of our history. The story of these men has come down to us as the epitome of courage, an outstanding example of instant preparedness. We need that same spirit of preparedness today. Unfortunately muskets are no longer weapons. There will be no lights in the church steeple or messengers on horseback. Our progress has been so exceptional that, in comparison, the Minute Men seemed to have fought a leisurely, gentlemanly battle. . . . . Should there be another war, and I pray that there will not be one, there will be no time for courteous interchange of messages or discussion. You know and I know that M-Day and D-Day will be one and the same in this age of air power. I must be able to order airplanes into the air on a moment's notice. Delay may very well mean defeat. Until such time as we train and work with that goal in mind we are in grave danger. I plead for and request your help and understanding.

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DEPARTMENT OF THE AIR FORCE

9 November 1949

SUBJECT: Dissemination of Regulations Pertaining to the Air National Guard

TO : Commanding General, Continental Air Command, Mitchel Air Force Base, New York

1. Attention is invited to the provisi ns of subparagraph 2 b, Department of the Army and Air Force Regulation AR 130-5, and AFR 45-2, dated 13 April 1949. Pursuant to the provision of statutory law as implemented by the above referenced regulation, no Department of the Air Force regulations are effective within the Air National Guard until promulgated by the National Guard Bureau. In this connection, it should be noted that neither Air Force regulations nor Continental Air Command regulations are binding upon Air National Guard units or individuals excepting in those cases where the National Guard Bureau has notified the several States, Territories, and the District of Columbia that such regulations are effective as pertinent to the Air National Guard.

2. The National Guard Bureau has recently called to the attention of this headquarters several incidents wherein your headquarters and headquarters of the numbered Air Force have directed Air National Guard units to comply with the provisions of Continental Air Command and numbered Air Force regulations. Pursuant to the foregoing, such procedure will be discontinued immediately.

3. There is no objection to including within the Continental Air Command and the numbered Air Force regulations, policies, and procedures pertaining t6 the Air National Guard. Such action is believed to be essential in order that subordinate echelons may be fully informed. However, such policies and procedures should not be published in Continental Air Command or numbered Air Force regulations until the National Guard Bureau has promulgated them to the several States, Territories and the District of Columbia. This will avoid the possibility of complicated instructions and misunderstandings in the field.

4. In event your headquarters or the numbered Air Forces have published regulations requiring active compliance by the Air National Guard, or in event it is desired to publish such regulations in the future, they should be forwarded to this headquarters for review. If this headquarters concurs, the National Guard Bureau will be directed to promulgate the regulations to the several States, Territories, and District of Columbia.

FOR THE CHIEF OF STAFF:

/s/t/ C. W. SCHOTT
Colonel, USAF
Deputy Spec. Asst. For Reserve Forces

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For CDS File

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Dissemination of Regulations Pertaining to the Air National Guard
A Insp 300.7 (9 Nov 49) 1st Ind

HQ CONTINENTAL AIR COMMAND, Mitchel Air Force Base, New York

TO: Commanding General, First Air Force, Mitchel Air Force Base, New York (To all air forces)

1. For information and guidance.

2. The policy of this headquarters is that no directive issued by this headquarters or by Continental Air Command air forces will be made applicable to the Air National Guard.

3. Any directive which Continental Air Command air forces believe should be complied with by the Air National Guard will be forwarded to this headquarters for review. If approved it will then be forwarded to Hq United States Air Force with the request that it be published as a National Guard directive.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

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HEADQUARTERS
CONTINENTAL AIR COMMAND
Mitchel Air Force Base, New York

G 325 2 March 1949

SUBJECT: Status of Implementation of Recommendations of the Air Force Staff Committee on ANG Policy

TO : Commanding Generals, Continental Air Command Air Forces

Copies of Memorandum, Headquarters United States Air Force, Washington, 10 February 1949, "Status of Implementation of Recommendations of The Committee (Second Report)" are inclosed for your information.

BY COMMAND OF LIEUTENANT GENERAL STRATEMEYER:

V E Murphy

V. E. MURPHY
Lt Col, USAF
Asst Adj Gen

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DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON

10 February 1949

MEMORANDUM FOR: Members, Department of the Air Force Staff Committee on Air National Guard Policy.

SUBJECT: Status of Implementation of Recommendations of The Committee (Second Report)

Following is a report on the action taken and present status of policies adopted by the Air Force Staff Committee on Air National Guard Policy during their deliberations at Washington, 7 - 10 September 1948. The policies are numbered herein according to their numbers in Section III of the Committee's report, dated 8 October 1948, copy of which has been previously mailed to all members of the Committee:

1. AGREEMENT BY STATES FOR CONTROL OF TRAINING OF AIR NATIONAL GUARD UNITS BY CHIEF OF STAFF, U. S. AIR FORCE.

All states, the District of Columbia and the Territories of Hawaii and Puerto Rico have concurred in the policy agreement governing control of the Air National Guard while training in preparation of its Federal mission.

2. LEGISLATIVE ACTION AIMED TOWARD EXPEDITING THE INDUCTION INTO THE FEDERAL SERVICE OF THE AIR NATIONAL GUARD.

It has not been considered expedient to recommend such legislation at this time.

3. STANDARDIZATION OF FORMS AND PROCEDURES BY THE AIR NATIONAL GUARD TO CONFORM TO THOSE OF THE REGULAR AIR FORCE.

The Air Force Division, National Guard Bureau, is now putting this recommendation into effect.

4. REORGANIZATION OF AIR NATIONAL GUARD COMBAT UNITS UNDER A MODIFIED BASE WING ORGANIZATION PLAN.

Organization Division, D/T&R, is currently preparing modified tables adopting the Base Wing Plan to the Air National Guard program.

5. ESTABLISHMENT OF INACTIVE AIR NATIONAL GUARD.

This recommendation was not approved by the Chief of Staff, USAF.

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6. AIR NATIONAL GUARD OFFICERS CALLED TO EXTENDED ACTIVE DUTY TO BE RETAINED AS OVERAGES IN THEIR NATIONAL GUARD ORGANIZATION.

The National Guard Bureau has issued a regulation putting this policy into effect.

7. ESTABLISHMENT OF AN AIR STAFF IN THE OFFICE OF EACH STATE ADJUTANT GENERAL.

The Air Staff T/O, prepared by the National Guard Bureau, has been approved by this headquarters and returned to the National Guard Bureau. It is currently being published for distribution.

8. AUGMENTATION OF USP&DO IN EACH STATE WITH EXPERIENCED AIR FORCE LOGISTICAL PERSONNEL.

One assistant has now been authorized by the National Guard Bureau. Further study is being made regarding additional augmentation.

9. INCREASE IN AIR NATIONAL GUARD BASE DRILL TRAINING PERIODS.

An informal decision has been made by the Comptroller General to the effect that legal authority exists for the holding of two unit training assemblies in one calendar day for pay purposes. A directive has gone to the National Guard Bureau requesting them to encourage in the Air National Guard the scheduling of unit training assemblies so as to conduct two four-hour assemblies on a week-end day or, preferably, four four-hour assemblies on two consecutive week-end days.

10. UNIFORMITY IN DURATION OF AIR BASE TRAINING PERIODS FOR ALL CIVILIAN COMPONENTS.

Investigation has revealed that the hourly duration of drill periods for pay purposes is the same for civilian components of all the three services, therefore, no further action is required.

11. INCREASE IN AIR BASE TRAINING PERIODS TO SIXTY PER YEAR PLUS SIXTEEN EXTRA PERIODS FOR AIR CREWS.

The National Guard Bureau has been requested to include estimates for 60 regular drills and 16 extra drills in FY 1951 budget. The limiting figure placed on the FY 1950 budget precludes such an increase next year. A review of the Pay Readjustment Act reveals that no new legislation will be required to implement this recommendation.

12. QUOTA FOR AIR NATIONAL GUARD AT AIR FORCE FLYING SCHOOLS

A quota of 60 officers has been authorized per year for Air National Guard officers to attend the Air Force flying school in-grade

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not above 2nd Lieutenant. This quota is to be divided into four groups so as to permit approximately 15 officers to enroll in each of four classes during the year beginning with the July class. These officers will be required to serve but one year with the Regular Air Force after completion of their one year of flight school training. They will be required to sign an agreement to return to the Air National Guard upon completion of their active duty period and serve therein at least two years.

13. PROHIBITION OF REGULAR AIR FORCE OFFICERS HOLDING AIR NATIONAL GUARD COMMISSIONS AFTER 1 JANUARY 1949.

All regular Air Force officers have now resigned their Air National Guard commissions and have been relieved of command of all units.

14. and 15. HIGHER PRIORITY TO BE GIVEN TO ASSIGNMENT OF QUALIFIED INSTRUCTORS AND FOR AIR NATIONAL GUARD UNITS, AND NON REGULAR AIR FORCE OFFICERS ASSIGNED AS INSTRUCTORS FOR AIRCRAFT CONTROL AND WARNING UNITS.

DCS/P has been requested to implement these policies.

16. RELEASE OF INSTRUCTORS FROM AIR NATIONAL GUARD UNITS.

Continental Air Command has been requested to investigate requests for relief of air instructors when such releases are requested by State authorities for cause or lack of qualifications.

17. PREPARATION OF TRAINING DIRECTIVES FOR THE AIR NATIONAL GUARD

The Continental Air Command has been directed to prepare detailed training directives for each type of Air National Guard unit. The Air Force Division, National Guard Bureau has also requested each Wing Commander to have prepared a training schedule for each type of unit. These schedules will be turned over to the Continental Air Command for incorporation in their directives insofar as practical.

18. MORE ASSISTANCE FROM THE NUMBERED AIR FORCES IN THE CONDUCT OF TRAINING PROGRAM OF THE AIR NATIONAL GUARD.

The Continental Air Command has issued very specific instructions to their Numbered Air Forces to conform with the intent of this policy.

19. HIGHER PRIORITY FOR THE LOGISTICAL SUPPORT OF THE AIR NATIONAL GUARD.

The DCS/M has been asked to place Air National Guard units on a priority above all non M-day organizations. Certain concessions have already been assured and action is anticipated soon on other priorities.

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20. IMMEDIATE STEPS SHOULD BE TAKEN TO MAKE AVAILABLE AN ADEQUATE NUMBER OF BOMBING AND GUNNERY RANGES FOR THE AIR NATIONAL GUARD.

The Air Force Division, National Guard Bureau, has, as a result of an inquiry to the states as to the status of the acquisition of bombing and gunnery ranges, informed this Headquarters that nineteen states have been unable to consummate arrangements for ranges. The Commanding General, Continental Air Command has been directed to notify the Numbered Air Forces in whose areas these states are located to expedite arrangements for the use of suitable ranges. In the event necessary arrangements cannot possibly be made, this Headquarters will either attempt to secure ranges or investigate the feasibility of an increased aerial camera training program.

21. PRIORITY FOR THE CONVERSION OF AIR NATIONAL GUARD UNITS TO JET TYPE AIRCRAFT.

A conference was held on 17 November on this subject. Final decision on priority has been established and a list of airfields from Continental Air Command according to current air defense plans has been received in this Headquarters and forwarded to the National Guard Bureau.

22. ASSISTANCE TO UNIT COMMANDERS IN "SELLING" EMPLOYERS OF AIR NATIONAL GUARD PERSONNEL THE MERITS OF PERMITTING THEM TO ATTEND CAMPS AND SERVICE SCHOOLS

National Guard Bureau has been requested to conform and are doing so in form of newspaper and magazine advertisements and news releases.

23. INCREASE OF AIR NATIONAL GUARD PERSONNEL TO WAR STRENGTH.

Organization Division, D/T&R, has been requested to include the requirements for organization of the Air National Guard at full war strength in their plans for converting the Air National Guard to the Base Wing Plan.

24. INCREASE OF FLYING TIME TO 180 HOURS PER YEAR

The Air National Guard Budget estimates, now before Congress for FY 1950, are based on 125 hours per pilot per year. The limiting figure imposed on the budget precludes the increase to 180 hours flying time. No further action required at this time.

25. CLAIMS FOR DAMAGE TO PRIVATE PROPERTY CAUSED BY AIR NATIONAL GUARD EQUIPMENT.

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A draft of a Bill to provide that damage done to private property by Air National Guard personnel or equipment, while in training for their Federal mission, shall be a claim against the Federal Government was prepared and submitted to the National Guard Bureau for comment. That Bureau returned the proposed bill with the statement that legislation now pending which would provide a common Federal status would provide a means of reimbursement for damage done to private property by Air National Guardsmen while training for their Federal Mission. This comment has been referred to the Air Judge Advocate for an opinion as to whether or not the legislation pending would cover these instances.

26. SATELLITING OF AN AIR RESERVE UNIT ON AN AIR NATIONAL GUARD UNIT IN EACH AIR FORCE AREA.

No action relative to satelliting USAFR units on Air National Guard units has been taken pending approval or disapproval of the Grey Board Report.

/s/t/ FLOYD E. EVANS
Colonel, USAF
Chief, National Guard Division
Office of Special Assistant for
Reserve Forces

Reproduced by Headquarters
Continental Air Command,
1 March 1949

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MISCELLANEOUS DOCUMENTS

RELATING TO THE AIR NATIONAL GUARD

1946 - 1950

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Item #1

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DRAFT

TO : Adjutant General, State of New York

THRU: Commanding General, First Air Force, Slocum Air Force Base, New Rochelle, New York

In order to fulfill my responsibilities as the Air Defense Commander of the Eastern United States, I must incorporate in my air defense system all elements which have an air defense capability. It is paradoxical that Air National Guard units are assigned D-Day mission in present war plans and that no provisions are made or steps taken to realistically train and effectively utilize these units prior to D-Day.

The Air National Guard at the present time, is potentially capable of providing three-quarters of the nation's total air defense capabilities with some 70-odd fighter squadrons as compared to 30-odd USAF fighter squadrons. You will, therefore, appreciate that there is an urgent requirement to prepare these A.N.G. units in peacetime for their wartime role. (Without adequate training and with insufficient preparedness, the effects on the nation's security might well be disastrous.)

I intend, subject to your concurrence, to place the Air National Guard where it rightfully belongs on the air defense team in the following manner:

1. a. Designate certain N.Y.A.N.G. fighter units that can readily be associated with an existing adjacent ground control intercept (G.C.I.) station. See Inclosure #1

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b. Install the necessary communications to effect 1.a. above at USAF expense. This incidentally will bring about the long sought after means of providing mutual training in air defense.

2. Maintain continuous operational control over these units. This operational control is in no way designed or intended to usurp the A.N.G. Commander's command prerogatives or violate federal and/or state constitutional rights. It is, instead, solely intended to permit the smooth transition from peacetime air defense training within an air defense system to actual employment against an enemy at a moment's notice.

Obviously, if the agency for air defense did not possess the above, D-Day would find us in another Pearl Harbor of far greater reaching consequences. An air defense system, fundamentally and of the greatest necessity, must be able to react instantaneously to any threat. Obviously the degree to which an air defense system can react is directly proportional to the trained forces committed at any given time. With your concurrence on the terms stated above, I would like to arrange for a meeting between your subordinate commanders and a representative from my headquarters in order to work out the minimum commitments. These commitments of course, being subject to your approval.

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NEW YORK ANG

52nd Wing

ANG UNIT	ASSOCIATE GCI STATION
137th Ftr Sq (SE) Westchester Co Apt White Plains, NY	#22 *
136th Ftr Sq (SE) Niagara Falls Mun Apt, Niagara Falls, NY	#13 *
138th Ftr Sq (SE) Hancock Apt Syracuse, NY	#15 *
139th Ftr Sq (SE) Schenectady Co Apt, Schenectady, NY	#17 *

* For security reasons when one or more GCI stations are mentioned by geographic location in a document it must be classified secret; hence the code number.

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Incl #1

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DRAFT

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7 October 1949

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SUBJECT: Utilization of ANG Units in Air Defense

THRU : Commanding General, First Air Force, Slocum Air Force Base, New Rochelle, New York

TO : Adjutant General, State of New York

1. Upon assuming command of the Eastern Air Defense Force, I made a comprehensive study of all of the air defense means available in the event of a hostile surprise attack. One fact, which is common knowledge, that impressed me is that three-fourths of the entire nation's total air defense capabilities is contained in and depends upon the utilization of our Air National Guard immediately upon receiving a warning of a hostile attack. With this knowledge, I cannot conceive of any better way for our Air National Guard to fulfill again their fine traditional role of "Minute Men" than by the early integration of that part of the 70 fighter squadrons of the Air National Guard with that part of the 30 U. S. Air Force fighter squadrons which are based in my area of responsibility. Such employment will increase the combat effectiveness of our air defense force in being.

2. I would appreciate the assistance and cooperation of your headquarters in working out the details of how we may improve the combat effectiveness of the Air National Guard so that it would be immediately available for the defense of our Country in the event of an emergency.

3. I will be pleased to send my staff officers to your Headquarters to effect the details which will facilitate an efficient transition from peacetime air defense training within an air defense system to actual employment in defense of our Country in the event of a surprise hostile air attack.

EADF

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4. It is my sincere desire that nothing in this letter or as a consequence of this letter be construed as any infringement on the Federal and/or State constitutional rights or the command prerogatives of Air National Guard Commanders.

5. I feel I would be derelict in my duty if my headquarters were not doing everything possible to prevent another Pearl Harbor of more cataclysmic consequences than our Country has ever known.

ROBERT M. WEBSTER
Major General, U. S. Air Force
Commanding

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DRAFT

COPY

Major General Glenn O. Barcus
Commanding General, First Air Force
Slocum Air Force Base
New Rochelle, New York

Dear Glenn:

There is no doubt in my mind that you are fully aware of the necessity to establish immediately a realistic and effective air defense system. In order to accomplish this, we must assume the task of welding together the scattered elements possessing an air defense potential.

I consider the Air National Guard one of the most important elements comprising our air defense potential and feel that it should be tied into our air defense system immediately so that it may be more realistically trained now to effectively participate in air defense D-Day operations. As we both know, dealing with the National Guard on matters that could infringe on their states' sovereignty or commanders' authority is delicate at best. However, in spite of this, there are two factors upon which agreement must be secured from the State authorities. They are:

a. Operational control over certain ANG fighter squadrons.

b. Definite commitments of a specified number of aircraft to be made available on a continuing basis according to each of the unit's capability.

The inclosed letter addressed to the New York State Adjutant General through you is my first attempt to realize the objectives stated above. Upon accomplishing these objectives with the State of New York, I intend to conclude further similar agreements with the balance of the states in my area of responsibility.

Warmest personal regards,

ROBERT M. WEBSTER
Major General, U. S. Air Force
Commanding

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C O P Y 7 October 1949

SUBJECT: Utilization of ANG Units in Air Defense

THRU : Commanding General, First Air Force, Slocum Air Force Base, New Rochelle, New York

TO : Adjutant General, State of New York

1. As a result of a study of the air defense problem in the Eastern United States, I find that I cannot effectively discharge my responsibilities as the Commanding General of the Eastern Air Defense Force without incorporating into the existing air defense system all elements not before included, which have a potential air defense capability.

2. Furthermore, I find that the Air National Guard, with its present strength of more than seventy fighter squadrons, represents nearly three-fourths of the nation's total fighter capability. These fighter capabilities bear little resemblance (no relationship) to air defense capabilities unless the fighter units undergo continuous realistic training within the air defense system. Paradoxically, I notice that ANG units are assigned D-day missions in present war plans without any provisions being made for necessary air defense training and utilization in peacetime.

3. In order, therefore for the ANG units to become capable of efficiently discharging their Federal responsibilities upon the outbreak of war, I suggest, subject to your concurrence, that the following steps be taken:

a. Designate certain New York ANG fighter units that can readily be absorbed into the present air defense system to commence training

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with selected G. C. I. stations.

b. Install the necessary communications to effect a. above - at U.S.A.F. espense.

c. Place these ANG units under the operational control of E.A.D.F. This control will not usurp the ANG commanders' command prerogatives nor violate Federal and/or State constitutional rights. It is intended solely to permit smooth transition from peacetime air defense training within an air defense system to actual employment against an enemy at a moment's notice. Obviously if the agency for air defense did not possess the above, D-Day would find us with another Pearl Harbor of far greater consequences.

d. Make provision for a specified number of aircraft to become operationally available at specified times in relation to 'H'-hour. By such means I shall be able to assess my air defense capability at definite times after 'H'-hour assuming I have received no previous warning of hostile intentions.

4. With your concurrence, I would like to arrange for a meeting between your subordinate commanders and representatives from my headquarters in order to work out the details as to minimum commitments, etc.- these commitments and details, of course, being subject to your final approval.

ROBERT M. WEBSTER
Major General, U. S. Air Force
Commanding

1 Incl
ANG Units & Associate
GCI Stations

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C O P Y

USE OF THE ANG AS AN EMERGENCY AIR DEFENSE FORCE

Presently there are seventy (70) ANG fighter squadrons in the continental United States. Of this number, fifty-seven (57) are located east of 103° West longitude or within the area for which Headquarters, Eastern Air Defense Force has responsibility for air defense. Within this same area, there is a total of only seventeen (17) regular air force fighter squadrons. The preponderance of resources available for emergency air defense operations lies, therefore, with the ANG. Many of these ANG squadrons can be effectively employed in air defense from their present stations and it is reasonable to assume that some portion of this fighter force should be ready to act promptly in a sudden air defense emergency.

The planned course of action of Eastern Air Defense Force, if successful, will incorporate certain of these ANG squadrons, which are located within the northeast defended area in a "ready" force for emergency air defense operations. This course of action is being broken down into three distinct parts as follows:

a. Secure operational control of that portion of the squadrons allocated for emergency air defense.

b. Obtain a definite allocation of fighters from each squadron.

c. Effect promulgation of a mission for the ANG.

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The first of these three steps will be accomplished by letters to the several State Adjutants General to obtain from the Governors of the States, formal authority for the CG, EADF to exercise operational control over such fighter aircraft of the ANG as may be allocated for air defense.

There are twenty-three (23) ANG fighter squadrons in the northeast defended area sufficiently near a GCI station to be effectively employed in the air defense system. In obtaining an allocation of fighters from these squadrons, we must first make a study of the squadrons to determine their capability to scramble a given number of fighters within a given period of time subsequent to an alert, and to determine the feasibility of conducting air defense operations from their present station with regard to civil traffic and other air field conditions. A field survey of selected squadrons will be made in order that a standard for allocation of aircraft and crews for a ready force can be arrived at. Next a study will be made to determine the feasibility of establishing communications between ANG squadrons and GCI stations. We will then select, from these twenty-three (23) squadrons located within the defended area, the squadrons which we desire to incorporate in the air defense system as a ready force at the present time. The Adjutants General of the States concerned, will then be requested to allocate ANG fighters for a ready force in accordance with the conclusions arrived at by this headquarters.

The final action will be the promulgation of an emergency air defense mission for the Air National Guard.

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COPY   Staff Memo 21-1, Hq ConAC, sub: "Organization-ConAC, Mission and Tasks, 14 April 1950   Tab 6

AIR NATIONAL GUARD

A. Mission: To discharge, within the Continental United States, the field responsibilities of the Chief of Staff, United States Air Force, with respect to Air Force Reserve Forces (Air National Guard).

B. Reference: AFR 23-1. Organization, missions and responsibilities of the Continental Air Command

C. Responsibilities: The Commanding General, Continental Air Command, is directly responsible to the Chief of Staff, United States Air Force, for the following functions:

Function No. 1. Supervise training and make required inspections of all units of the Air National Guard.

See page 2, Tab 6.

Function No. 2. Act as a field agency of the Air Force for the mobilization, preparation for movement, and disposition of all units of the Air National Guard in the Federal service in accordance with directives, policies and plans issued by Headquarters United States Air Force.

See page 4, Tab 6.

Function No. 3. Prepare for overseas movement such units of the Air National Guard in the Federal service as may be directed.

See page 5, Tab 6.

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Tab 6

AIR NATIONAL GUARD

A. Function No. 1: Supervise training and make required inspections of all units of the Air National Guard.

B. Objective: To supervise and assist in the training of the Air National Guard to prepare it to take its place on "M" Day in the air defense of the United States.

C. References:

1. AFR 23-1. Organization, mission and responsibilities of the Continental Air Command.

2. "Army Air Force Plan for the Air National Guard," January 1947. Prescribes the plan for the activation and organization of the Air National Guard.

3. AFR 45-5, as amended. States briefly the composition of the Air Force Reserve and the Air National Guard, and outlines the policies, standards and procedures for the maintenance of proficiency and the promotion of officers therein below the grade of brigadier general.

4. AFR 45-9. Relationship of Air Force Commanders with the Air National Guard.

5. Paragraph 48, AFR 123-1, as amended. Establishes inspection responsibilities.

6. AFR 123-2. Prescribes minimum inspection requirements for the Air National Guard.

7. AFR 126-3. Inspection of United States Property and Disbursing Officer.

8. Letter, Headquarters United States Air Force, "Dissemination of Regulations Pertaining to the ANG," 9 November 1949, with indorsement.

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9. Letter, Headquarters United States Air Force, AFMDP-2A/1, "Bombing and Gunnery Ranges for National Guard Air Units," 3 August 1948. Establishes USAF policy and the responsibility of this command regarding the assistance to be rendered Air National Guard units in procuring adequate range facilities.

10. Continental Air Command Training Directives 10-1 through 10-8, 40-26 and 40-27, 200-1.

11. ConACR 49-1. Training objectives for the Air National Guard.

12. ConACL 49-6. (In process of revision) Describes organization of Air National Guard and Continental Air Command relationship thereto.

13. ConACR 23-1 through 6. Organization, mission and responsibilities of the Continental Air Command air forces.

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AIR NATIONAL GUARD

A. Function No. 2: Act as a field agency of the Air Force for the Mobilization, preparation for movement, and disposition of all units of the Air National Guard in the Federal service in accordance with directives, policies and plans issued by Headquarters United States Air Force.

B. Objective: Preparation of suitable mobilization and movement plans for units of the Air National Guard.

C. References:

1. AFR 23-1. Organization, mission and responsibilities of the Continental Air Command.

2. AR 130-10, 17 February 1948. Prescribes procedures for the induction of the Air National Guard into the Federal service.

3. Continental Air Command EWP 1-49, 22 August 1949. (CLASSIFIED)

4. Continental Air Command Operation Plan 1-50, 12 January 1950. (CLASSIFIED)

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Tab G

AIR NATIONAL GUARD

A. Function No. 8: Prepare for overseas movement such units of the Air National Guard in the Federal service as may be directed.

B. Objective: To expedite movement of units to ports of embarkation by uniform methods.

C. References:

1. AFR 23-1. Organization, mission and responsibilities of the Continental Air Command.

2. AFR 123-4. Prescribes the responsibilities and procedures for POM inspections.

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C O P Y — Staff Memo 21-1, Hq ConAC, sub: "Organization-ConAC, Mission and Tasks, 14 April 1950 — Tab 6

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C. Responsibilities: The Commanding General, Continental Air Command, is directly responsible to the Chief of Staff, United States Air Force, for the following functions:

Function No. 1. Supervise training and make required inspections of all units of the Air National Guard.

See page 2, Tab 6.

Function No. 2. Act as a field agency of the Air Force for the mobilization, preparation for movement, and disposition of all units of the Air National Guard in the Federal service in accordance with directives, policies and plans issued by Headquarters United States Air Force.

See page 4, Tab 6.

Function No. 3. Prepare for overseas movement such units of the Air National Guard in the Federal service as may be directed.

See page 5, Tab 6.

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AIR NATIONAL GUARD

A. Function No. 1: Supervise training and make required inspections of all units of the Air National Guard.

B. Objective: To supervise and assist in the training of the Air National Guard to prepare it to take its place on "M" Day in the air defense of the United States.

C. References:

1. AFR 23-1. Organization, mission and responsibilities of the Continental Air Command.

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B. Objective: Preparation of suitable mobilization and movement plans for units of the Air National Guard.

C. References:

1. AFR 23-1. Organization, mission and responsibilities of the Continental Air Command.

2. AR 130-10, 17 February 1948. Prescribes procedures for the induction of the Air National Guard into the Federal service.

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AIR NATIONAL GUARD

A. Function No. 3: Prepare for overseas movement such units of the Air National Guard in the Federal service as may be directed.

B. Objective: To expedite movement of units to ports of embarkation by uniform methods.

C. References:

1. AFR 23-1. Organization, mission and responsibilities of the Continental Air Command.

2. AFR 123-4. Prescribes the responsibilities and procedures for POM inspections.

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See page 4, Tab 6.

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See page 5, Tab 6.

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AIR NATIONAL GUARD

A. Function No. 1: Supervise training and make required inspections of all units of the Air National Guard.

B. Objective: To supervise and assist in the training of the Air National Guard to prepare it to take its place on "M" Day in the air defense of the United States.

C. References:

1. AFR 23-1. Organization, mission and responsibilities of the Continental Air Command.

2. "Army Air Force Plan for the Air National Guard," January 1947. Prescribes the plan for the activation and organization of the Air National Guard.

3. AFR 45-5, as amended. States briefly the composition of the Air Force Reserve and the Air National Guard, and outlines the policies, standards and procedures for the maintenance of proficiency and the promotion of officers therein below the grade of brigadier general.

4. AFR 45-9. Relationship of Air Force Commanders with the Air National Guard.

5. Paragraph 48, AFR 123-1, as amended. Establishes inspection responsibilities.

6. AFR 123-2. Prescribes minimum inspection requirements for the Air National Guard.

7. AFR 126-3. Inspection of United States Property and Disbursing Officer.

8. Letter, Headquarters United States Air Force, "Dissemination of Regulations Pertaining to the ANG," 9 November 1949, with indorsement.

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Tab 6

9. Letter, Headquarters United States Air Force, AFMIF-2A/1, "Bombing and Gunnery Ranges for National Guard Air Units," 3 August 1948. Establishes USAF policy and the responsibility of this command regarding the assistance to be rendered Air National Guard units in procuring adequate range facilities.

10. Continental Air Command Training Directives 10-1 through 10-8, 40-26 and 40-27, 200-1.

11. ConACR 49-1. Training objectives for the Air National Guard.

12. ConACL 49-5. (In process of revision) Describes organization of Air National Guard and Continental Air Command relationship thereto.

13. ConACR 23-1 through 6. Organization, mission and responsibilities of the Continental Air Command air forces.

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Tab 6

AIR NATIONAL GUARD

A. Function No. 2: Act as a field agency of the Air Force for the Mobilization, preparation for movement, and disposition of all units of the Air National Guard in the Federal service in accordance with directives, policies and plans issued by Headquarters United States Air Force.

B. Objective: Preparation of suitable mobilization and movement plans for units of the Air National Guard.

C. References:

1. AFR 23-1. Organization, mission and responsibilities of the Continental Air Command.

2. AR 130-10, 17 February 1948. Prescribes procedures for the induction of the Air National Guard into the Federal service.

3. Continental Air Command EWP 1-49, 22 August 1949. (CLASSIFIED)

4. Continental Air Command Operation Plan 1-50, 12 January 1950. (CLASSIFIED)

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AIR NATIONAL GUARD

A. Function No. 3: Prepare for overseas movement such units of the Air National Guard in the Federal service as may be directed.

B. Objective: To expedite movement of units to ports of embarkation by uniform methods.

C. References:

1. AFR 23-1. Organization, mission and responsibilities of the Continental Air Command.

2. AFR 123-4. Prescribes the responsibilities and procedures for POM inspections.

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PIO 314.7
Subject: Historical Report (cont.)

requested that all organizations under jurisdiction of First AF contact certain civilians in compliance with the above mentioned letter (Incl #10). CG First AF further outlined the procedure that press representatives would have to observe as far as radar sites were concerned. A letter[11] from the CO of 32nd Air Division further disseminated this policy to its detachments by requesting a report on their compliance. That this request was complied with by the 655th AC&W Squadron is shown in a wire[12] and indorsements from the Adjutant[13] of the 655th AC&W Squadron and from Detachment 2[14] and Detachment 3.[15] On 17 February, ConAC sent a letter[16] to the CG's of all ConAC AF's, EADF, WADF and TAC, advising them of the establishment in the Department of Defense of the Office of Civil Defense Liaison. This letter also outlined the primary function of the newly set up office. It became the basis for a reply[17] to the VC of WADF who had requested a policy[18] on 30 January on the public information responsibilities of his headquarters in respect to the organization of the Ground Observer - Civil Air Raid Warning System in the Western United States. IRS[19] from PIO ConAC to the Vice Commander advised him of the fact that our policy letter of 6 February (Incl #10) was not what USAF wanted. It was suggested that a background brief on the matter would be submitted.

The Eastern Air Defense Force called a conference of all public relations representatives in the 1st AF, 9th AF, 10th AF and 14th AF in order to: a. thoroughly brief them on current plans for the organization of the Ground Observer Corps, b. obtain advice and assistance from state representatives as to how the AF could assist the state agencies, c. provide an opportunity for the PIO of the named AFs to become better acquainted with the make-up of the state agencies with whom they were to cooperate, and d. stimulate interest in the state representatives. A report[20] of this conference with a conference program[21] and a list of conferees[22] was submitted to ConAC by General Webster.

On 1 March the PIO of the 52nd Fighter Wing of the N.Y. Air National Guard requested information[23] from the 1st AF that could be released to the public for publicity purposes in view of an article and pictures that had appeared in LIFE. This request was sent to ConAC by 1st Indorsement.[24] ConAC's 2nd Ind[25] advised that the policy instituted on 6 February (Incl #10) and that the provisions of AFR 205-4, 5 April 1949 would apply and that no deviation would be allowed unless approved by ConAC. It was the fact that LIFE was permitted to make photographs of radar sites that led to an IRS[26] from ConAC PIO to DCS on 28 February. As to what policy would be adhered to it was finally concluded that individual clearance would have to be obtained.

1. Cy of ltr fr CO 32nd attached as Incl #11
2. Cy of wire attached as Incl #12
3. Cy of 1st Ind fr Adjutant attached as Incl #13
4. Cy of 2nd Ind fr Det #2 attached as Incl #14
5. Cy of 2nd Ind fr Det #3 attached as Incl #15
6. Cy of policy attached as Incl #16
7. Cy of our reply to VC WADF attached as Incl #17
8. Cy of ltr fr VC, WADF attached as Incl #18
9. Cy of IRS attached as Incl #19
10. Cy of report attached as Incl #20
11. Cy of program attached as Incl #21
12. Cy of list of conferees attached as Incl #22
13. Cy of 52d Ftr Wg ltr attached as Incl #23
14. Cy of 1st Ind attached as Incl #24
15. Cy of 2nd Ind attached as Incl #25
16. Cy of IRS attached as Incl #26

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DE JEGLF 125
P 281838Z
FM CG TENTH AF SELFRIDGE AFB MICH
TO CG CONAC MITCHEL AFB MICH
AF GRNC

/R E S T R I C T E D/

AFXI 1290. IN ACCORDANCE WITH CONAC LTR 190-1, 20 APRIL 1950, FOLLOWING NEWS ARTICLE BROADCAST OVER WJR, DETROIT, AND PUBLISHED IN 28 JUNE ISSUE DETROIT TIMES IS QUOTED: "SELFRIDGE MOVE TERMED ROUTINE -- ONE SQUADRON OF FIGHTER PLANES WAS TRANSFERRED FROM SELFRIDGE AFB TO A NATIONAL GUARD BASE NEAR CHICAGO SUNDAY, IMMEDIATELY AFTER THE RED ATTACK IN KOREA, SELFRIDGE AFB OFFICIALS DISCLOSED TODAY.

TWO OTHER SQUADRONS REMAIN AT THE FIELD WITH ONE BEING CONTINUALLY ON "ALERT" A SPOKESMAN SAID.

HE EXPLAINED THE "ALERT" WAS A NORMAL PROCEDURE THAT REQUIRES PERSONNEL OF A PART SQUADRON TO BE ON A STANDBY BASIS FOR IMMEDIATE DUTY WITHIN A SPECIFIED TIME.

CFN AFXI 1290 190-1 20 1950 28

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THE "ALERT" IS ROTATED AMONG THE SQUADRONS, HE SAID.

MOVEMENT OF THE SQUADRON TO CHICAGO WAS DONE ON ORDERS FROM WASHINGTON. NO OTHER EMERGENCY STEPS HAVE BEEN TAKEN AT THE BASE THE SPOKESMAN SAID."

DESPITE IMPLICATIONS OF NEWS ARTICLE, INVESTIGATION FAILS TO REVEAL LOCAL SOURCE OF THIS INFORMATION. OFFICIALS AT WJR DETROIT REVEALED INFORMATION RECEIVED FROM DETROIT OFFICE INTERNATIONAL NEWS SERVICE. INTERNATIONAL NEWS SERVICE OFFICIALS HERE REVEALED INFORMATION RECEIVED FROM DETROIT TIMES NEWS STORY ORIGINATED BY WASHINGTON BUREAU. END

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Historical Report 15 July to 15 Aug

2 15 Aug MatP Hist * * * *

2. Status of ANG Units: This headquarters has no authority to request reports from Air National Guard units. Certain monthly and quarterly reports are received but these do not contain sufficient detailed data to be of value in materiel planning. In our planning for utilization of the ANG, in the event it is necessary, we need current information as indicated in Incl #1.

We are currently making studies on ANG units we anticipate will be mobilized first, in the event it becomes necessary. These studies cover the additional facilities and cost of rehabilitation, additional equipment required to make the units combat ready and cost of same, and the additional operating cost to ConAC funds.

* * * *

s/t/ JOHN F. NASH, Jr
Captain USAF
Ext: 5124

s/t/ JAMES M. RIDGELL
Major USAF
Actg Director of Materiel Planning

596

FILE: Stat-1 319.1

SUBJECT: Historical Report

HEADQUARTERS
CONTINENTAL AIR COMMAND
INTEROFFICE ROUTING SLIP

NO	DATE	FROM	TO	Number and date each entry - show date of dispatch. Show staff division or office in FROM-TO columns. Sign each entry legibly - show actual signer. Draw a line across the page under each entry. Use full width of page for long entries.
1	17Oct50	Stat-1	Hist ~~THRU~~ ~~Comps~~	Reference Note 1, Item 4, IRS Stat-1 319.1, 10 Oct 50, Subj: Histroical Report, the following analysis of reporting for the period 1 July 1950 through 30 September 1950 is submitted:

a. The period covered by this analysis is not considered to be representative of the general reporting situation over an extended period of time but is an analysis of the reporting situation during a period of major changes in reporting headquarters brought about by the reorganization of Continental Air Command major subordinate commands. In the period covered, reporting responsibility changed from six (6) numbered air forces to four (4) numbered air forces and three (3) tactical commands resulting in broad changes in personnel and units for which each major subordinate command was responsible.

b. The situation was aggravated also by the increase in the number of reports required because of the Korean situation. The number of recurring reports submitted to Statistical Services, this headquarters, increased from 85, in July, to 127 for September. There was a corresponding increase in reports submitted to other staff sections in this headquarters.

c. As a result of the conditions indicated above, it was anticipated that the number of delinquent reports submitted to this headquarters would materially increase. On the contrary, however, it was gratifying to note that there was a slight decrease in the number of delinquent reports and number of delinquent reporting days for September in Categories I and II. No particular trend can be determined from this data but the better than anticipated showing is attributed to the cooperative effort of the Statistical Services Directorates at the major subordinate commands.

d. It will be noted that delinquencies in Category III reports remained about even and that the average number of days late remained high. This is due partially from the fact that some of these reports are submitted by ANG Units over which the air forces have no direct control. Further, close supervision cannot be maintained by the major subordinate commands on reports submitted direct to this headquarters from the subordinate units. No appreciable improvement is expected in this category at the present time.

Hq ConAC FORM 1-1
22 April 1950

Do not detach from correspondence

L-50-391

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HEADQUARTERS
CONTINENTAL AIR COMMAND
INTEROFFICE ROUTING SLIP

FILE: Stat-1 319.1

SUBJECT: Historical Report

REGISTER NO				
SUSPENDED TO				
EXTENDED TO				
CLASS	ADM	MISC	HIST	PERS

	DATE	FROM	TO	Number and date each entry - show date of dispatch. Show staff division or office in FROM-TO columns. Sign each entry legibly - show actual signer. Draw a line across the page under each entry. Use full width of page for long entries.
1	17Oct 50	Stat-1	Hist THRU: Compr	CONTINUED

e. The number of reports delinquent to this headquarters for July through September were as follows:

Category I Reports

No Repts Affected	No Late Reports	Av No Work-Days Late Ea Rept	Greatest No Work-Days Late, Any Report	
17	28	2	6	JUL
22	29	1.9	6	AUG
14	18	1.8	5	SEP

Category II Reports

No Repts Affected	No Late Reports	Av No Work-Days Late Ea Rept	Greatest No Work-Days Late, Any Report	
4	6	1.6	2	JUL
4	5	1.8	3	AUG
1	1	4	4	SEP

Category III Reports

No Repts Affected	No Late Reports	Av No Work-Days Late Ea Rept	Greatest No Work-Days Late, Any Report	
10	27	3.5	14	JUL
4	11	6.1	15	AUG
4	13	4.1	12	SEP

JEW

JACK E. WERT
Lt Col, USAF
Director of Stat Serv

This is in reply to correspondence bearing AG Register No.______ which was suspended to (date)______

CONAC FORM RQ-AG 1
10 December 1948

Do not detach from correspondence

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C O P Y
353

HEADQUARTERS TENTH AIR FORCE
SELFRIDGE AIR FORCE BASE, MICHIGAN

354 14 April 1950

SUBJECT: Development of Air National Guard Summer Encampment Sites

TO : Commanding General
Continental Air Command
Mitchel Air Force Base, New York.

1. This headquarters is endeavoring to develop a plan for the systematic training of Air National Guard Units of the Tenth Air Force area. One of the chief problems arising in connection with this plan is the choice of sites for summer encampment training. Proximity of available air fields to available gunnery ranges has limited the choice of sites to Camp Williams, Wisconsin; Camp Grayling, Michigan; and Oscoda Air Force Base, Michigan. These three locations are the only ones available to Tenth Air Force which can be effectively used for Air National Guard training for the summer encampment.

2. In connection with the use of these three sites for training areas is the problem of short runway lengths. The three runways at Camp Williams are 4,500, 4,500, and 4,350 feet long, and can be extended 2,400, 2,400, and 1,300 feet respectively. The three runways at Oscoda Air Force Base are 5,000, 5,000 and 5,000 feet long with an over-run of 2,800 feet of steel planking on one end of one runway. The two runways at Camp Grayling are 5,000 and 5,000 feet long, with a macadam over-run at the one end of each runway of 1,150 and 1,520 feet respectively. The over-run at Camp Grayling indicates better than 6,000 feet available; however, this is not true for Jet type aircraft due to the obstructions on all approaches. Recent survey by personnel from the Directorate of Installations, this headquarters, indicates that the runways at Camp Grayling cannot be extended.

3. It is apparent that the trend is to equip all squadrons with Jet type aircraft. Numerous accidents in the past attributable to short runways indicates the extension of runways at all these sites is necessary to maintain a high degree of safety. The runways at Camp Williams and Oscoda Air Force Base can be readilyextended to accomodate all types of Jet aircraft now assigned to Air National Guard squadrons.

4. As an alternative for the future use at Camp Grayling, this headquarters recommends that the air field at Alpena, Michigan, be considered. This air field was built during the war for the United States Air Force. The War Assets Administration has turned the

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jurisdiction of this air field over to Alpena County, Michegan. Informal inquiry with the civil authorities of Alpena County indicate that this air field can be adquired for Air National Guard activities. The runways at Alpena are 5,000, 5,030, and 5,030 feet long, and can readily be extended to accomodate the Jet type aircraft now being used by National Guard squadrons.

5. The facilities at Camp Williams and Oscoda Air Force Base, excluding the air fields themselves, are adequate for Air National Guard summer encampments. The facilities at Alpena Air Field, excluding the air field proper, will need considerable work invovling rehabilitation. This headquarters recommends that these three sites be designated as permanent sites for Air National Guard summer encampments in the future. Because of the numerous problems which would arise in the development of the runways at all three sites, and the other facilities at Alpena, it is felt that this program, if acceptable, should originate in the National Guard Bureau. Estimates for the cost of this program are not available at this time; however, if approval in principle of this program can be obtained, it is recommended that Camp Williams, Oscoda AirForce Base and Alpena Air Field be included in the long range construction program of the National Guard Bureau for the development of these three sites.

L. L. Williams
Major General USAF
Commanding

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AIR STAFF COMMITTEE ON
NG AND RES POLICY

30 November 1950

Capt I.L.Simon-1249

2 CNOOT-E CNOPN CNOPO CNPMP

It is recommended that the following subjects be included in the agenda of subject committee:

a. VAR Training. It is believed to be essential that the entire VAR training program be re-evaluated with a view toward making it a more practical and realistic training program, both for officers and airmen. The possibility of allowing Volunteer Air Reservists to train with Reserve T/O&E units on a non-pay basis should be considered. In this regard, a promotion policy for VAR airmen should be placed in effect, since at present there is no real inducement for airmen to join the VAR.

b. Reserve Classification. It is felt that a more realistic approach should be taken to classifying all Reservists with a view toward indicating in what career fields the individual Reservist would be of most value to the service in the event he is called to active duty. At present, unfortunately, it happens too frequently that the Reservist, when recalled to active duty, is found to be not qualified to perform duty effectively in his SSN. This condition is not only applicable to the Volunteer Air Reservist, but also, in some cases, to the Organized Air Reservist. The screening of each individual Reservist's records and a personel interview may be in order at this time.

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AIR STAFF COMMITTEE ON
NG AND RES POLICY

(Cont'd)

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c. Reserve Promotion Policy. A review of the entire Reserve officer and airman promotion policy would appear to be desirable. The training directives published by this headquarters invariably allow the Reservist three (3) years to reach the same training level of proficiency that is required of the Regular serviceman in one (1) year's time. This ratio, perhaps, should also be made applicable to the promotion of Reservists; i.e., the Reservist should be required to remain in grade for a period of approximately three (3) times as long as the minimum period required of the Regular serviceman. Another deficiency in present Air Force policy on Reserve promotions appears to affect those Reservists who have been on extended active duty since the commencement of World War II or for long periods of time. Under current Reserve promotion policy, there is no special provision made for these officers who must actually serve the same time in grade as those Reservists not on extended active duty.

d. Manpower. It may be advisable at this time to consider recommending to Congress the passage of legislation which would permit us to accurately assess the manpower available for use in the event of an emergency. Although we possess an accurate estimate of the manpower available to us in the Regular forces, the Organized Reserves and the Volunteer Reserve, we actually have no reliable estimate as to what manpower would be available to us from sources other than these. For example, it is believed that there is a vast storehouse of manpower available among World War II veterans who have not joined the Reserves or the National Guard. These men, for the most part, possess skills which could be usefully employed in the Air Force with a minimum amount of training, and have not been out of the service sufficiently long to have forgotten the fundamentals of their basic skills. A plan requiring the obligatory joining of every veteran to some Reserve organization until he reaches an age where he would not normally be considered for recall should be given serious consideration. Although this might be considered by some a violation of the individual's

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AIR STAFF COMMITTEE ON
NG AND RES POLICY

(Cont'd)

2	CHOOT-E	CHOPN CHOPO CHPMP	prerogatives as a free citizen, nevertheless the realities of the critical situation today must be faced. It is felt that regardless of the fact that an individual has at one time served a tour of duty with the Armed Forces, this should not be a bar to requiring him to perform his responsibility to serve his country again in time of crisis.

C. H. MORGAN
Lt Colonel, USAF
Ch, Training Div

HOWARD F. NICHOLS
Colonel, USAF
Actg Dir of Oprs & Tng

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HEADQUARTERS
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

20 September 1950

Mil Pers-D 313

SUBJECT: Discharge of United States Air Force Reserve Officers who Accept Commissions in the National Guard of the United States (Department of the Army)

TO: Commanding General, First Air Force, Mitchel Air Force Base, New York

The last sentence of paragraph 2, letter, this headquarters, file and subject as above, 28 January 1950, to Commanding General, Ninth Air Force, Langley Air Force Base, Virginia, is deleted and the following substituted therefor: "The effective date of discharge will be the day preceding date of acceptance."

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

FRANK MILLER
Capt., USAF
Asst Air Adj Gen

2-d H 6

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HQ CONTINENTAL AIR COMD, MITCHEL AFB, NY

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PRIORITY

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CG, FIRST AF, MITCHEL AFB, NY (COURIER)
CG, FOURTH AF, HAMILTON AFB, HAMILTON, CAL
CG, TENTH AF, SELFRIDGE AFB, MICHIGAN
CG, FOURTEENTH AF, ROBINS AFB, GA.

NC

DIRECTOR OF MILITARY PERSONNEL, HQS USAF,
WASHINGTON 25, D. C.

Mil Pers-2-D 36526 . Pers who are members of the Dept of the Army Res, Navy Res or Natl Gd, in an off or enl status will not be permitted to apply for apmt in the USAFR without presenting evidence that they will be relsd from their mil status in the event they are tendered an apmt in the USAFR.

CG, ConAC

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CWO PT MESARIS/ dh 28 Sep 50
Mil Pers-2-D 3251

Incl # 7

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EXTRACT
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Period Covered 1-30 Sep 1950 664

SECTION II

PROMOTIONS AND SEPARATIONS SECTION

* * * *

12. On 30 September 1950, this headquarters advised the ConAC major commanders that flying status or rating orders held by ANG or USAFR officers who held such commissions continuously between 1 July 1948 and the date of recall of EAD, are valid. CG, ConAC and CG's, recalling commands in ConAC, are authorized to revalidate at time of recall, orders of officers who received Reserve commissions since 30 June 1948, upon the presentation of rating orders in effect 30 June 1948 and a statement of physical qualification. Upon the recall of EAD in flying status of former flight officers, revalidation of aero ratings and flying status orders contingent upon physical qualifications, may be accomplished. Only the following officers are authorized revalidation under the provisions of this message Officers recalled for crew positions, training, or other primarily flying jobs, or officers with a rich potential for flying. Such officers will be principally in the younger bracket.

* * * *

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EXTRACT
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SECTION II

PROMOTIONS AND SEPARATIONS DIVISION

Period Covered - 1-31 Oct 50

*   *   *   *

4. On 3 October 1950, this headquarters directed adherence to our message, Mil Pers-1-D 35483, 19 September 1950, in administrative procedures involving USAFR officers who accept appointment in the ANGUS or NGUS. The major violation in this respect has been that discharge action from the USAFR has been taken prior to the receipt of official notification of cited appointments.

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JOINT MESSAGEFORM

ROUTING

COMMUNICATIONS CENTER NO.

SPACE ABOVE FOR COMMUNICATIONS CENTER ONLY

M: (Originator)

CG CONAC MITCHEL AFB NY

DATE-TIME GROUP	SECURITY CLASSIFICATION
12 Oct 50	UNCLASSIFIED
PRECEDENCE FOR: ACTION ROUTINE	INFORMATION
☐ BOOK MESSAGE	☒ ORIGINAL MESSAGE
☐ MULTIPLE ADDRESS	CRYPTOPRECAUTION ☐ YES ☐ NO
REFERS TO MESSAGE:	
IDENTIFICATION	CLASSIFICATION

TO:

COMMANDING GENERAL
FIRST AF MITCHEL AFB NY (COURIER)
FOURTH AF HAMILTON AFB HAMILTON CALIF
TENTH AF SELFRIDGE AFB MICH
FOURTEENTH AF-[illegible] AFB GA

INFO:

MilPers-1-E [illegible]. Recurltr file PP[illegible]-R 210.220, 6 Oct 50 subj: "ANG Pers Ordered to Active Fed Sv". The folg excerpt is fwd for your info and future guidance: Air instrs serving as instr for more than one (1) ANG unit will, when only one of the units is mobd, remain on detail with the unit not mobd. End.

CG ConAC

OFFICIAL BUSINESS

SECURITY CLASSIFICATION	PAGE 1 OF 1 PAGES
UNCLASSIFIED	

DRAFTER'S NAME (and signature, when required)	RELEASING OFFICER'S SIGNATURE
Maj C. Sellers/eh /Incl #16	

SYMBOL	TELEPHONE	OFFICIAL TITLE
MilPers-1-E	5235	

DD FORM 1 MAY 49 173 REPLACES WD AGO FORM 11-168, 15 JUN 1945, AND WD AGO FORM 0990, 1 APR 1946, WHICH MAY BE USED.

16—58023-2 ☆ U. S. GOVERNMENT PRINTING OFFICE : 1950—O-875946

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HEADQUARTERS
CONTINENTAL AIR COMMAND
Mitchel Air Force Base, New York

13 October 1950

- HISTORICAL DATA -
For Sept

AIR SURGEON

Introduction. The mobilization of the Air National Guard units which are being called up for federalization have required a great deal of activity be the Air Surgeon and his staff. It is the policy of Headquarters, USAF that Medical Service personnel would not be involuntarily recalled. This applies to the Air National Guard as well as the Reserve. In some instances, the commanding officers of units screened Medical Service personnel and those who did not volunteer for active service were reverted to inactive or replaced by those who would volunteer. Medical staffing and supply requirements of newly-activated or reactivated bases were under progress.

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HEADQUARTERS
CONTINENTAL AIR COMMAND
MITCHEL AIR FORCE BASE, NEW YORK

Mil Pers-1-E 210.65

19 Oct 1950

SUBJECT: Disposition of Air Instructors Assigned to Units Called to Active Federal Service

TO: Commanding General, First Air Force, Mitchel Air Force Base, New York
Same letter to CGs Fourth AF, Tenth AF, Fourteenth AF

1. Reference is made to paragraph 13, letter this headquarters PPM-R 210.220, [illegible] October 1950, "Air National Guard Personnel Ordered to Active Federal Service".

2. In addition to the instructions contained in the above reference regarding disposition of air instructor personnel detailed to organizations ordered to active federal service, the following supplementary information is submitted for your guidance:

a. Air Instructors on TDY status with organizations ordered to active federal service will, upon completion of that duty, be available for a PCS to another ANG unit and given a one (1) year extension of duty provided eighteen (18) months are remaining of a three (3) year tour.

b. In the event a vacancy does not exist in a numbered Air Force where services of Air Instructor personnel can be utilized, such personnel will be reported to this headquarters for disposition and/or reassignment within the ANG Program.

3. In the reassignment of Air Instructors precedence will be given to the manning of instructor requirements in ANG Combat Groups and isolated squadrons first. The Group Instructor may assume additional responsibility of attached squadrons located at the same duty station with the parent organization.

4. Request proposed reassignment instructions be forwarded this headquarters at the earliest possible date in order that reassignment action may be completed through Headquarters USAF prior to terminating TDY status of Air Instructor personnel now at training sites.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

Info cy to
CG, TAC, Langley AFB
Va.

Incl 17

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C O P Y

OCTOBER 1950

NM 062207Z

FM HQ USAF WASHDC

TO CGCONAC MITCHEL AFB NY

AF GRNC

From AFPMP-1-O 52187. Reurad Mil Pers-1-D 36756, dtd 30 Sep 50.

1. Not believed you will need auth to place any Air NG offs on fly status on recall.

2. This hq is in process of issuing orders which confirm VO of 1 Sep 50, placing on fly status all Air NG rated offs and Flt Surgs, who were on fly status in Air NG on 1 Sep 50. Reason for issuing orders is that new EO 10152 on Hazard Incentive Pay, which took eff 1 Sep, requires that NG offs need orders to be on fly status. Orders being issued will be off while on inactive status in Guard and while on AD.

06/2300Z

Daily Act.
Historical
Policy

file cy

Incl #7

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HISTORICAL REPORT 6610

for the

INSTRUCTOR ASSIGNMENTS SECTION

and

SPECIAL REQUIREMENTS SECTION

Period convened 1-31 October 1950

* * * * *

2. Air National Guard Instructor Personnel.

a. The organizational conversion of the Air National Guard to conform with the Air Force Combat Wing structure was initiated by the National Guard Bureau in September 1950. Attached for historical record purposes is letter from the National Guard Bureau, CSNGB-AFOTB, 29 September 1950 to the Adjutants General of all States, Territories of Hawaii and Puerto Rico and the District of Columbia, "Assignment of ANG Units, Within the Combat Wing Structure", establishing this conversion effective 1 November 1950. See Inclosure #14.

b. Attached also for historical record is a copy of a report to this headquarters, through the Chief of Staff, USAF, outlining the action taken by the National Guard Bureau to implement the conversion of ANG Units to the Combat Wing structure. See Inclosure #15 - NGB Letter, NG-AFOTN, 13 October 1950, "Summary of Action Taken Relative to the Implementation of the Combat Wing Structure within the Air National Guard".

c. To emphasize instructions contained in letter, this headquarters, PPM-R 210.220, 6 October 1950, "ANG Personnel Ordered to Active Federal Service", our message MilPers-1-E 37952, 12 October 1950, was dispatched to ConAC numbered air forces advising that Air Instructors serving as instructors for more than one (1) ANG unit at the same location would remain on duty with the unit not called to active federal service. (See Inclosure #16). To further supplement instructions contained in this letter, additional information regarding the disposition of Air Instructors assigned to mobilized ANG Units was furnished the air forces ~~[illegible]~~ in our letter, 19 October 1950. (See Inclosure #17). As a guide in personnel planning the air forces were advised that all Air Instructors with eighteen (18) months or more remaining to complete the normal three (3) year tour, presently on TDY status at training sites with units ordered to active service would be available for reassignment to another ANG unit, upon completion of TDY duty. Those Air Instructors remaining on ANG duty would be given a one (1) year extension ofthe

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normal tour. It was desired that preference be given to manning Combat Groups and isolated assigned squadrons first. A Group Instructor could assume supervision of assigned squadron or squadrons at the same location with the parent Group. Air Instructors that could not be utilized on this duty within the individual air forces would be made available to this headquarters for reassignment to fill ANG instructor vacancies commandwise. It was requested that proposed reassignment instructions of Air Instructors be furnished this headquarters at the earliest possible date in order to effect all reassignments through Headquarters USAF prior to the completion of TDY duty. This procedure in the reassignment of Air Instructors was established as a result of a recent personnel conference held at Headquarters USAF.

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CMPMP-1-D 210.2 9N0050

SUBJECT: Readjustment of Grades

TO : Commanding General, Tactical Air Command, Langley Air Force Base, Virginia

1. Reference is made to your message Mil Pers-O 1299, 27 October 1950 with reference to reinstatement to former AUS or ORC grades of officers in ANG called to active duty.

2. Paragraph 2e AFR 45-40 governs the status of affected personnel upon acceptance of commissions in ANG. No known law or delegated authority exists for reinstatement to former grades held in AUS or USAFR.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

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HEADQUARTERS
CONTINENTAL AIR COMMAND
Mitchel Air Force Base, New York

COPPM-R 326 — 13 December 1950

SUBJECT: The USAF Reserve Forces

TO: Chief of Staff, United States Air Force, Washington 25, DC

1. In view of the impending reorganization of ConAC, I consider this a proper time to bring to your attention certain significant matters concerning the USAF Reserve Forces. I am taking this action so that the results of my experience over the past eighteen months will be recorded for the benefit of the Air Staff and my successor as Commanding General, Continental Air Command.

2. The purpose of this letter is to lay stress on primary problem areas. Some of them have been previously discussed. Some are the result, now clearly evident, of faulty planning, of failure to base the program on requirements. Others are failures on the part of ConAC. In any event, all require further attention and consideration. I do not propose to discuss the recall program at any length in this letter. An investigation of this program (See Inclosure #1) is now in progress and comment will more properly result after the investigation has been completed.

3. Basically, the weaknesses of our Reserve Forces programs stem from a planning deficiency which has still not been corrected. We do not have a proper Reserve Forces Troop Basis. We do not have a USAF Mobilization Plan. Until the Troop Basis and the Mobilization Plan are prepared, we are working in the dark. We do not know our requirements; we cannot with assurance define our procedures of training and administration. This deficiency is, in my best judgment, the one factor which has contributed most to the creation of Reserve Forces problems and difficulties. All other problem areas are complementary or subsidiary to this basic one.

4. Because of our lack of proper plans, our concepts of organization and development of the Reserve Forces have been faulty. The publication of Air Force Regulation 45-1 was a step in the right direction, but it does not go far enough.

a. There are certain requirements and capabilities in respect to the Reserve Forces which must necessarily be recognized in any war or mobilization planning. These are:

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(1) Our first action must be to bring our Regular units to war strength;

(2) Our next action can only be the augmentation of our unit strength by the federalization of ANG units and the recall of USAF Reserve units as required;

(3) Later, and this means probably not before M+60 days, we will begin the creation of additional organizations from our integral resources augmented by selected individual fillers recalled from the USAF Reserve Forces as long as that resource lasts.

b. What these facts mean to the Reserve Forces programs can be briefly and directly stated:

(1) For every Regular unit now or later included in the Troop Program, a war-strength, by grade and SSN, must be established. Every Regular unit must fill the difference between its peace and war strength with mobilization assignees, both officers and airmen.

(2) Our ANG and USAF Reserve unit programs must comprise those units additional to those existing Regular units required before M+60 days. Our ANG and USAF Reserve units must include all of their prescribed organizational elements, and in peace-time they must be programmed, manned and trained at their war strength.

(3) The VAR of the USAF Reserve must bee programmed as a pool of Reservests who are required after M+60 days. They should not normally be considered for use prior to that time. This timing of their utilization must govern their administration and training. Replacement - as differentiated from filler -- requirements prior to M+60 days should be met from our own pipeline and other active service resource.

5. Supervision of existing Reserve Forces programs has not been adequate. Our organizational structure is not sufficiently developed to do the job. We are too far from the individual Reservist. We have not maintained proper contact. We have tried to do the job with minimal cost and our return has been comparable in size. We must provide for a close relationship between the regular Air Force and Reserve Forces activities. The Army has recognized these facts and has organized

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accordingly to do its job. We require a reorganization which should be accomplished as follows:

a. We should create districts as headquarters subordinate to the Air Forces. In studies which have been conducted here in my headquarters we have come to the conclusion that 27 Reserve Forces Districts should be created as indicated on the inclosed map. These districts should assume responsibility to the Air Force commander for all Reserve administration within the geographical limitations of the districts, supervision of AFROTC activities, supervision of any AFRTC's, supervision of all VART units and all ANG liaison.

b. These Reserve Forces District boundaries generally coincide with the areas of interest established for each of the old ANG Groups. (These areas of interest are generally comparable to the expected distribution as a result of the conversion to the Wing Base organizational plan.) These boundaries were so established with the plan and the ANG wing instructor would become the Reserve Forces District commander and would act as wing instructor as an additional duty. I propose this action to give the Reserve Forces District commander a direct connection with the ANG, to correlate more closely the work of all the elements of the Reserve Forces and to get more for our money from these instructors who have the time and the grade to do this job.

c. Master files of all Reservists would remain at the Air Force headquarters but field files for all personnel, regardless of major command of assignment, would be maintained at the district headquarters. I am satisfied that we will not have an effective system of Reserve administration with Reserve field files distributed among all of the major commands. They are not necessary for operations within the major commands. The Reserve Forces district commander would, of course, require a staff.

d. Inclosed is a T/T for one of the districts in the First Army area. This is an example of what the Army expends for this function. I believe we can reduce the requirement considerably and we can also, under this plan, reduce the manning of the four numbered Air Force headquarters. Although this plan will be costly, I consider this cost justified and required if we are to have a Reserve with the proper degree of effectiveness.

6. The Air National Guard. In the Air National Guard, we have permitted our lack of direct control to act as an excuse for insufficient effort. We have also not forced acceptance of reasonable demands upon the National Guard Bureau and we have not effected improvement of intolerable situations. I cite as an example the fact that in the midst of the Korean situation, I was unable for more than a month and a

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half after the due date of the reports ~~of~~ to get data from your headquarters as to the strength by grade and SSN of the ANG. Acceptance of the present organizational status of the ANG appears inescapable. We must recognize this fact and live with it. Within the present arrangement, we must get the job done. Specifically, the following must be accomplished:

a. The ANG unit organization must always parallel that of the USAF.

b. Certain significant data (viz; strength by grade and SSN, state of training, equipment status, etc.) must be reported on a regular and more frequent basis. Such reports must be submitted to Hq ConAC, as well as to Hq USAF. ConAC must not be in the position of relying on your headquarters for the provision of this information. All of this data must be submitted on a quarterly basis as a minimum.

c. Our Air Instructors are not as effective as USAF representatives as they should be and must be. This is a means of more direct connection with the ANG which has not been exploited. We cannot take advantage of this means unless we have effective instructors in place. ConAC has not received as much help in the procurement of instructors as it requires. This is a USAF problem and ConAC must be given effective assistance.

d. Some means must be found whereby the CG ConAC can act more directly in getting information about and from the ANG when specific circumstances arise. The CG ConAC or his Air Force Commanders must be recognized as agencies with a peculiar interest in ANG functions and they should be in a position to secure information promptly and directly.

e. ANG administrative procedures, system and records must be patterned upon, and preferably be identical with, those of the USAF. Any other action does not prepare ANG units to acclmplish their mission.

f. There must be a closer relationship between the ANG and the USAF Reserve, and our administrative systems for keeping records of these people must be more closely correlated. Our present systems defeat any action towards correlation.

g. In accordance with the proper programmed use of the ANG as discussed in par 4b above, this force must be composed of ready units. This means that ANG members must be ready for immediate service without any question of physical status or deferment.

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h. Our programs must provide that within each ANG wing only one type aircraft will be used. Only by such action can we assure proper training programs and concentration of effort.

i. Our understanding of the mission and readiness status of the ANG must be revised. We must face facts and acknowledge that the ANG at present is not an M-Day force. Whether or not we can make it so is very doubtful in my mind. Relying on any Reserve units prior to M+60 days is dangerous. M+60 days represents the most optimistic figure and would be applicable only after an effective training program has been in operation for a considerable period of time.

j. ANG units are experiencing difficulty in the procurement of rated personnel to fill combat crew jobs. As the potential of our World War II trained personnel decreases the situation will be come worse. We must devise a means of providing trained personnel to keep these units effective.

7. The USAF Reserve. In the USAF Reserve we have through self-imposed lack of direction hindered the proper development of this component. We have not created an organization and a system adequate to the task. If we are to have civilian components of any value their maintenance will inevitably be costly. When we know what size Reserve we require and begin to regulat our civilian components, we can adjust the cost on a reasonable basis. Until that time, we must pay for what we have without any guarantee that our money is well spent. In administering the Reserve, we must consider the following:

a. USAF Reserve administration is poor. Considerable progress has been realized. In peacetime the Reserve Forces are essentially an administrative problem. Our administration has not been progressive or suited to the complexities of the situation. We have not modified and modernized our systems to the extent necessary to cope with this problem of inherent peculiarities, considerable magnitude and national significance.

b. Our Air Force headquarters must be recobnized and established as records depositories of considerable size. They must be manned and equipped accordingly. Procedures should be established for micro-filming Reserve records. This alone would mean a substantial saving in space and time.

c. We must overhaul our classification system in respect to the Reserve. We should not attempt to deal in secondary MOS's for Reservists except for rated personnel whose rated specialty must also be recorded. We simply cannot keep up with such data for a force of such magnitude particularly when its members possess no constant

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military status. Further, we cannot rely upon an individual Reservist to retain proficiency while on inactive status in more than one military specialty. ConAC is now devising a form which will be reproduced and which we have intended to establish as an annual recurring requirement for accomplishment by all Reserve personnel. This project should be followed up.

d. There must be closer relationship between ConAC and the other major commands in respect to maintaining records and statistical data on these Reservists who are assigned to the other major commands. The Air Force requires one central repository of information on the Reserve. ConAC must fulfill this function. We have not done so effectively to date because of inadequate records and ineffectual efforts to make minor modifications in USAF systems which are necessarily not valid for the Reserve Forces.

e. That aspect of our Reserve Program which requires participation by all major air commands in Reserve training is basically sound. The implementation of this theory has left much to be desired. There has not been firm overall control and supervision has not been adequate. We have not assured common objectives and command controls and systems have not been instituted. These training efforts, and the administration that must go with them, must be closely coordinated.

f. Corollary flying units have not warranted the effort and the cost. This has been discussed in separate correspondence with your headquarters. We should convert our corollary unit spaces to mobilization assignment spaces. Once we have accomplished this, we are a long way toward achieving the effective system of mobilization assignments as outlined in paragraph 4 above. The following results will be realized from such action.

(1) Any involuntary recall program, as distinguished from a mobilization, can be largely solved through the recall of these mobilization assignees, personnel who, by virtue of their assignment status, must be completely ready for service.

(2) We will get better trained personnel. If a commander knows that he is training his own fillers and replacements for use in his unit in the event of war or emergency, the attention that he gives to those individuals will be far different from the type attention he will give to personnel he is associated with in some ill-defined training effort.

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(3) This training will appeal more to the Reservist because the scheduling of the mobilization assignee training can be more elastic than that for personnel who are training as part of a unit. Further, we can, through training attachments, get a better spread and broader treatment of our training effort.

The possibilities of this action are of the utmost significance to the Air Force and to the Reserve Forces and should be thoroughly exploited.

g. The Air Force has not provided suitable facilities for its Reserve Forces Programs. This is particularly apparent when facilities provided by the Navy are compared with those established by the Air Force. When these facilities are located adjacent to one another - a good example is Wold-Chamberlain Field, Minnesota - the prestige of the Air Force must suffer. We must accept the fact that this will be costly to the Air Force, and it is necessary that we secure the funds required and provide sutiable establishments for this purpose.

h. The Reserve Forces Review as an organ of primary interest to Reserve personnel should be published under the supervision of Hq ConAC. This publication can be quite useful, but it must be closer to the agency with primary concern for the Reserve Program. The Reserve Forces Review requires certain modifications and changes in approach and these can be best arranged by and at ConAC.

i. We must never again permit oursleves to be placed in the position of granting erminal leave promotions to Reserve personnel. The entire Reserve promotion system must be thoroughly overhauled. It requires considerable study, and there must be a proper system to assure a relationship between the promotion of regular personnel and Reserve personnel on extended active duty and the USAF Reserve, not on extended active duty. This applies equally to both officers and airmen. The present program is unsatisfactory. It is basically uncontrolled and lacks direction.

j. We must recognize that rated personnel in the Volunteer Air Reserve possess relatively little immediate capacity in their rated skills. The Human Resources Research personnel at Lackland Air Force Base have been conducting studies of skill retentivity. It is most important that these studies be carefully reviewed, continued and completed. We must know what we may expect in skill retention from flying personnel who are and have been essentially inactive in their flying specialty. I know that any rated personnel in the Volunteer Air Reserve who are recalled now for rated jobs must be given refresher training prior to going to their duty assignments. Specific provision should be made by Air Training Command

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for conducting such training in the event of mobilization or any future involuntary recall program. As time passes, the question inevitably must occur as to the economy of such action. This question can be answered only through proper research and study as discussed above. For the present, I consider it feasible to establ sh such re refresher training and thus provide for the use of rated personnel of the Volunteer Air Reserve. No system exists now for providing such training except through the individual's first unit of assignment.

k. The Category "R" Program whereby Reservists with assignments in the T/O&E Reserve Wing possess concurrent assignments in the AFRTC has not been a success. In great part this is the result of administrative error which came about because of lack of appreciation of the problem and proper follow-up by ConAC. Even with good administration, this program is still not sound. Military personnel should not enjoy indefinite exemption from overseas service. Military personnel should not be granted what amounts to indefinite tenure at any one location. The benefits and privileges of the uniform can be granted only when all obligations are equally shared. There is no question but what a permanent force of Reserve wing members is required. Some sort of stability needs be guaranteed. In view of these facts we should abandon the Category "R" Program and institute in its place a program of civilian employees along the lines of the system now in use by the ANG. This type program will meet every requirement of the current situation and does not perpetuate the undesirable features of the Category "R" Program.

l. We all recognize now the necessity for keeping deferrable personnel out of our Reserve. In keeping with the thinking discussed in paragraph 4b above, we should have a definitely established policy that any individual who requires <u>any</u> deferment is not eligible for participation in the Organized Air Reserve Program (T/O&E Wings and Mobilization Assignees). Any individual requiring a deferment in excess of 60 days should not be eligible for membership in the Volunteer Air Reserve. This should apply without exception save for Mobilization Designees who would become a special category to include personnel of deferred requirements. This would take care of specialists required for AMC functions and the like. All of this action is predicated on a policy of 30 days notice prior to actual recall. These policies hould be announced publicly. The Organized Air Reserve should be screened periodically (at least once a year) to eliminate all personnel requiring any deferment. The Volunteer Air Reserve should be similarly screened but only to eliminate those requiring a deferment in excess of 60 days.

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m. In general, we find in our Reserve Forces units - both USAF Reserve and ANG - that the great majority of members are veterans of the last war. These men have a tendency to perpetuate themselves by filling vacancies with other veterans. This is a natural tendency but one which must be discouraged. The utilization of new AFROTC graduates must be urged and stimulated. We have taken action to do this within the past year. This program must be continued and emphasized. We must build for the future, and we can do so only by encouraging in every way possible the active participation in the Reserve Program of new ROTC graduates.

n. Considerable improvement is required in respect to ConAC's relations with the other major commands in Reserve matters. ConAC's position as the agent of Hq USAF must be better understood. Reporting requirements to permit ConAC to be an effective reservoir of information must be defined. ConAC, in turn, must become so systematized that it can provide personnel and data on personnel rapdily and efficiently. We have not been able to do this well to date, and improvement is important. As stated in paragraph 4c above, our present system of Reserve administration is not satisfactory. The present arrangement whereby we cut across command lines without a well-defined system is not keeping master files current and is limiting the information available in field files. The organizational structure which is discussed in this paper will help, but our entire system must be reviewed and ConAC's position must be well defined and thoroughly understood.

o. We are now running short of rated personnel who are suitable to fill positions in Reserve units. This situation will grow worse. We must have a means of procurement which will satisfy the requirements of the USAF Reserve units. If we do not, our combat crew capability in the Reserve will be seriously threatened in the near future.

8. The AFROTC. The AFROTC Program represents considerable accomplishment in the face of many difficulties. Our program has been fluid to an extent that has been embarrassing and confusing. We have not known what we wanted. We have not been able to provide sufficient guidance for our personnel in the field, and we have not improved the position of the Air Force in the eyes of influential citizens, specifically, college presidents and faculties.

a. We must know our requirements, both immediate and long-range, and we must establish a training system in the ROTC to meet these requirements. I consider this program of extreme importanse to the Air Force, and I do not believe that it has been

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given the direction or encouragement that it must have.

b. Also, it is my belief that we must examine closely our theoretical approach to this problem. We insist on military specialty training, which may or may not be related to the intensive and considerably more valid and valuable academic training which the individual student is receiving. This is not sound. The mission of the AFROTC must be to provide concomitant officer training for selected individuals as they receive academic training which must be their basic specialty training. Duplication is unnecessary, and contradiction is inexcusable. It is my feeling that there has not been sufficient Air Staff awareness of or attention to this problem.

c. As in the case of the ANG, ConAC has not had sufficient help in securing instructors for this program. This is a USAF problem of paramount importance. There are few places with a greater requirement for us to put our best foot forward. Greater assitance to procure the highest caliber personnel as instructors should be provided.

d. The place and function of the AFROTC in the event of mobilization must be established and defined. The colleges and universities must know what is expected of them in general. Each individual institution must know exactly what we will want it to do should mobilization occur.

e. The separation in the Services' ROTC programs is not good. In dealing with the academic world we must assure that we exemplify efficient and effective operation. We should give thorough study to the establishment of a unified ROTC system. Operating three separate establishments causes conflict, duplication and adverse public reaction.

9. Hq USAF Level. As indicated in paragraph 8 above, the Air Staff has not always indicated an adequate awareness of the Air Force ROTC problem. This statement is equally true of ANG and USAF Reserve problems. It is my opinion that one of the causes of this condition is the existence of the Office of Special Assistant for Reserve Forces. From my own experience in Hq ConAC, I knew that as long as an office exists which will handle Reserve Forces problems, the major staff divisions are inclined to shrug off what should be their responsibility and do not have sufficient knowledge of this important part of the Air Force. The inevitable consequence is that we do not have correlated systems and we do not have coordination of direction and effort. I recognise that expediency dictates that you maintain an office dedicated to Reserve Forces matters. That office should, however, in my opinion be drastically reduced in size and scope. The major divisions of the Air Staff must be the action agencies on all matters pertaining to the Reserve Forces. Such a definition of responsibility can only result

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in bringing us closer to a better organization and operation.

10. The national significance of our Reserve Forces actions must never be overlooked. The Reserve Forces can and should be the best public relations medium available to the Air Force. A sound Reserve Forces program, based on military requirements and efficiently administered can be of a value to the Air Force which is beyond estimate. To date we have not taken advantage of this fact and our program has been such as to hurt the Air Force. We cannot afford to permit this situation to continue.

11. By way of summary, I would stress the following:

a. Without adequate planning, we cannot have a realistic Reserve Forces program, we cannot avoid Reserve Forces problems and we cannot avoid public criticism. We must establish a business-like program and system geared to military needs.

b. We must revise our concepts of the Reserve and we must deal with the Reserve Forces only in terms of requirements. When we deviate from military considerations, we are looking for and inevitably find trouble and criticism.

c. The Reserve Forces' job represents moderate accomplishment in spite of a multitude of unfavorable circumstances. A great amount of work remains to be done. To do the job we must get and spend money. We must also revise our organizational sturcture both in your headquarters and in the field.

d. Every member of the Regular establishment must be made aware of what the Reserve means to the Air Force and to him as an individual. We must create a team, and we can do so only by working together on a sound and realistic basis. The Air Force must thoroughly recognize what the Reserve Forces mean in the event of mobilization. The Reservists must understand this equally. A sense of mutual interdependence and understanding must be developed.

e. The Air Forces well recognized administrative weak-nesses must be overcome. In few places do these weaknesses show up as clearly as they do in Reserve Forces actions.

12. This letter is the result of substantial experience on my own part and that of key members of my staff. All of the questions discussed herein have been the subject of discussion and mature

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consideration. Definition of these problems can be a substantial step in their solution. Although I shall personally have few responsibilities in respect to the USAF Reserve Forces, my personal concern for the future of the Air Force requires me to present these problems to you with the request that every prompt assistance and effort be provided toward their solution.

3 Incls
1-Ltr, Hq ConAC, subj: "Inves to Recall Prog" 6 Nov 50 (2 cys)
2-Map Proposed USAF Res Forces Districts
3-T/D for Army Military District (NJ Military District) T/D #201-1243

/s/ Ennis C. Whitehead
/t/ ENNIS C. WHITEHEAD
Lieutenant General, United States Air Force
Commanding

Note: Incls not included with mimeographed copies

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HEADQUARTERS FOURTH AIR FORCE
HAMILTON AIR FORCE BASE
HAMILTON, CALIFORNIA

30 OCT 1950

IN REPLY REFER TO:

OTR 325

SUBJECT: Points To Be Considered by The Air Staff Committee on ANG & Air Reserve Policy

TO: Commanding General
Continental Air Command
Mitchel Air Force Base
New York

1. Reference message your headquarters, DP 58315, dated 16 Oct 50. Recommend the following points be considered at the meeting of the Air Staff Committee on Air National Guard and Air Reserve policy.

2. Points concerning the Air National Guard:

a. The State Adjutants General are not taking action to defer ANG personnel who require a deferment prior to recall to active duty. The State Adjutants General should be persuaded as to the desirability of applying an appropriate deferment policy. Instances where action is not taken by a State Adjutant General has resulted in many inconveniences for the individual requesting action, his employer, the ANG unit and the Air Force concerned with mobilizing the unit.

b. ANG personnel forms should be standardized to conform with AF personnel forms 20 and 66. If this is not acceptable, authorize ConAC numbered Air Forces to issue appropriate AF forms to the ANG units. If the ANG unit had these forms in their possession they could be taking action to complete them before the unit is actually alerted. This action would allow individual units to assure proper classification of their personnel prior to being alerted.

c. Action should be taken to insure that required T/O equipment is made available to ANG units. Reference following examples:

(1) The 196th Fighter Squadron, California ANG, Norton AFB, San Bernardino, California possessed F-80C aircraft many months before the organization was ordered to active Federal service. This organization was never supplied with Dolly and Cradle

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Assembly-Fuselage Transporting and Mating-Aft Section. A few of these Dolly and Cradle Assemblies were borrowed from Norton AFB.

(2) At the present time, the 116th Fighter Squadron, Washington ANG, Geiger Field, Spokane, Washington has possessed F-84C aircraft for approximately six months and has not been equipped with the Power Plants required to start these aircraft. A few type C-16 Power Plants have been obtained on a loan basis from Spokane AFB.

d. ANG units should be authorized an automatic 10% increase in ration value for their summer encampment. ANG units are reluctant to request the 10% increase before encampment. The regular ration is insufficient in that it does not contain enough food to satisfy the hunger of the young ANG personnel during the two weeks encampment. Rations are invariably in short supply, resulting in lowering of morale and efficiency.

e. 48 hour drill periods should be authorized with pay and rations to provide gunnery training at distant gunnery ranges for ANG fighter squadrons.

f. 48 hour drill periods should be authorized for ANG ACAW units in order that they may train with Regular ACAW units at a regular ACAW site. The double drill period authorized at the present time does not allow the ANG unit sufficient time to train efficiently at a regular site.

3. Points concerning the Air Reserve:

a. A policy should be established for giving an Air Force status to influential people who can be of material assistance to the Air Force in connection with forming of public opinion. Some individuals of this category have applied for reserve commissions but have been turned down due to incomplete eligibility. The majority of this personnel is of an age and position in industry that they would not normally be called to active duty and would not necessarily be interested in taking training or obtaining retirement or other remuneration. They have an interest in the Air Force, and some Air Force status would increase their personal prestige. The assistance such personnel could give the Air Force in forming public opinion would be very valuable. Present application of current regulations, in many cases, results in these individuals losing interest and possibly leaning the other way to a point of doing harm to the Air Force rather than good.

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b. A better policy of relieving Category "R" and EAD personnel from AD for low efficiency should be established. Present policy is so lengthly and requires so much supporting data that unit commanders are reluctant to take the necessary action to relieve second rate officers. Overall result is that poor quality personnel are retained on AD.

c. Positive and expeditious action should be taken to relieve from the Reserve those personnel who are not taking training and those personnel who are not interested in Reserve training. This will reduce the administrative load of maintaining records of personnel who are of no value, will reduce cost and use of Reserve funds in sending them publications etc. in which they are not interested, and will give a realistic view of what is in the Reserve Force.

d. Authorization for quantities of Category "R" personnel should be increased to provide for the manning of the AFRTC with as many Category "R" personnel as the Table of Distribution and SSN authorizations will permit.

e. Authority should be obtained for the recall of officer personnel to active duty in Category "R" in their reserve grade, similar to other reserve personnel called to extended active duty.

f. AFRTC Tables of Distribution should authorize a grade structure appropriate to the AFRTC mission rather than on the basis of the normal Regular Air Force unit structure.

g. The wing should be authorized to attach or assign, as overages, personnel to fill wing positions held by personnel on Category "R" duty with the AFRTC (not including Category "R" personnel authorized for duty with the wing). In the event of the wing being called to active military service, all personnel, attached or assigned, to be recalled. The wing to select from this total, that personnel desired to fill authorized T/O&E positions. The overages left unassigned to wing T/O&E positions to be made available for other USAF active duty assignment.

h. The VART recruiting program is unattractive to reserve airmen due to lack of airmen promotion policy and no deferment policy. To improve the VART recruiting program, a definite VAR airmen promotion policy and a definite VAR airmen deferment policy should be established.

i. AF letter 67-43 and Interim Authorization T/A 1-87 have been published by Headquarters USAF authorizing office furniture and equipment for the VART organizations. AMC depots reveal that office furniture and office machines are in critical short supply and very

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little equipment can be furnished. Action should be taken to insure that required equipment authorized by T/A is available for issue to the VART organizations.

4. Points concerning both the ANG and the Reserve Program:

a. All instructions pertaining to recall of both reservists and ANG personnel directs that AF Manual 35-4, "Personal Affairs of Air Force Personnel and Aid to Their Dependents," be issued to each person. This book is not available and is too voluminous for efficient reproduction. It is recommended that if this action is desired, proper steps be taken to supply a revised, up-to-date AFM 35-4 to numbered Air Forces.

b. ANG and Reserve units should be authorized rations for airmen during their double drill periods. This will increase morale, efficiency and train food service personnel. Legislation pending on this subject should be expedited.

c. Action should be taken to protect both the individual and employer in connection with recall of Air National Guard or Organized Reserve personnel. At present, employers are reluctant to hire Guard or Reserve personnel due to the uncertainty as to when this personnel will be recalled.

5. Points that may be administrative rather than policy but which are of interest to this headquarters and to ANG & Reserve units:

a. When an ANG unit is alerted for mobilization, the appropriate T/O&E for the USAF Wing-Base plan under which it will eventually be organized should be specified. This information is necessary in order to accurately determine personnel shortages as required by par 10a ConAC letter PPM-R, 210 x 220, subject: "Air National Guard Personnel Ordered to Active Federal Service."

b. Air Force commanders should be given blanket authority, or authority with alert orders, to call in advanced detachments of ANG units to be mobilized. By doing this, valuable time would be saved which is normally lost by the time lag in requesting the authority and receiving it. Upon receiving the alert order, Air Force could immediately request the list of personnel for the advanced detachment from the units and orders could be issued.

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c. Category "R" personnel who will probably rate deferment should be relieved from their reserve wing assignment.

d. Reserve personnel in Category "R" should be eligible for promotion in the Reserve to fill vacancies in the unit to which they are assigned.

FOR THE COMMANDING GENERAL:

J. L. TARR
Col., USAF
[illegible] General

1832

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63rd FIGHTER WING

AIR NATIONAL GUARD

The following units are not included in Personnel Survey Reports:

111 Weather Station

181 Weather Station

182 Weather Station

188 Utility Flight

188 Weather Station

Det "A" 237 Air Service Group

531 Air Force Band

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AIRMAN PERSONNEL SURVEY

63RD FIGHTER WING (ANG)

SSN	AUTH	QUALIFIED PERSONNEL ASSIGNED								PERSONNEL IN TRAINING				AGGREGATE	
		Skilled		Semi-Skilled		Skilled W/C		TOTAL		Basics OJT		Others OJT			
		WWII	non-vet	WWII	non-vet	WWII	non-vet	WWII	non-vet	WWII	non-vet	WWII	non-vet	WWII	non-vet
014	44	11	2	5	9			16	11		3	3	5	19	19
024	1														
037	1	1						1						1	
050	4			1	1			1	1		1		1	1	3
055	76	6	10	4	23			10	33		28		7	10	68
056	2		1						1						1
059	4	1						1				1		2	
060	55	9	4	1	7			10	11	3	4		6	13	21
062	5														
063	1	1						1						1	
067	2				1				1		1				2
070	7	2			1			2	1		2		1	2	4
078	2	1			1			1	1					1	1
081	1														
095	2	1			1			1	1					1	1
097	8		1						1	1		1		2	1

Incl #2

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144	14	9	1	1			10	1		1	2	1	1-	3
164	4										1		1	
166	12	2	1	1	4		3	5	1	3			4	8
187	16	1	1	2	2		3	3		1	3		6	4
188	13		1					1				2		3
196	5													
201	2	1			1		1	1					1	1
237	29	1			1		1	1		3		7	1	11
238	84	8	16		6		8	22	4	16		1	12	39
239	12	1	2		1	1	2	3			2	1	4	4
242	7		1		1			2		1		1		4
256	4									1		1		2
261	1	1					1						1	
264	2	1					1						1	
274	3			1	1		1	1					1	1
275	19	4	2		2		4	4		3		3	4	10
283	1		1		1			2						2
290	3	1					1						1	
301	1													
322	3											1		1

1335

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345	103	1	12	2	22		3	34		25		19	[illegible]	78
348	5	2			1		2	1				3	2	4
359	10											2		2
383	5										3	4	3	4
405	165	31	17		38		31	55		19	4	8	35	82
409	31	1	4		5		1	9		6		1	1	16
502	131	61	2	10	8		71	10		3	2		73	13
505	12	4		2			6				2		8	
511	18	1	2		7		1	9		1		3	1	13
514	148	2		9	34	1	12	34	1	32			13	66
522	11											3		3
528	8	1		1			2				1		3	
542	18	10	1	1			11	1	1	1	1		13	2
548	8			1	2		1	2				3	1	5
550	10	1	1		1		1	2				1	1	3
555	70	12		1	5		13	5	1	9	4	10	18	24
573	16	3		2	1		5	1		1	2		7	2
581	8	2	2	1			3	2					3	2
590	39	1	7				1	7		3			1	10
620	28	9	2	1	6		10	8	1	2	1	2	12	12
622	5	4	1				4	1					4	1

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623	4		1						1						1
631	9	2		2	2			24	42					24	42
637	3									1				1	
647	15		2	1	3			1	5		2		4	1	11
648	40	5	1	2	5			7	6		8		5	7	19
650	26		3		7				10		2		6		18
657	28	1	4		4			1	8		8		2	1	18
667	38	4	1		6			4	7		13	2	12	6	32
673	23	9		2	5			11	5		1		2	11	8
677	62	6	11	2	15			8	26		8		5	8	39
678	4											1	1	1	1
681	5											1	1	1	1
684	0		1						1						1
685	18	9	4	1	1			10	5		3			10	8
686	24	4	2	1	3			5	5		2	1	3	6	10
687	13	5			3			5	3		2		5	5	10
688	12		1	1	3			1	4				2	1	3
727	1														
747	357	86	40	26	83	1		113	123	5	118	9	68	127	309
748	31	13		4	1			17	1	4	7			21	8
750	255	278	9	5	1	5		288	10					288	10

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754	26	8	-	1	14			9	16	1	9	2	12	12	37
756	13	6	2	1	1	2		9	3				2	9	5
757	2	2						2						2	
759	80	15	2		8			16	10		8		4	15	22
766	64	9	3	4	9			13	12		14		9	13	35
768	3	1						1						1	
776	17			1	9			1	9		8	1	1	2	18
784	12			2	3	1	1	3	4		4			3	8
787	4		1	1				3	1					3	1
790	3	1		1				2				1		3	
791	4	3						3						3	
805	24	4	1		3			4	4		2	1	1	5	7
809	6	1	1					1	1				1	1	2
815	3	3						3						3	
821	40	20	6	5	2	1		26	8		2	1		27	10
822	1														
824	10	6	1	2				8	1			1		9	1
825	2										1				1
826	25	18	1	2			1	20	1		1	1		21	2
835	96	9	7	6	21			15	28		9	2	17	17	54
848	1														

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855	1	1					1						1	
858	2	2					2						2	
861	3	1					1						1	
862	20	8		2	1		10	1		1		2	10	4
868	1													
870	1	1					1						1	
901	30	1	4		7		1	11		4		10	1	25
903	18	1	3		3		1	6				3	1	9
911	100	32	5	11	15		43	20	1	10	6	13	50	43
925	19	12	1	1	1		13	2				1	13	3
932	35	9	1	8	2		17	3		4	3	6	20	12
941	12	3	3	2	3		5	6				2	5	8
945	4	1	1		2		1	3					1	3
950	2													
951	1													
953	21	4	3	8	3		12	6					12	6
955	17	4	1	1	2		5	3				3	5	3
958	11	1	1	1	1		2	2		1		1	2	4
965	29	15		2	2		17	2			3	4	20	6
969					1			1				1•		2

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970		1			1			1	1		1			1	2
1383	25	4	2		7			4	9		1		5	4	15
2747	7	9	1					9	1					9	1
2756	32	11	1	3	10			14	11		4	3	6	17	21
9014	4	2						2						2	
TOTAL	3100	862	229	159	467	12	1	1033	697	25	428	72	317	1130	1442

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SSN	AUTH	WWII	non-vet	WWII	non-vet	WWII	non-vet	WWII	non-vet	WWII	non-vet	WWII	non-vet	WWII	non-vet
		Skilled		Semi-Skilled		Skilled N/C		TOTAL		Basics OJT		Others OJT		AGGREGATE	
		QUALIFIED PERSONNEL ASSIGNED								PERSONNEL IN TRAINING					

PUBLIC INFORMATION OFFICE
HEADQUARTERS, CONTINENTAL AIR COMMAND
NEWS DIGEST

WEDNESDAY
27 September 1950

NOTE: Clippings of the following items are on file in the Public Information Office.

Shah of Iran said he hopes the Korean war convinced the US that Iran needs the aid she was asking.
NY TIMES 27 Sept

Lewis W. Douglas resigned today as US Ambassador to Great Britain "because of health and personal considerations". New envoy is expected to be Walter S. Gifford, formerly of AT&T.
NY TIMES 27 Sept

Britain has offered plan to UN outlining future of Korea. However, the question of crossing the 38th Parallel is not treated.
NY TIMES 27 Sept

A motorized column of the 1st Cavalry Division advanced 30 miles and met up with troops of US 10th Corps from Inchon beachhead. Heavy house to house street fighting in Seoul. 24th Division had advanced to a point halfway between Yongdong and Taejon. So Koreans advanced 26 miles up east coast taking Toksin.
NY TIMES Parrott 27 Sept

Correspondent Whitehead describes Seoul as a "flaming smoke-filled city of horror - fighting is eerie and unreal -- strange things happen, like a marine racing down a flaming street into battle with two live ducks strapped to his packs and quacking madly...such as the Red platoon that marched out of the fires straight into the muzzles of American guns - it is a fight to the death.
NY DAILY NEWS 27 Sept

The 12-nation North Atlantic Council unanimously agreed to a combined military force for Western Europe, but didn't settle the size of German units to be used in the force.
NY DAILY NEWS McNulty & Gumbo 27 Sept

Delos W. Rentzel has been appointed chairman of the CAB.
NY TIMES 27 Sept

Hanson Baldwin states: "One of the boldest gambles in modern US military history - the Suchon invasion - has fully paid off and a large part of the No Korean army has been cut up and battered and seems in the process of dissolution." He goes on to advocate a limited US military operation north of the 38th Parallel.
NY TIMES 27 Sept

Entrance exams for West Point are opened to the Reserve forces and National Guard for the first time.
NY TIMES 27 Sept

UN Security Council voted to admit Indonesia as 60th member of UN. General Assembly is expected to confirm Indonesia's membership quickly. Security Council voted 10 to 1 in favor of admitting Indonesia. China cast dissenting vote.
NY TIMES 27 Sept

Senate Foreign Relations Committee Chairman, Tom Connally (D-Tex) warned that the US is not rich enough to spend $14,000,000 over the next three years in Europe as proposed by Paul Hoffman yesterday when the ECA head submitted his resignation.
NY NEWS Paul Healy 27 Sept

THIS PA

A spokesman for Henry Ford II, President of the Ford Foundation said funds of more than $1,000,000,000 plus about 70% of future earnings are available to implement a "peace plan" for which the foundation has made a definite program.
NY NEWS Robert Conway 27 Sept

A group of Lithuanian DPs sent a $103 check to Pres. Truman to "fight Communist imperialism" and thanked the President for the haven this country offered them.
NY NEWS 27 Sept

Great Britain is preparing a peace plan for Korea to be submitted to the UN General Assembly this week, says Leon Edel, Compass UN reporter. The plan calls for: an independent and united Korea; elections for an interim government supervised by the UN; UN support in the rebuilding of Korea; a new UN commission with an Asian majority.
NY DAILY COMPASS 27 Sept

George Dixon, in his Washington column, claims that the appointment of Gen. Marshall as Secy of Defense is a political move to make the administration more favorable to the voters in the November elections. He claims Marshall will be replaced after the elections by John McCloy, U.S. High Commissioner in Germany. Dixon also says that Marshall is in on the deal.
NY DAILY MIRROR 27 Sept

Yugoslavia to ask US financial aid to ease drastic effects of drought.
NY TIMES 27 Sept

Dept of Defense will reopen three Army general hospitals and enlarge medical program elsewhere to make 19,000 extra beds for Korean wounded available by Dec. 1.
NY TIMES 27 Sept

British and Soviet troops have border dispute in Berlin. Approximately 100 troops of each side, supported by tanks and armored vehicles, face each other across the boundary while officials attempt to mediate.
NY TIMES 27 Sept

Italy approved a plan to enroll 200,000 youths in a civilian volunteer Corps to curb the Reds in that country. This will almost double the trained armed forces limited by peace treaty to 300,000.
NY NEWS Reynolds Packard 27 Sept

The Navy expects to call 15,000 more officers in its build-up of sea, land and air power.
NY NEWS 27 Sept

Marshal Tito granted some important concessions to churches in Yugoslavia as part of a new "religious peace policy" and appealed for US aid for his nation.
NY NEWS 27 Sept

Drew Pearson tells of how there will be no aid in food or money for underprivileged children in this country despite the overwhelming amounts of food stored and rotting in caves and warehouses in order to stabilize rising prices. It seems that Sen. Kefauver placed a bill on the floor to aid underprivileged children. It required unanimous passage. Debate was over and the bill was practically through when Sen McKellar, who hates Kefauver personally, woke up and objected, though the bill had been approved by McKellars' own Appropriations Committee. Result...one feud equals no aid for children.
NY DAILY MIRROR 27 Sept

Gen Vandenberg said the Air National Guard would be reorganized to increase its state of readiness.
NY TIMES 27 Sept

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PIO News Digest - 27 Sept AM - contd

CAB places blame for mid-air collision between P-38 and EAL DC-4 last Nov. 1 on Bolivian pilot Bridoux. Fifty-five persons were killed in this air disaster in Washington, D.C.
NY TIMES 27 Sept

The NY Daily News editorializes -"The UN, we believe, should instruct Gen. MacArthur to jump the 38th Parallel and root Red power out of all Korea."
NY NEWS 27 Sept

Three liberated Yank POWs said they were "treated well by the No Korean Army but they said, Red Police fed them only a handful of barley a day and made them sit in one position for sixteen hours from the time they got up until they went to bed.
NY NEWS Gene Symonds 27 Sept

Col Lewis (Chesty) B. Puller, 1st Marine Regiment Commander fighting through Seoul's center, said that the Red's fight to the death was "being done for propaganda...that it was worth a billion dollars to the Reds to make us burn the town...that the So Koreans here wouldn't forget it for 500 years."
NY NEWS 27 Sept

Gen Marshall, as Sec. of Defense, had his first conference with Pres. Truman today but refused comment on their discussion.
NY NEWS 27 Sept

Bert Andrews reports from Wash. on the new Jonathon Daniels book "The Man of Independence" in which Pres Truman is quoted as saying that ex-Secy of State James Byrnes was "a misreable failure" and that he "lost his nerve" at the Moscow conference. Byrnes,in rebuttal, had this to say..."I guess I'll just leave him to the Marines he insulted."
NY HERALD TRIBUNE 27 Sept

Paul-Henry Spaak, Pres of the European Assembly calls for immediate joint defense effort by Western Nations. He says..."Russians have 175 divisions... they posses 20,000 fighter aircraft." Against them..."the Western Europe nations...could put in field absolutely inadequate, ridiculously weak...forces, incapable...of opposing an invasion with the slightest chance of success."
NY HERALD TRIBUNE 27 Sept

Col Daniel Omer, general counsel for the Selective Service system said today that men 26 to 35 will not be drafted "in the forseeable future" and men over 35 probably will not be called at all. He told a committee that men in the 19-25 group, including veterans should be called first. He also said that the Army may lower its physical, mental and moral standards to get them all.
NY HERALD TRIBUNE 27 Sept

David Lawrence in his column 'Today in Washington' says that two campaign issues are troubling the Democrats. One is Korea and the other is anti-communism. If the action in Korea is over by election, the administration will point to it as an example of good work. The Republicans will probably claim that a proper foreign policy would have kept it from happening in the first place. He also says that the veto by Pres. Truman of the anti-communist bill didn't do him any good with rank and file of the people...he feels that the administration has caused so much distrust by its clumsy handling of the Red issue up to now that they have to be very careful from no on in.
NY HERALD TRIBUNE 27 Sept

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SUBJECT: Historical Report for Organization Division, Directorate of Programming & Organization for October 1950 RCS CNC-DS-U1

1. On 8 Sep 50 USAF message AFOPM 53008 was received in this headquarters and listed 74 Air National Guard units to be ordered into active military service effective 10 Oct 50. At the same time information copies of messages from the Secretary of the Air Force to the Governors of the States concerned alerting these units was received. This headquarters took immediate action to advise First, Fourth, Tenth and Fourteenth AF's of units of their command which were to be effected. Fourteenth AF was to assume the major burden of the recall of ANG units. By Air Force the total units to be recalled were as follows: First AF-14 units; Fourth AF - 4 units; Tenth AF - 4 units; and Fourteenth AF - 52 units. Letter, DAF AFCRF-2, 12 Sep 50, subject: "Ordering Certain Air National Guard Personnel Into Active Service", was received delegating authority to ConAC to order into active service such individual members of alerted ANG units, with their consent and the concurrence of the unit commander and State Adjutant General at any time prior to the date designated in the warning order. This action was taken to enable ConAC to expedite the mobilization of ANG units. A fallacy, however, was apparently in the letter in that it authorized the recall of individuals which was not consistent with the Public Law governing ANG organizations. In view of this inconsistency, in message this headquarters P&O 24968 to the numbered Air Forces concerned, this headquarters authorized the ordering into active military service of advance detachments of all currently alerted ANG units thereby effecting the recall of key individuals by ordering them into active military service as members of units and not as individuals. Letters, DAF 322 (AFOMO 725f thru 737f) dated 14 Sep 50, authorized the issuance of necessary General Orders to order the ANG units into active military service effective 10 Oct 50 for a period of 21 months or such other period as might be authorized by law unless sooner relieved. To implement these directives, this headquarters directed the numbered Air Forces concerned to issue necessary General Orders as required. The paper action to recall ANG units insofar as organization was concerned was complete now, and there remained the task of selecting suitable training stations and establishing facilities for the combat training of these units before issuance of necessary movement orders to place the units at their training stations. Considerable delay was met in making firm these installations. From the beginning only 2 installations were agreed upon by all concerned. Those were Langley AFB as training station for the 136th Fighter Wing and Lawson AFB, ~~Columbus~~, Ft Benning, Ga, as the location for the 117th Fighter Group. Original plans called for the 116th Fighter Group to move to Norton AFB, Calif, however, this station was abandoned in favor of George AFB due to nonconcurrence of AMC. Due to the advanced amount of rehabilitation at Alexandria Municipal Airport, La, this headquarters proposed utilization of Lockbourne AFB,

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Ohio, as a training site for the 137th Fighter Group, however, this was disapproved by the Senior Officers Board, USAF, Washington DC, and decision made to retain the units at their home stations pending rehabilitation of Alexandria Municipal Airport. The remaining units (123d Fighter Group) were to move to Godman AFB and the AFRTC at Godman AFB to move to Standiford AFB, however, difficulty was encountered on this message since the State officials at Louisville were reluctant to allow the Air Force to take over Standiford AFB under the same terms as previously to the ANG. This final obstacle was overcome by a personal visit of Mr. Stuart of DAF to Louisville. Upon completion of these negotations, Hq USAF in letter, DAF, AFOOP-CO 370.5, 13 Oct 50, authorized movement of ANG units to final selected training stations at earliest practicable date. At the same time this headquarters to relieve Tenth AF of the responsibility for movement of the ANG units in the State of Kansas transferred these units to Fourteenth AF and issued movement orders to First, Fourth, and Fourteenth AF's to accomplish necessary movements. It has been previously determined that the 63d and the 54th Fighter Wings would be inactivated at their home stations. This action was accomplished effective 1 Oct 50 by GO 163, Fourteenth AF. In USAF message AFOMO-A 54204 this command was directed to reorganize, redesignate and activate units as necessary to establish four Fighter-Bomber Wings and one Tactical Reconnaissance Wing. This action to be accomplished after arrival of units at training stations. For the 116th, 123d and 126th Fighter-Bomber Wings and the 117th Tactical Reconnaissance Group, CG TAC was to issue these orders. For the 137th Fighter Group and allied units which were to move to Alexandria Municipal Airport and thereby redesignated Fighter-Bomber, CG Fourteenth AF was directed to accomplish action. Since extensive rehabilitation was required at Alexandria Municipal Airport and the resulting lack of housing and storage facilities necessitated that these units remain at home stations until approximately 15 Dec 50. CG Fourteenth AF in coordination with CG TAC was directed to activate the 137th Fighter Bomber Wing and support elements at Alexandria Municipal Airport with reduced manning level pending availability of adequate housing and facilities and upon completion of rehabilitation, move the 137th Fighter Bomber Wing and Tactical Squadrons to that station.

The status of the ordering into active military service and the movement to training stations of ANG units is that all actions were completed as of 31 Oct 50 at least on paper with the exception of the movement of the tactical elements of the 137th Fighter Bomber Group to Alexandria Municipal Airport and the activation of the 117th Tactical Reconnaissance Wing at Lawson AFB as requested by letter, CONAC PAO 320.3, 23 Oct 50, subject: "Reorganization of Tactical Reconnaissance Units" and approved by 1st Ind Hq USAF, 1 Nov 50. (Inclosure 1) (RESTRICTED)

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2. The 325th Maintenance Sq was reorganized effective 1 Oct 50 with an increase in authorized strength from 8 officers and 88 airmen to 8 officers and 93 airmen in compliance with letter, DAF, 322 (AFOMA 693f), 29 Aug 50, subject: "Reorganization of the 325th Maintenance Sq." (Inclosure 2) (RESTRICTED)

3. To prepare Alexandria Municipal Airport, La; Godman AFB, Ky; and Greenville AFB, SC, for the arrival of ANG and reserve wings ordered into active military service, this headquarters on 15 Sep 50 by priority messages issued directives to CG TAC to organize the following units at stations indicated:

Unit	Station	Effective Date
4416th Base Complement Sq	Alexandria Muni Aprt, La	1 Oct 50
4417th Base Complement Sq	Godman AFB, Ky	15 Sep 50
4418th Base Complement Sq	Greenville AFB, SC	15 Sep 50

(Inclosures 3, 4, 5 and 6) (RESTRICTED)

4. Verbal information was received Sep 50 that instructions were being issued by the ANG Bureau for the conversion of National Guard units to standard AF wing base structure. As explained in letter DA and DAF, NG Bureau, CSNGB-AFOTN, 28 Sep 50, subject: "Implementation of the AF Combat Wing Structure for ANG Units"..."In view of the current world situation, it is necessary that action be taken at once to increase the state of readiness of the ANG and to provide an organizational structure that can be more readily integrated with that of the regular establishment, as required by Section 60, National Defense Act."...This decision, apparently prompted by developments in Korea and emphasized by the difficulties encountered in conversion of the ANG units to the AF organizational structure after their recall to active military service, was the culmination of more than two years effort on the part of the Air Force to sell the AF Combat Wing Structure to the ANG. Copies of directives issued were not received in this headquarters until 15 Oct 50. Under this reorganization all ANG utility flights, AB Group detachments and existing wing headquarters would be inactivated and the following structure activated in their place: a. For each tactical group (fighter or bombardment) a wing Hq & Hq Sq, an AB Gp Hq & Hq Sq, a maintenance and supply gp Hq and a medical group. b. For each tactical squadron (fighter and bombardment) - would be augmented for separate squadron support by elements of the maintenance, supply, motor vehicle, communications, installations, air police, food service and medical groups. Personnel authorizations for each unit would be:

	Officers	Airmen
Hq & Hq Sq, Wing	30	68
Ftr Gp Hq	13	23
Maint & Sup Gp Hq	4	13
AB Gp Hq	9	61
Med Gp	14	64
Ftr Sq, SE	49	401
Ftr Sq, Jet	50	410
Bomb Sq, L	64	355

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Organization-wise, resulted in replacing the existing 27 ANG Tactical Groups by the AF combat wing structure -- of which there would be 6 Composite Wings, 16 Fighter Wings and 4 Separate Squadrons, remaining 5 wings were those which had recently been ordered into active military service. The Composite Wings were so designated in view of the assignment of both bombardment and fighter type units to those Wings. In addendum to letter, DA & DAF, NGB, CSNGB-AFOTN, 6 Oct 50, subject: "Implementation of the Combat Wing Plan", it was indicated that the AF division of the NG Bureau had recommended that Hq USAF authorize the activation of the support squadrons of the wing and the reorganization of the combat squadrons to delete the present augmentation for separate squadron support from the tactical squadrons. There has, however, been no action taken to implement this recommendation. (Inclosures 7, 8 and 9) (UNCLASSIFIED)

5. On 4 Oct 50, this headquarters by message P&O 37107, requested authority for movement of the 2236th AFRTC and the 436th Troop Carrier Wing, M (USAFR) from Godman AFB to Standiford Field, Ky, in order to make way for the entry of a Federalized ANG Wing into Godman AFB. This action was approved by Hq USAF and by letter, DAF, AFOOP-OO 370.5, 10 Oct 50, subject: "Movement Directive, 436th Troop Carrier Wing, Medium and the 2236th AFRTC" which directed ConAC to take necessary action to accomplish the move. Action was accomplished effective 21 Oct 50, by Movement Order No 1, 2236th AFRTC, 14 Oct 50. (Inclosure 10) (RESTRICTED)

6. On 4 Oct 50, culminating numerous attempts by CG TAC to move the 728th AC&W Sq from Turner AFB to Pope AFB, this headquarters requested USAF to issue necessary telegraphic movement authority to accomplish this move. This action was directed by USAF letter, AFOOP-OO 370.5, 10 Oct 50, subject: "Movement Directive 728th AC&W Sq". Movement was completed 1 Nov 50. (Inclosures 11 and 12) (RESTRICTED)

7. Concurrently with the ordering into active military service of the 375th and 433d Troop Carrier Wings, DAF directed movement of these units from Greater Pittsburgh Airport, Coraopolis, Pa, and Cleveland Municipal Airport, Cleveland, Ohio, respectively, to Greenville AFB, SC. These movements were completed and units were in place on 16 Oct 50. (Inclosures 13 and 14) (RESTRICTED)

8. In order to avoid duplication of Regular and ANG Squadron number designations and particularly in view of the ordering into active military service and redesignation of the 160th Fighter Sq of the ANG as the 160th Tactical Reconnaissance Sq, the presently existing Regular AF Squadron of that designation was ordered redesignated by letter DAF 322 (AFOMO 726f) 26 Oct 50, subject: Redesignation of the 160th Tactical Reconnaissance Squadron, Night-Photo, and Other AF Unit", to the 16th Tactical Reconnaissance Squadron, Night-Photo. (Inclosure 15) (RESTRICTED)

James W. Townsend
JAMES W. TOWNSEND
Lt Col, USAF
Chief, Orgn Div

15 Incls
1. ANG Data
2. Ltr, DAF, 29 Aug 50

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15 Incls (contd)
3. Msg, ConAC, P&O 24931
4. Msg, ConAC, P&O 24923
5. Msg ConAC P&O 24929
6. Msg ConAC P&O 36051
7. Ltr, DA &DAF, NGB, 29 Sep 50
8. Ltr, DAF, 13 Oct 50
9. Personnel Distribution (ANG)
10. Msg ConAC P&O 37107
11. Msg ConAC P&O 37157
12. Ltr, DAF, 10 Oct 50
13. Ltr, DAF, 13 Oct 50
14. Ltr, DAF, 13 Oct 50
15. Ltr, DAF, 26 Oct 50

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AFCRF-2 OCT 13 1950

SUBJECT: Implementation of The Air Force Combat Wing Structure for Air National Guard Units

TO: Commanding General
Continental Air Command
Mitchel Air Force Base
New York

ATTN: Captain Stewart
Plans and Operations

Inclosed is typical implementation instruction issued to the varous states by the National Guard Bureau regarding the reorganization of the Air National Guard under the Air Force Combat Wing structure. Each letter of instruction varied because of the unit designation difference in each state. The general instruction, however, was identical to each state.

BY COMMAND OF THE CHIEF OF STAFF:

LAWRENCE F. McGUIRE
Major, USAF
Asst Exec, Office of Spec. Asst.
for Reserve Forces

2 Incls
Cy Ltr dtd 28 Sept to AG of Colo
Cy Ltr dtd 6 Oct 50 to AG's of all States, Territories and D.C.

DISPATCHED OCT 13 1950

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DEPARTMENT OF THE AIR FORCE
Headquarters United States Air Force
Washington 25, D.C.

13 Oct 1950

AFCRF-2

SUBJECT: Implementation of the Air Force Combat Wing Structure for Air National Guard Units

TO : Commanding General
Continental Air Command
Mitchel Air Force Base
New York

ATTN: Captain Stewart
Plans and Operations

Inclosed is typical implementation instruction issued to the various states by the National Guard Bureau regarding the reorganization of the Air National Guard under the Air Force Combat Wing Structure. Each letter of instruction varied because of the unit designation difference in each state. The general instruction, however, was identical to each state.

BY COMMAND OF THE CHIEF OF STAFF:

/s/ L. F. McGUIRE
/t/ LAWRENCE F. McGUIRE
Major, USAF
Asst Exec, Office of Spec Asst.
for Reserve Forces

2 Incls
Cy Ltr dtd 28 Sep to AG of Colo
Cy Ltr dtd 6 Oct 50 to AG's of all States, Territories and D.C.

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COPY

DEPARTMENTS OF THE ARMY AND THE AIR FORCE
NATIONAL GUARD BUREAU
WASHINGTON 25, D.C.

CSNGB-AFOTN

28 September 1950

SUBJECT: Implementation of the Air Force Combat Wing Structure for Air National Guard Units

TO : The Adjutant General
State of Colorado
300 Logan Street
Denver, Colorado

1. In view of the current world situation, it is necessary that action be taken at once to increase the state of readiness of the Air National Guard and to provide an organizational structure that can be more readily integrated with that of the regular establishment, as required by Section 60, National Defense Act.

2. In order to accomplish the above objective, the National Guard Bureau has been directed by the Secretary of the Air Force to implement the following program:

a. Replace the existing twenty-seven (27) Air National Guard Tactical Groups by the Air Force Combat Wing structure in accordance with the recommendation of the Air Staff Committee on Air National Guard and Reserve Policy.

b. Authorize all new type Combat Wing Air National Guard units to immediately recruit to full strength under the Air Force Combat Wing Tables of Organization and Equipment. This includes increase to war strength for combat crews for all combat squadrons. Total Air National Guard troop Strength under this program is 65,629. There will be no change (strength or equipment) in any units not affected by this reorganization.

c. Authorize 7327 (increase of 1513) Air Technician spaces for the Air National Guard in accordance with the recommendation of an ad hoc committee. (this will be decreased proportionate to number of units ordered to Federal Service.).

d. Increase flying hours for Air National Guard pilots, from 80 (non-tactical) and 110 (tactical), to:

(1) Combat T/O&E pilots - 125 hours per year average (including the Combat Wing Commanding General, Wing Executive Officer, Wing Operation Officers, Wing Air

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Inspector, Combat Group Commanding Officer and Combat Group Operational Officers).

(2) All other pilots - 100 hours per year average.

3. This program will result in a change in authorized strength within the State of Colorado (including Air Section authorization), as follows:

Total Air Troop Strength:	Off	WO	Airmen	Aggregate
Previously authorized	305	12	1809	2126
Authorized under this Program	267	-	1783	2050
Difference	- 38	- 12	- 26	- 76

The above figures will be reduced proportionate to number of units mobilized.

Air Section:				
Previously authorized	15	1	17	33
Authorized under this Program	15	1	17	33
Difference	0	0	0	0

4. Procurement of officer personnel for the Air Section of the State Headquarters and Headquarters Detachment remains limited to 20% of that authorized.

5. Air Technicians:

Present Authorization (Permanent and Temporary)	127
Authorized under this Program (27 Combat Wings)	147

The above figures will be reduced proportionate to number of units mobilized.

6. Authority will be granted for additional Air Technicians upon confirmation of effective date. A definite allotment will be established by 1t October 1950 for all States regarding actual hiring of additional Air Technicians.

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7. This program will necessitate a change in allotment of units within your State, which will result in the following action:

Inactivate:		T/O&E
Headquarters and Headquarters Squadron, 86th Fighter Wing		1-10-1
Headquarters Detachment, 240th Air Service Group		1-439T
Detachment 1, 240th Air Service Group		1-439T
Utility Flight, 120th Fighter Squadron		1-719T
Activate:		
Headquarters and Headquarters Squadron 140th Fighter Wing	Col 5	1-1021T
Headquarters 140th Medical Group	Cols 5,9,10	1-9022T
Headquarters 140th Maintenance and Supply Group	Col 5	1-7022T
Headquarters and Headquarters Squadron, 140th Air Base Group	Col 5	1-8022T

Reorganize:

Headquarters 140th Fighter Group, T/O&E 1-12R, to Headquarters 140th Fighter Group, T/O&E 1-1222 (Column 5).

120th Fighter Squadron, SE, T/O&E 1-27R, to 120th Fighter Squadron, SE, T/O&E 1-1260T (Column 3, less line 59; Column 4, lines 59 and 61 only), augmented by:

			T/O&E	
Maintenance Squadron Element			1-7504T	Section IIB, IIIB
Supply	"	"	1-7502T	Section IIB, IIIB
Motor Vehicle	"	"	1-8504T	Section IIA, IIIA
Communications	"	"	1-8013	Column 21
Installations	"	"	1-8503T	Section IIA, IIIA
Air Police	"	"	1-8024T	Section IIA, IIIA
Food Service	"	"	1-8015	Column 16
Medical Group Element			1-9022T	Column 8

8. Authority is granted to activate, inactivate, and reorganize the units indicated above at the earliest practicable date, but not later than [illegible]. It is necessary that all units within your State be converted on the same date. Newly activated and reorganized units will be granted Federal recognition as of the effective date of the activation or reorganization; no Federal inspection will be required. Personnel who become excess as a result of implementation of this program, who cannot be assigned to an existing T/O vacancy in a Federally recognized unit, may be assigned to the Federally recognized unit as overages [illegible] until qualified for T/O position.

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vacancy, or relieved by attrition. This authorization is granted for a period of one year; overages after the one year period will reported to the National Guard Bureau for appropriate action.

9. In order to insure effective operation of the Combat Wing, it is preferable that the Wing Headquarters be located at the same base or in the immediate vicinity of the Combat Group, Air Base Group, Maintenance and Supply Group and Medical Group.

10. Distribution of applicable T/O&E's has been made to the State Adjutants General from the National Guard Bureau in order to expedite implementation of this program. Further issue of T/O&E's and subsequent changes thereto will be accomplished in accordance with current procurement procedures. It is recommended that each unit take action, immediately to requisition copies as needed.

11. The designation number of the activated and reorganized units, the Combat Wing Headquarters and Headquarters Squadron, the Maintenance and Supply Group, the Air Base Group and the Medical Group will be the same designation number as the present Combat Group.

12. It is necessary that the National Guard Bureau be advised as soon as possible of the effective date for activation and reorganization as established by the State.

FOR THE ACTING CHIEF, NATIONAL GUARD BUREAU:

/s/ EDWARD J. GEESEN

EDWARD J. GEESEN
Colonel, USAF
Acting Executive Officer
Air Force Division
National Guard Bureau

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DEPARTMENTS OF THE ARMY AND THE AIR FORCE
NATIONAL GUARD BUREAU
WASHINGTON 25, D. C.

ADVANCE COPY

CSNGB-AFOTN

6 October 1950

SUBJECT: Implementation of the Combat Wing Plan

TO: The Adjutants General of all States, Territories of Hawaii and Puerto Rico and the District of Columbia

1. Furpose. Provide instructions pertaining to the reorganization of Air National Guard units.

2. Scope. The instructions contained herein are applicable to all Air National Guard new type Combat Wing units.

3. General.

a. Organizational concepts:

(1) It is the spirit and intent of the current reorganization to provide an organizational structure which as closely as possible parallels the Air Force Combat Wing. To this end, all personnel should become thoroughly familiar with AFR 20-15, as regards the functional and organizational aspects, before the actual reorganization and assignment of personnel is initiated.

(2) It is contemplated that in a very limited number of instances a precise parallel to the Air Force Combat Wing may not be entirely practical for Air National Guard purposes. In such instances, the local commander (in consideration of local facilities and installations) will make such modifications as are deemed absolutely necessary for a practical adaptation of the Combat Wing structure.

(3) Any such deviation from the provisions of AFR 20-15 will be made a matter of record (including justification) and forwarded to the National Guard Bureau for further consideration and approval.

b. Effective date.

(1) The reorganization will be on or before [illegible]

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4. Specific Instructions.

a. Organization.

(1) Aircraft Control and Warning units will normally be attached to the unit of the Senior Air National Guard Commander within the State for administration and logistical support only.

(2) The Radar Calibration Detachments will be attached to the nearest Aircraft Control and Warning Group Headquarters for administration, logistical support, and operational control.

(3) The Air Force Communications Squadron will be attached to the nearest Combat Wing for administration, logistical support, and operational control.

(4) In instances where a Fighter Wing has been ordered to active service and the Aircraft Control and Warning Group has not, the Communications Squadron and the Signal Light Construction Company will be attached to the remaining Group for administrative, logistical support, and operational control.

(5) CSNGB letter dated 13 October 1949 will not apply to new type units. Phase strength requirements will be forwarded at a later date.

(6) T/O&E 1-1256T will replace T/O&E 1-1213 for conventional Fighter Squadrons (39 Officers, 122 Airmen).

(7) T/O&E 1-9022T, 31 March 1950, contains an error in Section II. There should be a one (1) placed in Column 10 at line 76, authorizing one (1) Medical Administration Specialist, 673, Master Sergeant.

(8) The six (6) nurses authorized by Column 5 of T/O&E 1-9022T will not be recruited. It is expected that the nurses will be authorized as an attached Air Reserve Unit.

b. Personnel.

(1) Air Technicians. Each State will be granted an increase of Air Technicians under the new program. Initial hiring of additional Air Technicians will be authorized upon the effective date for reorganization; however, for budgetary reasons, employment of the increased authorization of Air Technicians will be commensurate with the work-load of the unit concerned in programming the increase. A more detailed and current program (manning table) will be forwarded [illegible]

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about 15 October 1950 for purposes of initial hiring. The later schedule will indicate the actual number of authorized positions (by unit) which will be allocated to the State as of the effective date for reorganization.

5. Specific Questions.

a. Following are some of the questions which have been considered during the various conferences conducted in the National Guard Bureau relative to reorganization. Answers to the questions contained herein are provided for the guidance of all concerned.

b. Personnel.

(1) Question. Will new NGB Form 3-B, 22 December 1947, be issued for all officer personnel?

Answer. Yes. It will be necessary to forward special orders to the Air Personnel Group of this Bureau which show the assignment of officer personnel in the newly designated units, together with the unit and position assignment formerly held by the officer prior to conversion or activation of the new unit.

Note: Applications for initial appointment and promotion of officers cannot be effected by this Bureau until special orders have been received which indicate the transfer of officer personnel. Applications arriving in this Bureau prior to receipt of such orders will be returned to the State concerned until such time as orders are received.

(2) Question. Are MOS titles and SSN's appearing in the new T/O&E's currently in use?

Answer. Not entirely. Certain changes in both MOS titles and SSN's have occurred since the printing of the new T/O&E's. Changes in MOS titles and SSN's are listed below and may be found in AFR 35-671, 21 July 1950:

HQ & HQ SQUADRON, COMBAT WING, T/O&E 1-1021T

[illegible]	MOS Reported in T/O&E - (Federal Recognition Assignment)	CONVERSION (For reporting purposes: [illegible] Form 66, [illegible] Form 127, etc.)
	[illegible] Inspector, 2168	Operations and Training Staff Officer, [illegible]
	Communications Officer, [illegible]	Communications and Electronics Officer, [illegible]

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HQ & HQ SQUADRON, COMBAT WING, T/O&E 1-1021T (cont'd)

T/O&E Line No.	MOS Reported in T/O&E - (Federal Recognition Assignment)	CONVERSION (For reporting purposes: WD AGO Form 66, AF Form 127, etc.
50	Technical Inspector, 7536	Aircraft Maintenance Officer, 4823
56	Inspector General, 9310	Personnel Staff Officer, 2260, or Operations and Training Staff Officer, 2162
	HEADQUARTERS FIGHTER GROUP, T/O&E 1-1222	
16	Communications Officer, 0200	Communications Officer, 0205
	BOMBARDMENT SQUADRON, LIGHT, T/O&E 1-1123	
17	Communications Officer, 0200	Communications Officer, 0205
18	Navigator-Bombardier, Radar, 1037 (Only personnel graduating from the Bomb School at Mather AFB can hold triple rating of 1037. Former MOS - Nav Bomb, 1036, no longer authorized, therefore, personnel should be reported in Navigator Specialty: SSN 1034)	Navigator, 1034
	HEADQUARTERS MEDICAL GROUP, T/O&E 1-8022T	
37	Commanding Officer (Flight Surgeon), 3500	Medical Officer, Staff, 3000

(3) Question. In reporting personnel on AF Form 127 and similar reports, should the MOS Title and SSN appearing in the new T/O&E be reported?

Answer. No. The converted MOS titles and SSN's listed above which appear in AFR 35-571 should be used.

(4) Question. In preparing NGB Form 62, Application for Federal Recognition, which duty assignment should be used to indicate vacancy to which officer is to be assigned?

Answer. The duty assignment shown in the T/O&E should be used, i.e., an officer will carry the duty assignment and be Federally recognized as an Air Inspector, but be reported as an Operations and Training Staff Officer, 2162. This is necessary to differentiate as to which officer performs duty

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as an Air Inspector and which officer is assigned in the Operations and Training Staff Officer vacancy in an organization.

(5) Question. Since there are no Warrant Officer positions in the new units, may Warrant Officers be transferred to and fill Lieutenant vacancies?

Answer. No. There is a firm policy that Warrant Officers will not occupy Lieutenant vacancies. All Warrant Officers should be transferred to the new units as overages. Warrant Officers may carry out the assigned duties of a particular vacancy, but cannot be assigned to such vacancy.

(6) Question. Will it be necessary to freeze promotions until the effective date for reorganization?

Answer. No. Each new promotion should be made, however, with the consideration of how it will fit into the new organization.

(7) Question. How will officers presently on flying status be affected by this reorganization?

Answer. Air National Guard officers who have had their aeronautical rating revalidated by Headquarters United States Air Force, and who are presently on full flying status will remain on flying status regardless of whether they are assigned to a rated vacancy or not as a result of this reorganization. This applies also to officers who will be carried as overages and who hold no position vacancy as a result of reorganization.

(8) Question. What Air National Guard commanders are entitled to Administrative Function pay?

Answer. Entitled to $120: Maintenance and Supply Group Headquarters (Fighter); Maintenence and SupplyGroup Headquarters (LB); *Weather Stations, *Radar Calibration Detachments, and *USAF Bands. Entitled to $240: Headquarters and Headquarters Squadron Combat Wing; Headquarters Combat Fighter Group; Headquarters Bombardment Group, Light; Aircraft Control and Warning Group; Headquarters and Headquarters Squadron, Det; Bombardment Squadron, Light; *Aircraft Control and Warning Squadrons; *Aircraft Control Squadrons; *Headquarters and Headquarters and Service Company, Engineer Aviation Battalion; *Engineer Aviation Company; *Signal Light Construction Company; Medical Group Headquarters (Fighter);

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and Medical Group Headquarters (LB).

*Units not affected by reorganization, but included for clarification

The sum of $120 where the ultimate enlisted strength of their command is less than 48, all others are entitled to $240.

(9) Question. Are all Air National Guard units, including those not affected by this reorganization, authorized to recruit to full T/O&E strength?

Answer. Yes. In CSNGB-AFOTN letter, on or about 28 September 1950, subject: "Implementation of the Air Force Combat Wing Structure for Air National Guard Units," such authorization included only the new type Combat Wing units. This should now be changed to include all type Air National Guard units, except procurement of officers for the Air Section of the State Headquarters and Headquarters Detachment, which remains limited to 20% of that authorized.

c. Operations and Training.

(1) Question. What will be the assignment of aircraft in the new type units?

Answer. Following will be the tentative assignment:

(a) Fighter Squadrons will be authorized twenty-five (25) fighter aircraft, one (1) cargo, and two (2) single engine trainer aircraft, each.

(b) Light Bombardment Squadrons will be authorized sixteen (16) light bomber aircraft, one (1) cargo, and two (2) twin engine trainer aircraft, each.

(c) States and Territories will be authorized one (1) cargo type aircraft, each.

(d) Radar Calibration Detachments will be authorized either two (2) twin engine or two (2) four engine aircraft, each.

(e) Air Base Group Headquarters will be authorized one (1) cargo aircraft and three (3) twin engine tow aircraft, each.

(f) In addition to the above, and for your information, there will be authorized one (1) single engine fighter

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aircraft for each Fighter Squadron to be used as tow target aircraft. Further, even though the Air Base Group Headquarters is authorized three (3) twin engine tow type aircraft, administrative reassignment of these aircraft may be necessary in order to afford complete coverage of National Guard, Reserve, and Regular Army unit firing points and to ease the logistical situation.

(2) Question. Who is authorized 125 hours and 100 hours per year flying time?

Answer. The following personnel are considered as tactical pilots and as such are authorized 125 hours per year (interpreted total for this Fiscal year, not on a proportionate basis of the remaining Fiscal year): Combat Wing Commanding General, Wing Executive Officer, Wing Operations Officers, Wing Inspector, Combat Group Commanding Officer, and Combat Group Operations Officers. All of the above personnel are to be regarded as pilots, even though over and above the pertinent T/O. All other pilots are authorized 100 hours per year (total for Fiscal year).

(3) Question. How will the number of unit training assemblies be established?

Answer. Attention is directed to paragraph 10, NGR 45, which states that units will assemble for drill not less than 48 times per year. The number of assemblies for the balance of the Fiscal year following reorganization will be on a pro rata basis determined by the number of assemblies held by the unit from which the majority of personnel for the new unit have been obtained. In newly activated units, where the personnel have not been obtained from an inactivated unit, the number of unit training assemblies will be on a pro rata basis so that an average of four (4) per month for the balance of the Fiscal year will be maintained. The intent of this paragraph is to provide a minimum of 48 assemblies per Air National Guard unit in the Fiscal year. It is understood that in some instances certain individuals may not have opportunity to particupate in 48 assemblies and that some individuals may exceed this minimum number.

(4) Question. When will school applications be accepted?

Answer. School applications will be accepted by the National Guard Bureau effective immediately on the basis of new [illegible]

(5) Question. Will present training directives and standards [illegible]

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Answer. Unit will continue to follow appropriate ConAC Training Directives and Standards until such time as revision can be effected. Attention is invited to the fact that the sections, that is, general military training, personnel and administration, supply, etc., of ConAC Directives will still apply even though the title does not describe the new unit. Training charts, as prescribed in Annex V, ConAC Training Directives, can still be used with appropriate alterations. Shifting of records on individuals will have to be effected.

d. Logistics.

(1) Question. How will property be transferred from one organization to another as a result of the reorganization under the Combat Wing program? (Units being inactivated, activated and redesignated).

Answer. All equipment, T/O&E and T/A, now in the possession of units concerned will be turned in to the Base Supply Officer. The Base Supply Officer will then utilize, to the fullest extent available, this equipment to equip the units as reorganized in accordance with the equipment column of the appropriate equipment table. In most cases this will be a paper transaction and physical transfers will be made only when so directed by the Base Supply Officer.

(2) Question. What disposition will be made of excess equipment by the Base Supply Officer?

Answer. A list of equipment that is in excess of the type and quantity required for the reorganized units, within the State, will be submitted to the appropriate zonal depot through the USP&DO for disposition instructions. An information copy of this excess equipment list will be forwarded to the Chief, National Guard Bureau, Attn: Air Logistics Branch.

(3) Question. What action must be taken by the Base Supply Officer to provide authorized items of equipment that are not available for redistribution?

Answer. Items not available to meet the equipment requirements authorized these units by their respective T/O&E's will be placed on initial requisition and forwarded to the appropriate zonal depot for action. (Information copies of initial requisitions will be forwarded to the National Guard Bureau). Requisitions will bear a notation that the quantities have not been previously supplied and are authorized, citing the appropriate T/O&E and column authorizing the items.

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(4) Question. Will the UPREL system be initiated at the time of reorganization under the Combat Wing plan?

Answer. Headquarters AMC has been requested to prepare UPREL's for all units concerned and to make distribution to the States concerned on or before 1 November 1950. If this can be accomplished, the UPREL system will definitely be installed at the time of reorganization. However, if UPREL's cannot be provided by that time, the Base Supply Officer will issue authorized equipment, to reorganized units, on Memorandum Receipt as outlined in present procedures. Units will be required to maintain a consolidated M/R with jacket file of collateral papers to serve as a unit property record until UPREL's are furnished by AMC.

(5) Question. Will the UPREL constitute the official property record for the T/O&E organization?

Answer. Yes. It will also serve as the unit property record after mobilization, as well as during the unit's National Guard status.

(6) Question. Can copies of the UPREL be used in lieu of Shipping Documents and consolidated M/R's to terminate accountability upon mobilization?

Answer. Yes, provided sufficient copies are available and properly prepared AF Form 104 (Shipping Document) are attached as cover sheets to indicate termination of accountability.

(7) Question. Will an augmented equipment table be published to provide additional equipment for stations where the Combat Wing, Combat Group, Maintenance and Supply Group, Air Base Group and Medical Group are located with a Combat Squadron?

Answer. No, not at the present time. Initial reorganization will be to parallel the regular establishement, without regard to the physical structure of the Air National Guard by virtue of a Combat Wing consisting of units located in tow or more states. After operations under the reorganization have been given a fair test and a study made by representatives of the National Guard Bureau, consideration will then be given to the preparation of an augmented equipment table based upon recommendations received from the field.

(8) Question. Will implementation of the UPREL system cause the USP&DO to terminate accountability?

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Answer. No. Accountability must be maintained by the USP&DO until units are ordered into active Federal Service as outlined in the National Defense Act. Instructions relative to the installation and maintenance of the UPR&L system will be forthcoming from the National Guard Bureau in the immediate future.

(9) Question. Will implementation of the UPR&L system cause any change in maintaining 84 series Kardex cards by the Base Supply Officer?

Answer. No. The Base Supply Officer must continue to maintain 84 series Kardex Cards until units are ordered into active Federal service. However, a copy of the UPR&L may be used by the Base Supply Officer as a consolidated M/R from his account to the using organization.

(10) Question. Will units be authorized to retain any property which is in excess of prescribed T/O&E and T/A allowances?

Answer. Request for retention of items above T/O&E and T/A authorizations will be forwarded to the National Guard Bureau for consideration. Where full substantiation is indicated, every effort will be made by the National Guard Bureau for consideration. Where full substantiation is indicated, every effort will be made by the National Guard Bureau to grant authorization to retain the items.

(11) Question. Will excess free issue supply, including Air Force excess property and property received from other agencies, be listed as excess for disposition instructions?

Answer. If such items are excess to the overall requirements of the Air units within the State, they should be declared excess and disposition instructions requested. However, if such items can be transferred to Class 26 and used for training purposes, they should be retained and used to the best advantage.

(12) Question. The new T/O&E's provide fewer vehicles than the units [illegible]. What will be the status of the excess vehicles?

Answer. [illegible] are authorized to retain their [illegible] vehicles until such time as a further [illegible] has been instructed to cancel all [illegible] for general purpose motor vehicles.

[illegible] Will [illegible] funds be authorized for instal-

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Answer. Funds are not available for any new construction required by the reorganization, nor are additional service contract funds available beyond the total presently supplied to each State. Likewise, maintenance and repair funds cannot, in all probability, be increased.

e. Budget and Fiscal.

(1) Question. How will pay vouchers be filled out?

Answer. In all units where designation is being changed, the vouchers will be prepared to the date of conversion under the old designation, then new vouchers, accompanied with orders for all troops assigning them in the new organization, will be prepared for the remainder of the pay period.

FOR THE ACTING CHIEF, NATIONAL GUARD BUREAU:

/s/ EDWARD J. GEESEN
Colonel, USAF
Acting Executive Officer
Air Force Division
National Guard Bureau

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A D V A N C E   C O P Y

ADDENDUM TO:

CSNGB-AFOTN letter, 6 October 1950, subject: Implementation of the Combat Wing Plan

1. The personnel referred to in elements that augment the combat squadron for sustained separate squadron operation are an integral part of the combat squadron.

2. Since activation of the support type squadrons of the Air Base and Maintenance and Supply Groups have not been authorized, combat squadrons operating on the same installation as the Air Base, Maintenance and Supply, and Medical Groups will be activated as augmented squadrons for "Separate squadron operation", the same as squadrons on separate installations.

3. The Air Force Division, National Guard Bureau, has recommended that Headquarters United States Air Force authorize the Maintenance Squadron, Motor Vehicle Squadron, and the Supply Squadron of the Maintenance and Supply Group; and the Communications Squadron, Installations Squadron, Air Police Squadron, and the Food Service Squadron of the Air Base Group. Upon receipt of this authority, action will be taken to activate these squadrons, and reorganization will be effected to remove the elements from the combat squadrons and that operate on the same installation as the Air Base, Maintenance and Supply, and Medical Groups. However, until this can be accomplished, these elements remain an integral part of the combat squadron.

4. As such, the Combat Squadron Commander is responsible, regarding the elements, for:

a. Submission of NGB Form 48
b. Preparation of pay vouchers
c. Form 100's
d. 60% attendance for officer pay purposes

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ADDENDUM NO. 2 TO:

CSNGB-AFOTN Letter, 6 October 1950, subject: Implementation of the Combat Wing Plan

1. Reference paragraph 5c(1)(e) above, it is pointed out that T/O&E 1-8022T, Headquarters and Headquarters Squadron Air Base Group of the Combat Wing, authorizes two (2) single engine training aircraft and four (4) twin engine cargo type aircraft; however, in view of present availability of aircraft, this type unit will be assigned one (1) cargo type aircraft and three (3) twin engine tow aircraft each, as stated in CSNGB-AFOTN letter, 6 October 1950.

Utiil such time as all of the air units of a State have been ordered to active duty, the aircraft authorized each State and Territory will be administratively assigned to either the Air Base Group or Combat Squadron. Each State is requested to advise the National Guard Bureau as to which unit this aircraft should presently be assigned.

For the information of all concerned, authority has been requested from Headquarters USAF to provide the limited number of personnel and equipment necessary to maintain and operate the one (1) cargo aircraft authorized each State and Territory; such authority would be effective concurrent with the time when all air units of that State are ordered to active duty.

2. The following T/O&E's are affected by changes. Initial distribution of these changes is being accomplished by the National Guard Bureau:

T/O&E	Unit
1-1123	Bombardment Squadron, Light
1-8013	Communications Squadron Element
1-8015	Food Service Squadron Element
1-7123	Maintenance Squadron Element (for Light Bomb only)
1-7124	Supply Squadron Element (for Light Bomb only)
1-8127	Motor Vehicle Squadron Element (For Light Bomb only)
1-8916	Installations Squadron Element (for Light Bomb only)

In the event initial distribution of these changes has not been received by 21 October 1950, it is requested that the National Guard Bureau be advised.

3. "Tables of Authorized Strengths for Federally Recognized Air Units of the National Guard," March 1948, is hereby rescinded and no longer applicable to units concerned. Strength limitations imposed by CSNGB letter dated 13 October 1949, subject: "Personnel Strength Program for Air National Guard," are no longer applicable.

4. CSNGB-AFOTN letter on or about 28 September 1950 to the various States, paragraph 3, "Authorized under this Program," in the Warrant Officer Column a zero is indicated, This is an error in presentation of the information, in that the Warrant Officers in those units not affected by the reorganization,

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including the Air Section, are carried in the "total officer" column. Subject letter should be changed so as to indicate the Warrant Officer strength in units not affected, thereby reducing the total officer strength by a like amount.

5. T/O&E 1-8022T should be corrected to include a (1) under Column 21, line 29, authorizing Special Services Officer, Major, 5000, during peace time.

6. T/O&E 1-1253T requires the Deputy Commander and Executive, line 17, to have a 1059 SSN. This cannot be substituted for by a 2110 SSN for the purpose of actual assignment to the T/O vacancy.

7. An officer cannot be assigned to a T/O vacancy over-grade with respect to the particular T/O authorization. In such case, subject officer would be considered as an "overage".

8. The synthetic trainer equipment will continue to be authorized by T/A 1-95. Air Technicians to maintain and operate the equipment will be in accordance with the approved manning table for the Air Technician program. Inasmuch as a specific position for such personnel is not included in Combat Wing Type T/O, their Air National Guard assignment will be at the discretion of the State concerned. For the information of all concerned, the Regular Air Force allots such personnel on a Table of Distribution, and such equipment on a Table of Allowance, so that the personnel and equipment will not have to be moved each time the combat units change location.

9. T/O&E 1-1253T, 10 July 1950, should be interpreted as authorizing a Communications Officer, 0205, Lieutenant, total of 40 officers.

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DEPARTMENTS OF THE ARMY AND THE AIR FORCE

NATIONAL GUARD BUREAU

Washington 25, D. C.

CSNGB-AFOTN

29 September 1950

SUBJECT: Assignment of Air National Guard Units, Within the Combat Wing Structure

TO: The Adjutants General of all States, Territories of Hawaii and Puerto Rico and the District of Columbia

The following assignment of the Air National Guard units is made effective 1 November 1950:

First Air Force Area of Responsibility

106th Composite Wing	New York
106th Medical Group	New York
106th Air Base Group	New York
106th Maintenance & Supply Group	New York
106th Composite Group	New York
102nd Bombardment Squadron, Light	New York
102nd Weather Station (Type A)	New York
114th Bombardment Squadron, Light	New York
114th Weather Station (Type A)	New York
137th Fighter Squadron, SE	New York
137th Weather Station (Type A)	New York
111th Composite Wing	Pennsylvania
111th Medical Group	Pennsylvania
111th Air Base Group	Pennsylvania
111th Maintenance & Supply Group	Pennsylvania
111th Composite Group	Pennsylvania
103rd Bombardment Squadron, Light	Pennsylvania
103rd Weather Station (Type A)	Pennsylvania
117th Bombardment Squadron, Light	Pennsylvania
117th Weather Station (Type A)	Pennsylvania
142nd Fighter Squadron, Jet	Delaware
142nd Weather Station (Type A)	Delaware
101st Fighter Wing	Maine
101st Medical Group	Maine
101st Air Base Group	Maine
101st Maintenance & Supply Group	Maine
101st Fighter Group	Maine
132nd Fighter Squadron, Jet	Maine
132nd Weather Station (Type A)	Maine
133rd Fighter Squadron, SE	New Hampshire
133rd Weather Station (Type A)	New Hampshire
134th Fighter Squadron, SE	Vermont
134th Weather Station (Type A)	Vermont

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CSNGB-AFOTN 29 September 1950
SUBJECT: Assignment of Air National Guard Units, Within the Combat Wing

102nd Fighter Wing	Massachusetts
102nd Medical Group	Massachusetts
102nd Air Base Group	Massachusetts
102nd Maintenance & Supply Group	Massachusetts
102nd Fighter Group	Massachusetts
101st Fighter Squadron, Jet	Massachusetts
101st Weather Station (Type A)	Massachusetts
131st Fighter Squadron, SE	Massachusetts
131st Weather Station (Type A)	Massachusetts
103rd Fighter Wing	Connecticut
103rd Medical Group	Connecticut
103rd Air Base Group	Connecticut
103rd Maintnenace & Supply Group	Connecticut
103rd Fighter Group	Connecticut
118th Fighter Squadron, SE	Connecticut
118th Weather Station (Type A)	Connecticut
152nd Fighter Squadron, SE	Rhode Island
152nd Weather Station (Type A)	Rhode Island
107th Fighter Wing	New York
107th Medical Group	New York
107th Air Base Group	New York
107th Maintenance & Supply Group	New York
107th Fighter Group	New York
136th Fighter Squadron, SE	New York
136th Weather Station (Type A)	New York
138th Fighter Squadron, Jet	New York
138th Weather Station (Type A)	New York
139th Fighter Squadron, SE	New York
139th Weather Station (Type A)	New York
108th Fighter Wing	New Jersey
108th Medical Group	New Jersey
108th Air Base Group	New Jersey
108th Maintenance & Supply Group	New Jersey
108th Fighter Group	New Jersey
119th Fighter Squadron, SE	New Jersey
119th Weather Station (Type A)	New Jersey
141st Fighter Squadron, SE	New Jersey
141st Weather Station (Type A)	New Jersey

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CSNGB-AFOTN 29 September 1950
SUBJECT: Assignment of Air National Guard Units, Within the Combat Wing Structure

112th Fighter Wing	Pennsylvania
112th Medical Group	Pennsylvania
112th Air Base Group	Pennsylvania
112th Maintenance & Supply Group	Pennsylvania
112th Fighter Group	Pennsylvania
146th Fighter Squadron, SE	Pennsylvania
146th Weather Station (Type A)	Pennsylvania
147th Fighter Squadron, SE	Pennsylvania
147th Weather Station (Type A)	Pennsylvania
148th Fighter Squadron, SE	Pennsylvania
148th Weather Station (Type A)	Pennsylvania
113th Fighter Wing	District of Columbia
113th Medical Group	District of Columbia
113th Air Base Group	District of Columbia
113th Maintenance & Supply Group	District of Columbia
113th Fighter Group	District of Columbia
104th Fighter Squadron, SE	Maryland
104th Weather Station (Type A)	Maryland
121st Fighter Squadron, Jet	District of Columbia
121st Weather Station (Type A)	District of Columbia
149th Fighter Squadron, SE	Virginia
149th Weather Station (Type A)	Virginia
121st Fighter Wing	Ohio
121st Medical Group	Ohio
121st Air Base Group	Ohio
121st Maintenance & Supply Group	Ohio
121st Fighter Group	Ohio
162nd Fighter Squadron, SE	Ohio
162nd Weather Station (Type A)	Ohio
164th Fighter Squadron, SE	Ohio
164th Weather Station (Type A)	Ohio
166th Fighter Squadron, Jet	Ohio
166th Weather Station (Type A)	Ohio

<u>Fourth Air Force Area of Responsibility</u>

142nd Fighter Wing	Washington
142nd Medical Group	Oregon
142nd Air Base Group	Oregon
142nd Maintenance & Supply Group	Oregon

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CSNGB-AFOTN 29 September 1950
SUBJECT: Assignment of Air National Guard Units, Within the Combat Wing Structure

142nd Fighter Group	Oregon
116th Fighter Squadron, Jet	Washington
116th Weather Station (Type A)	Washington
123rd Fighter Squadron, SE	Oregon
123rd Weather Station (Type A)	Oregon
186th Fighter Squadron, SE	Montana
186th Weather Station (Type A)	Montana
190th Fighter Squadron, SE	Idaho
190th Weather Station (Type A)	Idaho
144th Fighter Wing	California
144th Medical Group	California
144th Air Base Group	California
144th Maintenance & Supply Group	California
144th Fighter Group	California
191st Fighter Squadron, SE	Utah
191st Weather Station (Type A)	Utah
192nd Fighter Squadron, SE	Nevada
192nd Weather Station (Type A)	Nevada
194th Fighter Squadron, SE	California
194th Weather Station (Type A)	California
146th Composite Wing	California
146th Medical Group	California
146th Air Base Group	California
146th Maintenance & Supply Group	California
146th Composite Group	California
115th Bombardment Squadron, Light	California
115th Weather Station (Type A)	California
195th Fighter Squadron, SE	California
195th Weather Station (Type A)	California
197th Fighter Squadron, SE	Arizona
197th Weather Station (Type A)	Arizona

Tenth Air Force Area of Responsibility

126th Composite Wing	Illinois
126th Medical Grpup	Illinois
126th Air Base Group	Illinois
126th Maintenance & Supply Group	Illinois
126th Composite Group	Illinois
108th Bombardment Squadron, Light	Illinois
108th Weather Station (Type A)	Illinois
168th Bombardment Squadron, Light	Illinois
168th Weather Station (Type A)	Illinois
169th Fighter Squadron, SE	Illinois
169th Weather Station (Type A)	Illinois
170th Fighter Squadron, SE	Illinois
170th Weather Station (Type A)	Illinois

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122nd Fighter Wing	Indiana
122nd Medical Group	Indiana
122nd Air Base Group	Indiana
122nd Maintenance & Supply Group	Indiana
122nd FighterGroup	Indiana
113th Fighter Squadron, SE	Indiana
113th Weather Station (Type A)	Indiana
163rd Fighter Squadron, SE	Indiana
163rd Weather Station (Type A)	Indiana
127th Fighter Wing	Michigan
127th Medical Group	Michigan
127th Air Base Group	Michigan
127th Maintenance & Supply Group	Michigan
127th Fighter Group	Michigan
107th Fighter Squadron, Jet	Michigan
107th Weather Station (Type A)	Michigan
171st Fighter Squadron, Jet	Michigan
171st Weather Station (Type A)	Michigan
172nd Fighter Squadron, SE	Michigan
172nd Weather Station (Type A)	Michigan
128th Fighter Wing	Wisconsin
128th Medical Group	Wisconsin
128th Air Base Group	Wisconsin
128th Maintenance & Supply Group	Wisconsin
128th Fighter Group	Wisconsin
126th Fighter Squadron, Jet	Wisconsin
126th Weather Station (Type A)	Wisconsin
176th Fighter Squadron, SE	Wisconsin
176th Weather Station (Type A)	Wisconsin
175th Fighter Squadron, SE	South Dakota
175th Weather Station (Type A)	South Dakota
131st Composite Wing	Missouri
131st Medical Group	Missouri
131st Air BaseGroup	Missouri
131st Maintenance & Supply Group	Missouri
131st Composite Group	Missouri
180th Bombardment Squadron, Light	Missouri
180th Weather Station (Type A)	Missouri
110th Fighter Squadron, SE	Missouri
110th Weather Station (Type A)	Missouri

CSNGB-AFOTE 29 September 1950
SUBJECT: Assignment of Air National Guard Units, Within the Combat Wing Structure

132nd Fighter Wing	Iowa
132nd Medical Group	Iowa
132nd Air Base Group	Iowa
132nd Maintenance & Supply Group	Iowa
132nd Fighter Group	Iowa
124th Fighter Squadron, SE	Iowa
124th Weather Station (Type A)	Iowa
173rd Fighter Squadron, Jet	Nebraska
173rd Weather Station (Type A)	Nebraska
174th Fighter Squadron, Jet	Iowa
174th Weather Station (Type A)	Iowa
133rd Fighter Wing	Minnesota
133rd Medical Group	Minnesota
133rd Air Base Group	Minnesota
133rd Maintenance &Supply Group	Minnesota
133rd Fighter Group	Minnesota
109th Fighter Squadron, SE	Minnesota
109th Weather Station (Type A)	Minnesota
178th Fighter Squadron, SE	North Dakota
178th Weather Station (Type A)	North Dakota
179th Fighter Squadron, SE	Minnesota
179th Weather Station (Type A)	Minnesota
140th Fighter Wing	Colorado
140th Medical Group	Colorado
140th Air Base Group	Colorado
140th Maintenance & Supply Group	Colorado
140th Fighter Group	Colorado
120th Fighter Squadron, SE	Colorado
120th Weather Station (Type A)	Colorado
187th Fighter Squadron, SE	Wyoming
187th Weather Station (Type A)	Wyoming

Fourteenth Air Force Area of Responsibility

118th Composite Wing	Tennessee
118th Medical Group	Tennessee
118th Air Base Group	Tennessee
118th Maintenance & Supply Group	Tennessee
118th Composite Group	Tennessee
105th Fighter Squadron, SE	Tennessee
105th Weather Station (Type A)	Tennessee
155th Fighter Squadron, SE	Tennessee
155th Weather Station (Type A)	Tennessee
153rd Fighter Squadron, SE	Mississippi
153rd Weather Station (Type A)	Mississippi
106th Bombardment Squadron, Light	Alabama
106th Weather Station (Type A)	Alabama

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CSNGB-AFOTH 29 September 1950
SUBJECT: Assignment of Air National Guard Units, Within the Combat Wing Structure

Seperate Squadrons (Unassigned, Unattached)

181st Fighter Squadron, Jet	Texas
181st Weather Station (Type A)	Texas
122nd Bombardment Squadron, Light	Louisiana
122nd Weather Station (Type A)	Louisiana
185th Fighter Squadron, SE	Oklahoma
185th Weather Station (Type A)	Oklahoma
188th Fighter Squadron, SE	New Mexico
188th Weather Station (Type A)	New Mexico

Strategic Air Command Area of Responsibility

198th Fighter Squadron (SE)	Pureto Rico
198th Weather Station (Type A)	Pureto Rico

Pacific Division, Military Air Transport Service Area of Responsibility

199th Fighter Squadron, SE	Hawaii
199th Weather Station (Type A)	Hawaii

FOR THE ACTING CHIEF, NATIONAL GUARD BUREAU:

EDWARD J. GEESEN
Colonel, USAF
Acting Executive Officer
Air Force Division
National Guard Bureau

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HISTORICAL REPORT

for the

INSTRUCTOR ASSIGNMENTS SECTION

and

SPECIAL REQUIREMENTS SECTION

Period convened 1-30 November 1950

* * * * *

2. Air National Guard Instructor Personnel.

a. Reference paragraph 5, Inclosure #15, 1-31 October 1950, Historical Report. The National Guard Bureau in their letter, NG-AFOTN, 1 November 1950, subject: "Attachment of Air National Guard Signal Light Construction Companies, Air Force Communication Squadrons and United States Air Force Bands", to Adjutants General of All States, Territories of Hawaii and Puerto Rico and the District of Columbia, announced the attachment of these Air National Guard Units to Air National Guard Combat Wings or Aircraft Control and Warning Groups, as indicated therein, for administrative and logistical support and operational control, effective 1 November 1950. (See Inclosure #2).

b. Reference paragraph 2c, 1-31 October 1950, Historical Report. The reassignment of Air Instructors assigned to Air National Guard Units called to active federal service has not been entirely completed. Compilation of this action will be furnished in a subsequent report for historical purposes.

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DEPARTMENTS OF THE ARMY AND THE AIR FORCE

NATIONAL GUARD BUREAU

WASHINGTON 25, D.C.

NG-AFOTN 1 November 1950

SUBJECT: Attachment of Air National Guard Signal Light Construction Companies, Air Force Communications Squadrons and USAF Bands

TO: The Adjutants General of All States, Territories of Hawaii and Puerto Rico and the District of Columbia

Announcement is hereby made of attachment of Signal Light Construction Companies, Air Force Communications Squadrons and USAF Bands within the Air National Guard program, to Combat Wings, as indicated, for administrative and logistical support and operational control, effective 1 November 1950:

102nd Fighter Wing	Massachusetts
601st Signal Light Construction Company	Massachusetts
101st AF Communications Squadron	Massachusetts
567th USAF Band	Massachusetts
106th Composite Wing	New York
602nd Signal Light Construction Company	New York
102nd AF Communications Squadron	New York
552nd USAF Band	New York
111th Composite Wing	Pennsylvania
603rd Signal Light Construction Company	Pennsylvania
103rd AF Communications Squadron	Pennsylvania
553rd USAF Band	Pennsylvania
154th Aircraft Control and Warning Group	Georgia
604th Signal Light Construction Company	Georgia
104th AF Communications Squadron	Georgia
121st Fighter Wing	Ohio
605th Signal Light Construction Company	Ohio
105th AF Communications Squadron	Ohio
555th USAF Band	Ohio
126th Composite Wing	Illinois
606th Signal Light Construction Company	Illinois
106th AF Communications Squadron	Illinois
566th USAF Band	Illinois

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131st Composite Wing	Missouri
607th Signal Light Construction Company	Missouri
107th AF Communications Squadron	Missouri
571st USAF Band	Missouri
158th Aircraft Control and Warning Group	Texas
608th Signal Light Construction Company	Texas
108th AF Communications Squadron	Texas
140th Fighter Wing	Colorado
609th Signal Light Construction Company	Colorado
109th AF Communications Squadron	Colorado
532nd USAF Band	Colorado
142nd Fighter Wing	Washington
610th Signal Light Construction Company	Washington
110th AF Communications Squadron	Washington
560th USAF Band	Washington
144th Fighter Wing	California
611th Signal Light Construction Company	California
111th AF Communications Squadron	California
561st USAF Band	California
146th Composite Wing	California
615th Signal Light Construction Company	California
112th AF Communications Squadron	California
562nd USAF Band	California

FOR THE ACTING CHIEF, NATIONAL GUARD BUREAU:

/s/ Earl T. Ricks
/t/ EARL T. RICKS
Brigadier General
Deputy Chief, National Guard Bureau

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DEPARTMENT OF THE ARMY AND THE AIR FORCE
NATIONAL GUARD BUREAU
Washington 25, D.C.

NG-AFOTN 13 October 1950

SUBJECT: Summary of Action taken Relative to Implementation of the Combat Wing Structure within the Air National Guard

THRU: Chief of Staff
United States Air Force
Washington 25, D. C.
ATTN: AFCRF-2

TO: Commanding General
Continental Air Command
Mitchel Air Force Base
Hempstead, New York

1. The following action has been taken by the National Guard Bureau relative to implementation of the Combat Wing structure within the Air National Guard:

a. Action has been taken to inactivate the following units:

10 Tactical Wing Headquarters and Headquarters Squadrons
22 Air Service Group Headquarters Detachments
69 Air Service Group Lettered Detachments
69 Utility Flights

b. Action has been taken to activate the following units:

16 Fighter Wing Headquarters and Headquarters Squadrons, T/O&E 1-1021T
6 Composite Wing Headquarters and Headquarters Squadrons, T/O&E 1-1021T:

New York	Illinois	Tennessee
Pennsylvania	Missouri	California

c. Action has been taken to redesignate and reorganize the following units:

6 Tactical Group Headquarters to Composite Group Headquarters:

111th, Pennsylvania) T/O&E 1-1122T
126th, Illinois)

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106th, New York)
118th, Tennessee) T/O&E 101222
131st, Missouri)
146th, California)

d. Action has been taken to reorganize the following units:

10 Bombardment Squadrons, Light, T/O&E's:

1-1123 Column 5, minus Columns 7 and 15;plus Columns 8 and 16
1-7123 Column 47, including changes
1-7124 Column 39, including changes
1-8127 Column 25, including changes
1-8013 Column 21, including changes
1-8916 Column 29, including changes
1-8024T Sections IIA and IIIA
1-8015 Column 16, including changes
1-9022T Column 8

13 Fighter Squadrons, Jet, T/O&E's:

1-1253T Column 5, minus Columns 7 and 13;plus Columns 8 and 14
1-7504T Sections IIB and IIIB
1-7502T Sections IIB and IIIB
1-8504T Sections IIA and IIIA
1-8013 Column 21, including changes
1-8503T Sections IIA and IIIA
1-8024T Sections IIA and IIIA
1-8015 Column 16, including changes
1-9022T Column 8

46 Fighter Squadrons, SE, T/O&E's:

1-1256T Column 3, less line 59, Column 4, lines 59 and 61 only
1-7504T Sections IIB and IIIB
1-7502T Sections IIB and IIIB
1-8504T Sections IIA and IIIA
1-8013 Column 21, including changes
1-8503T Sections IIA and IIIA
1-8024T Sections IIA and IIIA
1-8015 Column 16, including changes
1-9022T Column 8

e. Action is being taken by U.S. Air Force to reorganize to the Combat Wing structure Air National Guard units that have been ordered to active Federal Service.

2. Authority was granted the States 27 September 1950 to implement this Program with an effective date not later than 1 November 1950. Sample copy of letter attached.

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3. Authorization was received from Headquarters, U. S. Air Force to grant Federal recognition to these new units, waiving the requirement for Federal recognition inspection.

4. Assignment has been made of Air National Guard units within the Combat Wing structure, effective 1 November 1950, based on the following crieteria: (Copy of assignment attached.)

a. To minimize the number of four (4) squadron groups.
b. To minimize the number of two (2) squadron groups.
c. Keep assignment within Air Force areas.
d. Give consideration to State boundaries whenever practicable.

5. Assignment of Aircraft Control and Warning units will be accomplished in the near future. Aircraft Control Warning Groups will be attached to the nearest Wing for administrative and logistical support only. The Air Force Communications Squadrons and Signal Light Construction Companies will be attached to the nearest Combat Wing for administrative, logistical, and operational control, except in instances where the Combat Wing has been ordered to Federal Service, in which case these units will be attached to the Aircraft Control and Warning Group.

FOR THE ACTING CHIEF, NATIONAL GUARD BUREAU:

EDWARD J. GEESEN
Colonel, USAF
Acting Executive Officer
Air Force Division
National Guard Bureau

3 Incls:
1 - Sample ltr, subj, Implementation of the AF Combat Wg Structure for ANG Units
2 - Cy ltr, to all AF's, subj, Implementation of the Combat Wg Structure
3 - Cy ltr to all AF's, subj, Assignment of ANG Units under Combat Wg Structure

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MOBILIZATION PLAN
(Proposed)

____
(ANG Unit)

1. General - This plan provides for the mobilization of the ------ Unit at the --------- Airport, --------, --------, and/or -------- Air Force Base for Federal Services and become operative on M-Day as designated by the Commanding General, ------- Air Force in instructions directing the mobilization.

2. Purpose - The purpose of this plan is to standardize all mobilization plans. The inclosed annexes are to be used as a guide and only revised to meet unusual local conditions as required.

3. Mission - To completely mobilize this unit on M-Day so that on M/1 Day it is prepared to efficiently function administratively and operationally as an element of the Air Force of the United States, and

a. to continue training at or function operationally from this base, or

b. to move promptly to another station.

4. Details - Included in annexes hereto as indicated below:

a. Responsibility of Individuals	Annex A
b. Assembly of personnel	Annex B
c. Security of the Base	Annex C
d. Administration	Annex D
e. Messing	Annex E
f. Quarters	Annex F
g. Medical Service	Annex G
h. Property	Annex H
i. Funds	Annex I
j. Recruiting	Annex J
k. Transportation	Annex K

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l. Disposition of facilities — Annex L

m. Disposition of excess property — Annex M

5. <u>Inspection</u> - The complete plan will be inspected at least quarterly by key personnel referred to in Annex "A" with a view to recommending changes which will simplify mobilization methods and procedures and will keep the plan current.

6. <u>Revision</u> - Two copies of a revised plan or annex will be submitted to the next higher commander with the request that he return one copy indicating his approval thereon; thereafter copies of the revision will be distributed to all agencies furnished copies of the original plan.

Date

JOHN DOE
Major AF NG
Commanding

14 Annexes

Distribution:

1 - CG ---- AF
1 - TAG ---
1 - CO --- Unit
1 - Ea Key Personnel Annex "A"

Approved (Date)

RICHARD ROE
Colonel AF PNG
Comdg --- Unit

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ANNEX A

to Mobilization Plan, ____________
(ANG Unit)

RESPONSIBILITY OF INDIVIDUALS

1. Commanding Officer - The Commanding Officer will insure that all members of this organization have a complete knowledge of their individual mobilization responsibilities.

2. Other Officer Personnel - In order to augment the existing Staff Organization, the following officer personnel are assigned additional duties as indicated. Each Division Head will be responsible that these personnel are indoctrinated in the performance of their additional duties.

	NAME	RESPONSIBILITY	DIVISION
1.	Captain	Ass't. Adjutant & Movements Control	Executive & Administrative
2.	2nd Lt.	Officers Mobilization Records	"
3.	2nd Lt.	Enlisted Men Mobilization Records & Recruiting	"
4.	Captain	Troop Train C.O.	"
5.	1st Lt.	Mess Facilities	"
6.	2nd Lt.	Unit Property	Supply
7.	2nd Lt.	Tech Supply Assistant	"
8.	1st Lt.	Personal Equipment Assistant	"
9.	2nd Lt.	Individual Small Arms	"
10.	1st Lt.	Individual Clothing & Equipment	"
11.	Captain	Asst. Engineering Officer (Test Pilot)	Maintenance
12.	Captain	Asst Engineering Officer (A/C Pre-Flight)	"
13.	2nd Lt.	Oxygen Pre-flight	"
14.	1st Lt.	Aircraft Servicing	"
15.	Captain	Communications Pre-flight	Communications
16.	2nd Lt.	Aircraft Armament	Armament & Chemical
17.	2nd Lt.	Chemical Assistant	"
18.	2nd Lt.	Camouflage Assistant	"
19.	1st Lt.	Aircraft Dispersal	Operations
20.	1st Lt.	Aircraft Assignment & Air Movement Officer	"
21.	2nd Lt.	Gunnery Officer Assistant	"
22.	1st Lt.	Unit Security	Intelligence
23.	2nd Lt.	Transportation - Officer & Motor Convoy	Transportation
24.	2nd Lt.	Transportation - Enlisted Men	"

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Annex "A" Cont'd

3. Augmentation - The Adjutant will monitor Personnel Utilization within this unit. He will reassign personnel within divisions to assure effective utilization of all personnel within this organization.

4. Report - The Executive Officer or Adjutant will be prepared to report to the Commanding Officer concerning progress of mobilization.

Date

JOHN DOE
Major AF NG
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ANNEX B

to Mobilization Plan, ____________________
(ANG Unit)

ASSEMBLY OF PERSONNEL

1. Purpose - To insure the efficient assembly of this organization immediately upon receipt of a Presidential Call or Order. It is assumed that the official notification will be received by the Senior Air Technician on duty. This officer will immediately notify the Unit Commander and Unit Adjutant, giving full particulars as initially received.

2. Responsibility - It will be the responsibility of the Unit Adjutant to place the alert plan detailed below into effect and insure that all personnel are briefed in their responsibilities. The Adjutant will maintain up-to-date rosters as specified in paragraph 4 below.

3. The Alert Plan.

a. For alert purposes this unit will be divided into flights which in turn will be sub-divided into elements. Each of the organizations listed above will consist of five (5) flights; Flight A, B, C and D to contain all individuals who can be contacted by telephone and Flight E to contain all individuals who cannot be contacted by telephone.

b. The Adjutant of the Unit will immediately notify by telephone the Executive Officer, the First Sergeant and the Flight Leaders of A, B, C and D flights or the assistant flight leaders. Flight Leaders will immediately call their element leaders or assistant element leaders who in turn will notify each and every member of the element. Upon arriving at the assembly area, element leaders will report through their flight leaders those not notified.

c. In a similar manner the commanding officers of the Utility Flight and Air Service Group Detachment will cause their alert plan to be put into effect by notifying flight leaders. Members of the Weather Station will be included in the alert roster of the ________ Utility Flight.

d. Upon arrival at the assembly area the motor pool officer will immediately dispatch sufficient vehicles along pre-planned routes to notify the "E" Flight leader, his assistant and all members of the flight in turn.

e. It will be noted on the attached flight rosters that in addition to the address and telephone number of each member of the organization, there is included an indication as to whether the individual will require government transportation to the assembly area. It will be the duty of the motor pool officer to dispatch transportation to pick up all individuals where

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necessary. When the individuals are officially notified of the alert, they will be informed when to expect this transportation. For efficient utilization of transportation pre-planned assembly points will be established.

f. Upon notification by the Adjutant, the Commanding Officer will immediately cause an alert announcement to be made over local radio stations. Cooperation with local police, theaters, and other public places for notification should be utilized.

4. <u>Forms</u>.

a. Inclosed as Tab "1" is a form for alert rosters.

b. Inclosed as Tab "2" is a form to be released to radio stations.

c. Inclosed as Tab "3" is a form to be kept in the motor pool indicating drivers and alternate drivers assigned alert and pickup detail together with names and addresses of "E" flight and element leaders to be contacted.

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TAB "1"

to ANNEX "B", Mobilization Plan, ___________ ANG Unit

FORM FOR ALERT ROSTERS

FLIGHT "A"

______ ANG NAME	ADDRESS	PHONE	GOVT. TRANSP. REQUIRED
Flight Leader			No
Asst. Flt. Leader			"
Asst. Flt. Leader			"
1st Element Leader			"
Asst. Element Leader			"
Asst. Element Leader			"
- - - - -			"
- - - - -			"
- - - - -			"
2nd Element Leader			"
Asst. Element Leader			"
Asst. Element Leader			"
- - - - -			"
- - - - -			"
- - - - -			"
3d Element Leader			"
Asst. Element Leader			"
Asst. Element Leader			"
- - - - -			"
- - - - -			"
- - - - -			"
4th Element Leader			Yes
Asst. Element Leader			No
Asst. Element Leader			"
- - - - -			"
- - - - -			"
- - - - -			"

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TAB 2

to Annex B, Mobilization Plan, ____________________
(ANG Unit)

(Sample Radio Release)

1. To be released to Radio Stations.

"All ANG personnel will report to ______________, ___________ at once. Mobilization plan is in operation. Those having no transportation will report to the designated assembly points."

2. To operators of principle theaters.

Same as 1 above.

3. Notify police.

4. Notify such other public places as necessary.

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TAB "3"

To Annex "B", Mobilization Plan, ____________________
(ANG Unit)

ALERT & PICK-UP ROSTER

Alert Jeep #1 SN

DRIVER:
Name, Address
Tel. No.

ALTERNATE DRIVE:
Name, Address
Tel. No.

ROUTE: "E" FLIGHT - 1st Element

NAME	ADDRESS
Flight Leader	
Asst. Flt. Leader	
Asst. Flt. Leader	
1st Element Leader	
Asst. 1st Element Leader	
Asst. 1st Element Leader	
Personnel "E" Flight	

Alert Jeep #2 SN

DRIVER:
Name, Address
Tel. No.

ALTERNATE DRIVER:
Name, Address
Tel. No.

ROUTE: "E" FLIGHT - 2nd Element

NAME	ADDRESS
2nd Element Leader	
Asst. Element Leader	
Asst. Element Leader	
- - - - -	
- - - - -	
- - - - -	

Pick-Up Transportation: ---------ANG Unit   VEHICLE TYPE   SN

DRIVER:
Name, Address
Tel. No.

ALTERNATE DRIVER:
Name, Address
Tel. No.

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Tab 3 to Annex "B" Cont'd

ALERT & PICK-UP ROSTER
Cont'd

ROUTE:	NAME	ADDRESS OF ASSEMBLY POINTS
1st		
2nd		
3rd		
4th		
5th		
6th		
7th		
8th		

Pick-Up Transportation: ----- ANG Unit

DRIVER: VEHICLE TYPE SN
Name, Address
Tel. No.

ALTERNATE DRIVER:
Name, Address
Tel. No.

ROUTE:	NAME	ADDRESS OF ASSEMBLY POINTS
1st		
2nd		
3rd		
4th		
5th		
6th		
7th		
8th		
9th		
10th		
11th		
12th		
13th		
14th		
15th		

Continue for each vehicle assigned to transportation pick-up detail.

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ANNEX C

to Mobilization Plan, ______________
(ANG Unit)

SECURITY OF THE BASE

1. Responsibility - It will be the responsibility of 1st Lt. ______________ as Unit Security Officer to place the alert security plan in effect, insure that all personnel are briefed in, and fully cognizant of, their duties and responsibilities pertaining to the internal security of the ANG Unit, and supervise its operation.

2. The Alert Security Plan -

a. For initial alert security purposes sufficient members of the unit will be designated as the Security Guard Detachment, (list attached). This detachment will include at least one officer. Personnel detailed for this duty will be carefully chosen for even temperament and stability and well trained in duties they are to perform. The eventual size of the Security Guard Detachment will, of necessity, be governed by the situation and conditions existent at the time and should allow for the possible reenforcement of the Base Air Police Squadron.

b. Immediately upon receipt of information that alert orders are in effect, the following action will be taken by the Security Officer.

(1) Contact and orient the Base Provost Marshal and maintain continuous liaison thereafter.

(2) Post an adequate number of security guards to insure complete protection against espionage and sabotage of unit installations, communications and property.

(3) Check to insure strict compliance, by all personnel, with current regulations and directives pertaining to the security of classified information and materiel.

c. Form ConAC-AP 1 will be used as an official Personal Identification Card until receipt of DA AGO 65. Upon arrival at the designated unit Operating Station, an Identification Card (DA AGO Form 65) will be accomplished and distributed to each officer.

d. The security measures set forth in sub-paragraph b above, will be continuous and revitalized from time to time in order that the most effective and complete protection will be furnished at all times.

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e. The Unit Commander will be kept informed of the status and effectiveness of the security protection.

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ANNEX D

to Mobilization Plan, ______ANG Unit (SE)

ADMINISTRATION

1. Except as otherwise indicated, the Adjutant is responsible for the completion of the administrative actions specified herein.

2. The Commanding Officer will acknowledge receipt of induction orders to the Commanding Officer, ______(next higher headquarters).

3. All leaves of absence will be cancelled.

4. The Disbursing Officer at the Numbered Air Force will be promptly notified of the number of airmen on the rolls on the date of induction and of changes in strength.

5. A daily sick report (WD AGO Form 5) will be initiated in accordance with AR 345-415.

6. A duty roster (WD AGO Form 6) will be initiated in accordance with AR 345-25.

7. The original enlistment record (WD NGB Form 21) of each airman will be forwarded to the Director of Statistical Services, Headquarters, --------Air Force.

8. All service records (WD AGO Form 24A) will be continued in use, in accordance with AR 345-125 and TM 12-230A. The notation "Inducted into the Active Military Service of the United States at Headquarters, -------ANG Unit on __________, at --------, ---------, pursuant to the Presidential Order of _______________," will be entered under Section 9, "Remarks - Administrative". A rubber stamp has been provided for this purpose.

9. All Airmen's Qualification Cards (WD AGO Form 20) will be continued in use, in accordance with AF Manual 35-1. The notation outlined in paragraph 8 above will be entered under Item 28, "Remarks".

10. Item 28 (Chronological Record of Military Service) on WD AGO Form 66 (Officer's, Warrant Officer's, and Flight Officer's Qualification Record) will be closed out, and a new entry as of the effective date of induction will be opened. The notation outlined in paragraph 8 above will be entered under Item 42, "Remarks". Distribution will be made as follows:

Organization Copy:	This copy is for the use of the unit and will be maintained and filed in the unit.
Command Copy:	This copy will be forwarded direct tothe Commanding General, _________Air Force, Attention: Deputy for Personnel and Administration.

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Hq, USAF copy: This copy will be forwarded direct to the Chief of Staff, United States Air Force, Attention: Deputy for Personnel, AFPMP-8A, Officers Record Section.

Appropriate change reports (DA AGO Form 66A) will be submitted on all personnel changes as required by paragraph 1007, AF Manual 35-1.

11. If inducted into the service of the United States under an "order", appointments in the Air Force of the United States are tendered officers not holding appointments in the National Guard of the United States. Officers accepting, will execute a WD NGB Form 337 (Oath of Office). Officers declining, will so indicate in writing, be dropped from the rolls, and reported to the Adjutant General of ----------. The Oath of Office or declination will be transmitted to the Commanding General, --------------Air Force.

12. Initial morning report (WD AGO Form 1) will be opened in accordance with AR 345-400. Copy No. 1 (white) will be forwarded to the Director of Statistical Services, Headquarters, ---------Air Force. Copy No. 3 (white) will be forwarded to the Commanding Officer, ------- (next higher headquarters). For strength accountability factors involved in the preparation of morning reports, see Air Force Regulations 35-13, 13a, and 13b.

13. Upon determination of the inability of individuals to move with the unit due to sickness or injury, the Commanding General, -------Air Force will be requested to transfer such personnel.

14. Upon determination of the AWOL status of an airman, all records will be transmitted to the Commanding General, -----------Air Force, the airman dropped from the rolls, and the Adjutant General of --------- informed of action.

15. An initial requisition for officer personnel will be immediately prepared as outlined in ConAC Letter 36-12 and submitted directly to the Commanding General, ----------Air Force, with information copies to intermediate headquarters.

16. If recruiting is authorized, shortages of airmen will be filled as outlined in Annex J, "Recruiting". To supplement recruiting, a Report of Shortages by grade and SSN will be reported to the Commanding General, -----------Air Force.

17. A NME Form 93 (Record of Emergency Data) will be prepared on all assigned personnel in accordance with instructions contained thereon and AF Letter 35-121.

18. Pay data card (WD AGO Form 77), Officer's Record of Leave Taken (WD AGO Form 481), and Immunization Register (WD AGO Form 8-117) will be prepared and distributed to all officers.

19. Airmen found physically disqualified will be discharged in

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accordance with AR 615-360 and AR 615-361. Report of Discharge, together with copy of Report of Physical Examination, will be forwarded direct to the Chief of Staff, United States Air Force. Information copy of Report of Discharge will be furnished the Adjutant General f -------------- and one copy retained in the unit files. Copy of .eport of Physical Examination will be furnished each airman discharged.

20. Orders for the relief of officers found physically disqualified will be issued by the Commanding General, ----------Air Force.

21. Payrolls for armory drill pay will be prepared in accordance with applicable National Guard regulations and submitted to the USA Disbursing Officer, ------------, -------------. Payrolls, after induction, will be prepared as outlined in Annex I, "Finance Matters".

22. Non-appropriated unit funds will be administered in accordance with Annex I, "Finance Matters".

23. Form ConAC-AP 1 will be used as an official personnel identification card, until receipt of WD AGO Form 65. See Annex C, "Security of the Base".

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ANNEX E

to Mobilization Plan, ______________________________
(ANG Unit)

1. Messing at Unit Rendezvous - Immediately on call or order of induction, the following messing plan is established for this Unit.

a. The Adjutant or Executive Officer will notify the Mess Officer of the number of personnel for whom rations will have to be procured.

b. The Mess Officer will contact the Disbursing Officer of the ____________Air Force in order that rations or a monetary allowance for the purchase of meals be authorized. Monetary allowance will be authorized only until adequate messing facilities can be established.

c. The Mess Officer (of ANG Units on Regular USAF establishements) will contact the Commanding Officer of the Base for the purpose of messing ANG personnel with the Regular establishment. The following information will be furnished the Base Commander:

(1) Total number of personnel to be attached for rations.

(2) Equipment available to supplement the equipment of the ____________mess.

(3) Number of mess personnel of this organization available to assist the mess personnel of the __________ mess.

d. The Mess Officer of this unit will obtain from the Commanding Officer of the ____________________the following information:
(Base)

(1) Messing hours.

(2) Reporting hours and duty schedules for mess personnel, of this unit, to be utilized by the __________mess.

2. Unit Feeding During Movement from Unit Rendezevous to Operating Base.

a. Motor - Meal will be purchased for the convoy personnel from eating establishments enroute, where no military establishment is reasonably convenient.

b. Money allowance for the purchase of meals - The money allowance for the purchase of meals for enlisted men will not exceed three times the value of the garrison ration and no savings will be allowed. The Commanding General, _________Air Force, will inform this unit of the value of the garrison ration on the effective date of the call or order of induction. Officers will purchase their own meals.

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c. Payment for Meals En Route - Meals en route will be paid for in cash from funds which the Convoy Commander will obtain from the Unit Commander.

d. Bills for Meals Purchased - Bills for meals purchased will be processed as indicated in Annex I.

3. Rail - Meal tickets will be furnished to the Train Commander by the Transportation Officer for feeding personnel while en route by rail.

4. Sanitation - Throughout the period during which this unit subsits en route according to the above plan, the officer-in-charge will insure that meals are purchased only at eating establishments maintaining high sanitary standards.

5. Messing at Unit Operating Base.

a. Immediately upon arrival at the Units Operating Base, the Unit Mess Officer will contact the Base Food Service Supervisor. The Base Food Service Supervisor will make the necessary arrangements for messing the organization.

b. If the Unit moves to an unoccupied Base, it will be the responsibility of the Unit mess officer to procure rations from the nearest Supply Base and establish a Unit mess with the available Unit equipment.

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ANNEX F

To Mobilization Plan, ________
(ANG Unit)

FACILITIES

1. Responsibility: The Unit Supply Officer will be responsible for carrying out the instructions contained herein.

2. Assignment of Quarters:

a. All personnel of the unit with the exception of those noted in b and c below, will be quartered in building #________.

b. If sufficient quarters are not available at the unit rendezvous the following listed personnel will be quartered at ____________________:

M/Sgt John Doe
T/Sgt Jack Woggobledegooski

c. Bachelor Officers' Quarters will be located in Building #____________.

d. Where regular buildings are not available, tentage will be used.

3. Payment for Rented Quarters: Bills, Purchase Orders, Vouchers and Certificates required in paying for rented quarters will be completed as prescribed in Annex I - Finance Matters.

4. Space for Medical Examining Board: Sufficient space will be reserved for exclusive use of the Medical Examining Board.

5. Messing Facilities: See Annex E.

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ANNEX G

To Mobilization Plan, ________________
(ANG Unit)

MEDICAL SERVICE

1. Responsibility.

a. Medical Service: The unit Flight Surgeon will hold daily sick call, provide emergency medical treatment for the unit and perform all physical examinations where required. Where no Flight Surgeon is available a contract surgeon will be utilized. Funds for this purpose will be provided upon application to the ~~numbered~~ Air Force.

b. Dental Service: The Dental Officer will provide dental treatment for the unit. If no dental officer is authorized or provided, contract dental service will be utilized.

c. Unit Medical Detachment: The NCO in charge of the Unit Medical Detachment will be responsible for contacting the Flight Surgeon or Dentist when their services are required for emergency treatment and, in the absence of these officers, rendering first aid when necessary. He will also arrange for transportation when treatment must be made at the private office of a contract Surgeon or Dentist.

2. Sick Call: Sick call will be held daily from ______to________ in the unit infirmary.

3. Emergency Service:

a. Medical: For emergency service the Surgeon will be contacted by calling his office. (Telephone ___________). If the surgeon cannot be contacted when immediate medical attention is necessary, an emergency call will be made to Emergency Service, __________Hospital. (Tel ________Ext ________.) An ambulance and a medical attendant will be provided by the _________Hospital. Cases requiring major hospital treatment will be evacuated to __________Hospital, _________,_________, when condition of the patient will allow.

b. Dental: All emergency dental cases arising will be referred to the dentist at his office (Tel _______) at ____________.

4. Medical Supplies: Medical supplies in the Unit Aid Station will be utilized to the fullest extent. Emergency supplies required will be purchased for cash from the _________Pharmacy, _________,__________. Method of payment will be as indicated in Annex I, Finance Matters.

5. Physical Examinations:

a. Routine: The Surgeon will perform all routine physical examinations during sick call if possible, and if not, at an appropriate time scheduled by him. Adequate supply of standard forms 88 and 89 are available for recording physical exams. A Flight Surgeons Kit is on hand and its contents have been found complete.

B. Mobilization Physical requirements: These physical examinations will be completed as soon as possible and will be so scheduled as not to interfere with the primary defensive mission of this unit. Headquarters __________Air Force will furnish additional medical officers (travelling team) to aid in the rapid completion of the examinations. Additional doctors will be used only when the travel team is not available. All laboratory work necessary for the proper accomplishment of both routine and mobilization physical exams will be done by the general hospital. These physical exams will be conducted in accordance with instructions and standards previously issued by Headquarters __________Air Force. Waivers will be granted in accordance with instructions from the Commanding General, __________Air Force.

6. Payment for Services: Payment for the services of Contract Surgeons and Dentists will be made under the provisions of AR 40-505 and AR 40-570 with vouchers submitted to the Disbursing Officer of __________Air Force for payment.

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ANNEX H

To Mobilization Plan, ____________
(ANG Unit)

PROPERTY

1. Responsibility: The Unit Supply Officer is responsible for carrying out all instructions contained in this annex.

2. Individual Clothing: Immediately upon induction, an inspection of all clothing in possession of enlisted men will be made and shortages filled from base stocks when items are available. Clothing issues will be entered on WD AGO Form 32 (Individual Clothing and Equipment Record) and dropped from the stock record account. No requisitions for shortages will be submitted to a depot until instructions are received from the higher headquarters. Clothing lost, damaged or destroyed through other than fair wear and tear will be disposed of by Report of Survey on WD AGO Form 15, as prescribed in AR 35-6640, AR 700-25, and TM 14-904, or entered on a statement of charges against the responsible individual as prescribed in paragraph 60, TM 14-904. Articles of salvage value will be turned in to the appropriate Salvage Officer on DA AGO Form 447-Turn-in Slip.

3. Property Inventory: A complete physical inventory of Unit T/O&E property will be made immediately upon induction. Entries in the unit copy of AF Form 115, Unit Property Record and Equipment list, will be reconciled with the entries in the copy maintained by the Base Accountable Supply Officer. Property on hand in excess of T/O&E authorization will be turned in to the Base ccountable Supply Officer in accordance with paragraph 3b, Annex "M", on DA AGO form 447, Turn-in Slip.

4. Services and Expendable Supplies: Present stocks of regular quartermaster supplies, fuel, gasoline, and oil on hand in the unit will be used as required. If additional supplies are necessary, these will be obtained from the appropriate supply agency. Purchases will be limited to those supplies required for consumption in transit to a new station. The preparation of forms for payments is covered in Annex I. Services, including communications, transportation, packing and crating will be procured as necessary and paid for as prescribed in Annex I.

5. Preparation of Property for Movement:

a. Target Date: All property to accompany the Unit will be ready for loading not later than (date specified by next higher headquarters).

b. Crating Priority: First priority in crating is assigned to the air echelon or combat team. Equipment to accompany air echelen will be kept physically separated from other unit property to facilitate movement. Hand tools of individuals in the air echelon will be carried by the individual.

c. Marking of Crates: Crates assigned to each unit section will be numbered serially within a block of numbers assigned to each section to simplify identification at operating station. The Sections are assigned crate numbers as follows:

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Orderly Room - 1 to 20	Operations - 21 to 30
Armament - 31 to 40	Transportation - 41 to 50
Maintenance - 51 to 70	Sq Supply - 71 to 90
Mess - 91 to 100	Tech Supply - 101 to ____.

6. Property to be taken by Unit: The following listed classes of property will be shipped with the unit when moving to a new station.

a. All T/O&E property.

b. All T/A property, (Post, Camp and Station), except as indicated in paragraph 7.

c. State-owned property purchased from the US and sequisitioned for the USAF, except as indicated in paragraph 7.

d. All TE-21 equipment and clothing, including unserviceable items having salvage value.

7. Property to be left at Unit Rendezvous:

a. Fixed Training Equipment: Fixed accessories installed for training, such as Link Trainers, Bombing and Navigation Trainers, and Equipment installed or issued especially for target ranges will be left at the unit rendezvous. In ddition, such post, camp, and station equipment and maintenance supplies as the Air Force Commander directs will be left. Accountability and responsibility for such property will be transferred to the USAF as prescribed in paragraph 8.

b. State-owned Property which has not been requisitioned by the United States, and Unit and Private property such as authmobiles trucks, and motorcycles will not be moved with the unit. Such pwoperty will be disposed of as instructed in Annex "M" - "Disposition of Excess Property".

8. Transfer of Accountability and Responsibility from ANG to USAF:

a. T/O&E Property: Accountability and responsibility for T/O&E property will be maintained by the Unit Commander on the Organization copy of AF Form 115, Unit Property Record and Equipment list. The Base Accountable Supply Officer will transmit his copy of the Unit Property Record and Equipment List to the new Base Accountable Supply Officer in the event the unit moves to a new station.

b. USAF Property other than T/O&E: The Unit Supply Officer will turn in to the Base Accountable Supply Officer immediately upon receipt of induction orders, all property which he holds on Memorandum Receipt. Property which the Air Force Commander directs in movement orders be moved with the unit or shipped o other USAF Base or depot, will be shipped on AF Form 104C, Shipping Ticket, prepared and distributed by the Base Accountable Supply Officer in accordance with Section XIII, AFM 67-1. Two additional copies of each shipping ticket will be prepared for the USAF Area Auditors file for use in auditing the property accounts. Accountability and responsibility for property to be left at the Unit rendezvous, will be transferred to the USAF as prescribed in Annex "M" - "Disposition of Excess Property".

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c. State Property Purchased from the US: Shipping tickets, AF Form 104C, will be prepared by the State USP & DO for State property purchased from the US and requisitioned for the USAF under Section 86, National Defense Act. Shipping tickets will be marked at the top "STATE PROPERTY PURCHASED FROM THE UNITED STATES UNDER SECTION 86 NDA AS AMENDED." The property will be consigned to the Base Accountable Supply Officer and marked for the unit for which intended. The Base Accountable Supply Officer will sign and return one copy of the shipping tickets to the USP&DO. He will ship the property to the unit by obtaining the unit Commander's signature on one copy and forward one copy of each shipping ticket to the USAF Area Auditor for his file. He will then complete the original andone copy of each shipping ticket by inserting costs, extensions, and totals, and forward them through Air Force channels to the Chief of the National Guard Bureau who will effect credit to the State for the property.

9. Supply of Unit Equipment:

a. Automatic shipment by State USP&DO: The State USP&DO will make automatic shipment to the unit of serviceable T/O&E property held by him in State Control Storage. Shipments will be in accordance with priorities established by the Commanding General, ________ Air Force. Except for vehicles, shipments will be made to the unit initial operating station. Shipping tickets will consign the property to the Base Accountable Supply Officer and will be marked for the ________ Unit. Vehicles will be picked up at the State Storage point by unit drivers and driven to the unit rendezvous.

b. Shortages in T/O&E Equipment: No action other than that indicated in a, above, will be taken to fill shortages in T/O&E equipment until the unit is assigned a permanent station. The Supply Officer will submit DA AGO Form 446, "Property Issue Slips" to the Base Accountable Supply Officer at the permanent station for all remaining shortages in authorized equipment. The Accountable Supply Officer, within established priorities, will supply the items available in base stock and requisition remaining shortages on the appropriate depots.

c. Cancellation of Outstanding Requisitions: The Unit Supply Officer will take immediate action to cancel all requisitions outstanding at the unit rendezvous through the Base Accountable Supply Officer immediately upon receipt of movement orders for a permanent change of station.

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ANNEX H1

To Mobilization Plan, ______________
(ANG Unit)

PROPERTY

1. The Unit Supply Officer is responsible for carrying out all instructions contained in this annex.

2. Individual Clothing - Immediately upon induction, an inspection of all clothing in possession of enlisted men will be made and shortages filled from base stocks when items are available. Clothing issues will be entered on WD AGO Form 32 (Individual Clothing and Equipment Record) and dropped from the stock record account. No requisitions for shortages will be submitted to a depot until instructions are received from the higher headquarters. Clothing lost, damaged or destroyed through other than fair wear and tear will be disposed of by Report of Survey on WD AGO Form 15, as prescribed in AR 35-6640, AR 700-25, and TM 14-904, or entered on a statement of charges against the responsible individual as prescribed in paragraph 60, TM 14-904. Articles of salvage value will be turned in to the appropriate Salvage Officer on DA AGO Form 447- Turn-in Slip.

3. Property Inventory - A complete physical inventory of unit T/O&E property will be made immediately upon induction. Entries in Squadron Property Book will be reconciled with entries on memorandum receipt jacket file maintained by the Accountable Officer (USP&DO). Property on hand in excess of T/O&E will be turned over to the NG Base SO in accordance with paragraph 3b, Annex M, on DA AGO form 447, Turn-in-Slip.

4. Services and Expendable Supplies - Present stocks of regular expendable supplies, fuel, gasoline, and oil on hand in the unit will be used as required. If additional supplies are necessary, these will be obtained from the appropriate supply agency. Purchases will be limited to those supplies required for consumption in transit to a new station. The preparation of forms for payment is covered in Annex I. Services including communications, transporation , packing and crating will be procured as necessary and paid for as prescribed in Annex I.

5. Preparation of Property for Movement:

a. Target Date: All property to accompany the Unit will be ready for loading not later than (date specified by next higher headquarters).

b. Crating Priority - First priority in crating is assigned to the air echelon or combat team. Equipment to accompany air echelon will be kept physically separated from other unit property to facilitate movement. Hand tools of individuals in the air echelon will be carried

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by the individual.

c. Marking of Crates - Crates assigned to each unit section will be numbered serially within a block of numbers assigned to each section to simplify identification at operating statioh. The Sections re assigned crate numbers as follows:

Orderly Room - 1 to 20	Operations - 21 to 30
Armament - 31 to 40	Transportation - 41 to 50
Maintenance - 51 to 70	Sq Supply - 71 to 90
Mess - 91 to 100	Tech Supply - 101 to ________

6. Property to be taken by Unit - The following listed classes of property will be shipped with the unit when moving to a new station:

a. All T/O&E property.

b. State-owned property purchased from the United States and requisitioned for the United States Air Force, except as indicated in paragraph 7.

c. All TE-21 equipment and clothing, including unserviceable 'tems having salvage value.

7. Property to be left at Unit Rendezvous:

a. Fixed Training Equipment - Fixed accessories installed for training, such as Link Trainers, Bombing and Navigation Trainers, and equipment installed or issued especially for target ranges will be left at the unit rendezvous. In addition, such post, camp, and station equipment and maintenance supplies as the Air Force Commander directs will be left. Accountability and responsibility for such property will be transferred to the United States Air Force as prescribed in paragraph 8.

b. State-owned property which has not been requisitioned by the United States, and Unit and Private property such as automobiles, trucks, and motorcycles will not be moved with the unit. Such property will be disposed of as instructed in Annex "M" - "Disposition of Excess Property."

8. Transfer of Accountability and Responsibility from ANG to USAF:

a. T/O&E Property - Responsibility for T/O&E property will e maintained by the Unit Commander in the Squadron Property Book. Documents transferring the property to the Unit Commander will be the authority for the USP&DO (or other Accountable Officer as appropriate) to terminate accountability for same.

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b. USAF Property other than T/O&E - The Unit Supply Officer will turn in to the NG Base SO immediately upon receipt of induction orders, all property which he holds on memorandum receipt. Property which the Air Force Commander directs in movement orders to be moved with the unit or shipped to other USAF Base or Depot, will be shipped on AF Form 104C shipping ticket, prepared and distributed by the office holding accountability in accordance with Section XIII, AF Manual 67-1. Two additional copies of each shipping ticket will be prepared for the USAF Area Auditors file for use in auditing the property accounts. Accountability ahd responsibility for property to be left at the Unit Rendezvous will be transferred to the USAF as prescribed in Annex "M", "Disposition of Excess Property."

c. State Property Purchased from the United States - Shipping tickets, AF Form 104C, will be prepared by the State USP&DO for State property purchased from the United States and requisitioned for the USAF under Section 86, National Defense Act. Shipping tickets will be marked at the top "STATE PROPERTY PURCHASED FROM THE UNITED STATES UNDER SECTION 86 NDA AS AMENDED." The property will be consigned to the Base Accountable Supply Officer and marked for the unit for which intended. The Base Accountable Supply Officer will sign and return one copy of the shipping tickets to the USP&DO. He will ship the property to the unit by obtaining the Unit Commander's signature on one copy and forward one copy of each shipping ticket to the USAF Area Auditor for his file. He will then complete the original and one copy of each shipping ticket by inserting costs, extensions, and totals, and forward them through Air Force channels to the Chief of the National Guard Bureau who will effect credit to the State for the property.

9. Supply of Unit Equipment:

a. Automatic Shipment by State USP&DO - The State USP&DO will make automatic shipment to the unit of serviceable T/O&E property held by him in State Control Storage. Shipments will be in accordance with priorities established by the Commanding General, ___________Air Force. Except for vehicles, shipments will be made to the unit initial operating station. Shipping tickets will consign the property to the Base Accountable Supply Officer and will be marked for the ___________ Unit. Vehicles will be picked up at the State storage point by unit drivers and driven to the Unit Rendezvous.

b. Shortages in T/O&E Equipment - No action other than that indicated in a, above, will be taken to fill shortages in T/O&E equipment until the unit is assigned a permanent station. The Supply Officer will submit DA AGO Forms 446, "Property Issue Slips" to the Base Accountable Supply Officer at the permanent station for all remaining shortages in authorized equipment. The Accountable Supply Officer, within established priorities, will supply the items available in base stock and requisition remaining shortages on the appropriate depots.

c. Cancellation of Outstanding Requisitions - The Unit Supply Officer will take immediate action to cancel all requisitions outstanding at the Unit Rendezvous through the Base Accountable Supply Officer immediately upon receipt of movement orders for a permanent change of station.

JOHN DOE
Major, AF NG
Commanding

Date

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ANNEX I

to Mobilization Plan, - - - - - - -(Air National Guard Unit)

FINANCE MATTERS

1. Purchases on Credit - The Unit Supply Officer is authorized to purchase on credit necessary supplies for the unit prior to receipt of funds.

2. Authorized Purchases - Purchases authorized are as follows:
a. Food, soap, candles, matches, toilet paper and ice in amounts not to exceed three times the value of the garrison ration.

b. The hiring of sleeping quarters, fuel and other regular supplies other than those stated in a above, in amounts not to exceed 25 cents per man per day.

c. Medical supplies.

d. Any other supplies or services necessary prior to arrival at a new station, provided the approval of the Commanding General, --- Air Force is obtained.

3. Bids - The Supply Officer will obtain the best prices in the locality and will require more than one bid, whenever possible, before making each purchase.

4. Cashing of Official Checks: Upon receipt of funds by official checks, the Unit Commander will indorse each check, as needed, with the words, "Agent Officer at ------, -----", following his signature. Payment for purchases made on credit will be made without delay. He will not, at any time, deposit checks received for unit expenses incident to induction, in any bank or similar place, either in a personal account or unit fund account.

5. Preparation of Purchase Orders

a. Number of copies to be prepared - four.

b. Number of copies to be signed - the original and two copies.

c. Distribution:

(1) The signed original copy will be given to the person, firm or corporation from which the supplies or services are purchased.

(2) Two signed copies will be forwarded to designated disbursing officer.

(3) One unsigned copy will be retained by the unit commander.

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Annex I cont'd

d. Form - The following form will be used:

ORDER FOR SUPPLIES AND SERVICES

Order for supplies* required in connection with the induction of the Air National Guard into the service of the United States under the call* order* of the President of ______________________
(Date)

Order No.__________ ______________________________
(Designation of Unit)

__________________ ______________________________
(Date) (Home Station)

TO____
(Name of person, firm, or corporation furnishing supplies or services)

____
(Place)

Please deliver* furnish* to bearer the supplies* services* listed below for use of ____________________ and furnish bearer with a bill,
(name of unit)
in triplicate.

Supplies*	Services*	Price	Total Cost

Total Cost of Supplies* Services*______________

The above supplies* services* were procured by verbal emergency bids from the lowest bidder and are necessary in the operation of the Air Force of the United States and payment for them will be made by me, or by the disbursing officer at ______________________________
(Location of disbursing officer furnishing funds to unit)

____
(Signature of officer incurring obligation)

____
(Grade and Unit)

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Annex I cont'd

*Strike out the words not applicable.

6. Public Voucher for Purchases and Services Other Than Personal Standard Form 1034) - For each payment made for supplies and services, the purchasing officer will prepare an original and one carbon copy of Standard Form 1034. The following entries only will be placed on the form (the sub-paragraphs below are quoted from the form) -

a. "U. S." ---Department of the Air Force.

b. "Voucher prepared at" -- Address of home station.

c. "To"-- The name of the person, firm, or corporation from which the supplies or services are purchased entered exactly as it appears in the heading of the bill.

d. "Address" ---Address of payee as it appears on the bill.

e. Column headed "Articles of Services"--"Per detailed bill herewith."

f. Column headed "Amount -- The total amount of the bill.

g. Certificates for services and for expendable supplies. -- On the original and duplicate of each voucher for services or for expendable supplies (practically all purchases made will be one or the other), one of the certificates given in (1) and (2) below must be entered. The certificate will be placed on the lower half of the blank columns on the upper half of the form, below the entries covered in e and f above. The unit commander will sign the certificate on the original copy only.

(1) Certificate for services -- The services covered by this voucher and listed on the attached receipted bill were procured at the lowest prices only by verbal emergency bids, and were necessary in connection with the President's (call) (order) of ____________
(Date of Call or Order)

____
(Signature of Unit Commander

____
(Name typed)

____
(Grade and Unit)

h. Certificate beginning "I certify that the above bill is correct and just". --The purchasing officer will obtain the signature of the

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payee to the certificate beginning "I certify that the above bill is correct and just", on the original copy only of the voucher. The voucher must be made out in full when this signature is obtained. The signature of the payee must be the same as his signature on the receipted bill covered by the voucher. When the payee signs for himself as an individual doing business, his signature will be placed on the line headed "Payee". In all other cases, the name of the company or firm, exactly as it appears in the heading of the attached bill, will be placed on the line headed "Payee", with the signature on the line headed "Per", and his title on the line headed "Title". The title "Proprietor" or "one of the Proprietors" will be used for individuals or co-partnerships doing business under a company name (such as "The Quality Grocery Company"). The title "one of the firm" will be used for a co-partnership doing business as such (for example, "Smith and Jones"). The appropriate title, such as "manager", "Treasurer", "secretary", will be used for persons signing for a corporation.

i. Certificate beginning "Pursuant to the authority vested in me." The unit commander will sign the certificate beginning "Pursuant to the authority vested in me", placing his grade and unit on the line headed "Title". In the space after "No." in the third line of this certificate the numeral "3" will be entered.

j. "Paid by."--The purchasing officer must obtain a receipt on all vouchers paid, in addition to a receipt on the bill. He will enter the amount and date on the bottom line (headed "Cash") and will obtain the signature of the payee at the bottom right of the form, on the lines headed "Payee", "Per", and "Title", in the same manner as directed in h above and on the original copy only of the voucher.

7. Receipt by Unit Commander for Funds Received -

a. With each group of three checks which the Squadron Commander receives, he will also receive one copy of WD AGO Form 14-47 (Funds Intrusted to Agent Officer) to which will be attached an original and duplicate of WD AGO Form 14-48 (receipts for funds intrusted to agent officer). He will immediately acknowledge receipt of the funds by signing and returning the original of Form 14-48 to the disbursing officer who sent him the checks.

b. The unit commander will also receive in triplicate WD AGO Form 14-49 (Return of Funds and Statement of Agent Officer's Balance) with WD AGO Form 14-50 (Acknowledgement of Return of Funds and Statement of Balance) attached. These forms will be used to make the return required below.

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Annex I cont'd

8. Accounting for Funds - After the Unit Commander receives the first three checks for unit expenses, and after receiving each succeeding three checks, he will make a return within 48 hours to the disbursing officer from whom he received them. This return will be made on WD AGO Form 14-49, made out in triplicate. He will retain one copy of this form and send the original and one copy to the disbursing officer. Accounting procedures are outlined in AFM-173-10. With each return submitted, he will attach copies of the following:

a. Purchase Orders - Two copies of all purchase orders for supplies and services purchased and paid for.

b. Receipted bills - The original and one copy of receipted bills for supplies and services purchased and paid for.

c. Vouchers - The signed original and one unsigned carbon copy of Standard Form 1034 (Public Voucher for Purchases and Services other than Personnel) for each receipted bill.

9. Final Return -

a. General - The Unit Commander will make a final accounting and return of funds in the manner prescribed above, to the disbursing officer from whom he received the funds, within 48 hours after arrival at a permanent station or, in the event this organization remains at its present location, within 48 hours after notification to close his account is received from the Disbursing officer. With this return, uncashed checks may also be returned in addition to unexpended cash. Uncashed checks, including those received after arriving at the permanent station, will be entered as a separate item on WD AGO Form 14-49 in making the final return. All unpaid bills for unit expenses incurred before reachi g the permanent station, with signed copies of the corresponding purchase orders, will be submitted in duplicate by the unit commander with his final return.

b. Money Order - A post office money order will be used to return all cash sent with the final return prescribed by a above. The money order will be made out for the unexpended cash balance less the cost of the money order, and will be made out to the Treasurer of the United States and sent to the designated disbursing officer. The Unit Commander will prepare the following voucher and present it to the postmaster for signature at the time of purchasing the money order, and will include the signed copy and a duplicate with the receipted bills submitted:

Fee for post office money order dated________________for transmission of funds in the total amount of $________from ____________ Name of Unit

________________, unit agent officer for ________________ (Designation of Unit)
commander)

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Annex I Cont'd

at ______________________ to __________________ at ______________
(Home Station) name of disbursing officer (Location
__________________________, was paid to me.
of disbursing officer)

____
(Signature of Postmaster)

____
(Signature of Unit Commander)

____
(Grade and Unit)

10. RECEIPT FROM DESIGNATED DISBURSING OFFICER - The Squadron Commander will receive a receipt for unexpended funds returned, from the disbursing officer on WD AGO Form 14-50.

11. NOTIFICATION TO DISBURSING OFFICER OF NONRECEIPT OF FUNDS - If checks for unit expenses are not received within 48 hours after the effective date of induction, the Squadron Commander will notify the disbursing officer direct by telegram.

12. FUNDS NOT TO BE USED FOR EXPENSES INCURRED AFTER ARRIVAL AT PERMANENT STATION - No funds advanced to the unit commander to cover unit expenses incident to induction will be used to pay for any obligations incurred after arrival of unit at its permanent station or after instructions are received from the Disbursing Officer to close his account and make a final return of funds.

13. EXTRA FUNDS - In any emergency requiring extra funds, the Squadron Commander will telegraph the circumstances collect direct to the disbursing officer supplying him with funds.

14. PREPARATION OF PAYROLLS FOR AIRMEN -

a. Payrolls for airmen will be prepared and certified by the squadron personnel officer.

b. The payrolls will be submitted to the Disbursing Officer in sufficient time to enable the Disbursing Officer to compute the amounts due and secure necessary cash in order that payment may be effected promptly.

c. The unit personnel officer will arrange with the Disbursing Officer as to the time and place of payment, and with the Unit Commander for the appearance of the personnel at the designated place for payment.

d. The date of the certificate by the squadron personnel officer will not be earlier than the last date for which pay is claimed on the payroll.

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Annex I cont'd

15. FORMS USED - Payrolls will be prepared on WD Form 366, 366a, when necessary, and 366b (back sheet) in accordance with AR 345-155.

16. PREPARATION OF PAY & ALLOWANCE VOUCHERS - Commissioned officers, and others who certify their own pay vouchers, will prepare certify and submit monthly, DA Form 336 in duplicate for pay and allowances due them for full calendar months to the disbursing officer for payment, in accordance with AR-36-1360.

17. NON-APPROPRIATED FUNDS -

a. Non-appropriated funds will be received, accounted for, and expended by the Unit Commander, in accordance with AR 210-50.

b. A new Council Book (WD AGO Form 10-4) will be opened upon the first receipt of funds which properly belong in unit funds. See AR 210-50.

c. Non-appropriated funds need not be used to defray expenses of induction.

JOHN DOE
Major AF NG
Commanding

Date

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ANNEX J

to Mobilization Plan, ____________________
(ANG Unit)

RECRUITING
(When authorized)

The recruiting officer will act as a special staff officer to the commanding officer concerning all recruiting activities. Upon being advised of the number of personnel by military occupational specialties necessary to fill this organization to full T/O strength, he will coordinate all recruiting activities with the nearest recruiting office. He will interview all prospective enlistees to determine their suitability for assignment, before accomplishing the enlistment.

JOHN DOE
Major AF NG
Commanding

Date

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ANNEX K

to Mobilization Plan, ______ANG Unit

TRANSPORTATION

1. Designation of Responsibility -

a. Captain ______________ is designated Movements Control Officer and is responsible for the efficient and expeditious handling of all matters concerned with the movement of the unit. He will maintain a compilation of transportation requirements for movement made on the basis of authorized personnel and authorized T/O&E equipment. He will also maintain a compilation of transportation requirements for movement made on the basis of on-hand personnel andon-hand T/O&E equipment. Transportation requirements for on-hand personnel and T/O&E equipment should be revised as often as an appreciable change in the level of personnel or equipment is made.

b. Captain ______________ is designated Troop Train Commander and is responsible for monitoring of the movement of personnel and equipment by rail.

c. Lt. ________________ is designated Motor Convoy Officer and is responsible for the monitoring of the movement of the unit by vehicle.

d. Lt. ________________ is designated Air Movements Control Officer and is responsible for monitoring the movement by air of personnel and materiel of the unit.

2. Methods of Movements. In the event of an emergency or mobilization, movement of this unit may be made by means of vehicle, rail and air, or by utilizing any combination of the methods.

a. Military Vehicles - The following officers and airmen will accompany T/O&E vehicles over the road:

Motor Convoy Officer - Lt. ______________
Control Officer - Lt. ______________
Trail Officer - Lt. ______________

* * * * * * * *

Drivers	Vehicle Number
T/Sgt______________	______________
T/Sgt______________	______________
S/Sgt______________	______________

Others to Assist Drivers

Cpl______________	______________
Cpl______________	______________

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b. Commercial Rail: The following officers and airmen will travel by rail:

Captain__________________Troop Train Commander
Lt.__________________
S/Sgt__________________

c. Air Movement: Unit aircraft will be used to the fullest extent practicable in moving the unit. The following listed personnel, comprising the Squadron Advance Party, will be transported on first priority in unit aircraft:

Captain __________________
Lt. __________________
Lt. __________________
M/Sgt __________________
S/Sgt __________________
Sgt __________________

* * * * * * *

3. Procedures. Upon notice of movement orders, Captain ______________, (Movements Control Officer), will immediately contract the Deputy for Materiel, __________ Air Force, who will arrange for packing and crating supplies and equipment by contract with local firms for packing and crating which cannot be accomplished by the Unit.

a. Motor -

(1) The convoy column will be organised into serials and march units. The management of the main column will be handles by the column motor convoy commander, assisted by the column control officer, th column trail officer, commanders of serials and march units, and such traffic control personnel as may be posted along the route. Necessary ambulances and maintenance vehicles will accompany the column to care for vehicle breakdowns and casualties.

(2) A reconnaissance party will coordinate movement of Military Installations with the Provost Marshals through whose areas the convoy will pass, and with civil authorities in order to obtain full information regarding routes, time when they may be used to best advantage, and local assistance that may beexpected.

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AnnexK cont'd

(3) A Liaison Party will arrange for local purhhase of necessary services, such as: rations (See Annex "E"); water; bridge tolls; gasoline; oil and fuels; roadside repairs; medical attendance; and such other services as are deemed necessary.

(4) Tab "A" indicates total vehicle requirements. Vehicles required to augment organic transportation to be provided by the Air Force Commander upon request from the Unit Commander.

b. Rail -

(1) Captain ______________(Troop Train Commander) will contact the Transportation Officer, ______Air Force and submit the following information: Origin and destination; number of officers and airmen; weight and cube of accompanying baggage, military impedimenta, and other authorized equipment; (kitchen car equipment will not be requested if journey is less than 24 hours); departure date. The transportation officer, ________ AFB, __________, will immediately request the Chief of Transportation, Washington 25, D.C. for routing instructions and main number on the movement of personnel and materiel.

(2) Upon receipt of instructions from the Chief of Transportation, __________, ________, will instruct Capt ____________________(Troop Train Commander) as to point and hour of delivery of personnel, baggage, and/or military impedimenta to railhead for loading on rail equipment. Per par. 5b below, sufficient vehicles will be assigned for the purpose of loading rail equipment.

(3) Transportation Officer, ________, ____ _____, will prepare the following forms, based on information furnished in par 3b (1) above: Transportation Requests Form #1030; Government Bills of Lading Form 1103; and Meal Tickets WD AGO Form 10-30.

(4) Contact will be made immediately with local carrier's representative for further instructions and also Capt. ______________(Troop Train Commander) will become fully familiar with the duties of a Troop Train Commander, as outlined in WD Pamphlet 20-7, Troop Train Commanders' Guide.

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(5) Tab "B" indicates total rail requirements for movement of the squadron.

c. Air Movement:

(1) Lt. ____________________, as Air Movements Control Officer, will coordinate with the Base Operations Officer and the Air Transport Commander, in carrying out the schedule for loading of aircraft. He will keep the Movements Control Officer advised on the progress of the loading.

(2) A Weight and Balance Officer will be present to supervise the olading of aircraft carrying equipment.

(3) The attached tables (See Tab 3) show the total transport aircraft by type required to move the unit. The aircraft will be provided by Commanding General, __________Air Force, upon being notified by the Unit Commander of the date and hour the squadron will be ready to commence loading.

4. Reports - A report will be furnished destination commander, as follows, sufficiently in advance to permit proper arrangements to be made for reception of troops:

a. Designation of units, including number of personnel.

b. Method of travel and route.

c. Departure date and time, and expected date and hour of arrival.

d. Copies of this report will be furnished:

(1) Chief of Staff, United States Air Force, Washington 25, D.C. (ATTN: Operations Div.)

(2) Chief, National Guard Bureau, Washington 25, D.C.

(3) Commanding General, Continental Air Command (ATTN: Transportation Div.) Mitchel AFB, N.Y.

(4) Commanding General, Continental Air Command (ATTN: Operations Div.) Mitchel AFB, N.Y.

5. Operation of Motor Pool -

a. Location - The office of the Motor Pool Officer is located in area _________, Telephone No. _________.

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Annex K Cont'd

b. Assignment of Vehicles - All Unit vehicles, except as indicated in c below, are assigned to the Motor Pool. Requests for vehicles will be phoned to the Motor Pool Officer not later than 1600 hours the day prior to the date required.

c. Individual Vehicle Requirements - The following specific assignments of vehicles to personnel and sections are announced.

Vehicle & No.	Driver	Assignment
	(As required)	

There will be no change from present assignments of Special Purpose Vehicles.

6. Emergency Movement - Emergency movement by air will be made in accordance with the ConAC Mobility Plan which, when issued, will be filed with and become a part of this plan.

JOHN DOE
Major AF NG
Commanding

Date

1922

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Tab 1to Annex K

Movement of Org. by Vehicle

1. This tab indicates the vehicular requirements for road movement of the unit.

   a. Line 1 shows requirements for movement of complete authorized T/O&E.

   b. Line 2 shows requirements for movement of current level of T/O&E on hand as of ____________.

   c. Line 3 shows requirements for movement of line 2 T/O&E less the air echelon.

   d. Line 4 shows requirements for movement of line 3 T/O&E less the rail movement.

Line	Strength		Weight (Less Vehicles)	Mvmt by Unit Vehicles		Balance to be moved.					
	Off	EM	Org Equip	Personnel	Equipment	Personnel	Equipment	Add 2½ ton Tks Required	Spec	Hvy*Equip Lbs	Trucks Reqd
1											
2											
3											
4											

* Include track-laying and special heavy equipment, weight of which is not included in total organization weight, and requiring special trailers for movement.

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Tab 2 to Annex K

Movement of Organization by Rail

1. This tab indicates the railroad requirement for a rail movement of the unit.

   a. Line 1 shows requirements for movement of complete authorized T/O&E.

   b. Line 2 shows requirements for movement of current level of T/O&E on hand as of ______________________.

   c. Line 3 shows requirements for movement of line 2 T/O&E less the air echelon.

   d. Line 4 shows requirements for movement of line 3 T/O&E less the motor movement.

Line	Total Personnel to be moved		Equipment to be moved (Less Veh.)		Passenger		BG	KI	Box (Less Veh.)	Cars Required for Organization										Total Equip to be moved		Total Cars Required for Organization						
										Special Purpose Vehicles					General Purpose Vehicles							Pass		BG	KI	Flat 40.5'		
	OFF	EM	Wt lbs	Cu Ft	CO	SL			40.5	No	Wt	Cu Ft	Flat 40*	Flat 50*	No	Wt	Cu Ft	40*	50*	Wt	Cu Ft	CO	SL			40'	50'	Box
1																												
2																												
3																												
4																												

* Computed on the basis of transporting personnel totally by coach or totally by sleeper.

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Tab 3 to Annex K

Movement of Organization by Air

1. This tab indicates the aircraft requirements for an air movement of the unit, less non-air-transportable vehicles and equipment.

a. Line 1 shows requirements for movement of complete authorized T/O & E.

b. Line 2 shows requirements for movement of current level of T/O & E on hand as of ____________________.

LINE	Total Organization				Pers Capacity of acft assigned unit	Balance to be moved w/o non-airborne vehicles or equipment									Total Additional A/C Required.			
	Total Personnel	Total wt of pers w/ind equip 250 lbs per person	Equipment			Personnel	A/C Req.		Transportable in C-47 A/C			Transportable in C-82 A/C						
			lbs	Cu Ft		No	C-47	C-82	Lbs	Cu Ft	A/C Req	Lbs	Cu Ft		A/C Req	C-47	C-82	

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ANNEX L

to Mobilization Plan, ________________
(ANG Unit)

DISPOSITION OF FACILITIES

1. Responsibility - The Unit Supply Officer will be responsible for the transfer of facilities assigned to the unit as instructed herein.

2. Definition - The term "transfer of facilities" as used in this annex refers to the responsibility for security and custody of the facilities which have been delegated to the Unit Commander. It does not refer to the disposal of facilities which will be accomplished later upon instructions from the Chief of Staff, United States Air Force.

3. Preparation for Transfer - Prior to transfer of buildings, they will be cleaned, fire hazards removed, and locked.

4. Inspection - A joint inspection will be made with the Air Installation Office, _______ Air Force, after the facilities are prepared for transfer. All major deficiencies of each facility will be noted in the Certificate of Transfer.

5. Preparation and Distribution of Certificate -

a. Government-owned facilities - A certificate transferring the facilities to the Air Installation Office, ______ Air Force, will be prepared in five copies by he Unit Commander in form similar to the following:

CERTIFICATE

Date

I certify that I have this date transferred to Major ________, Air Installation Office, __________ Air Force, the responsibility for Government-owned buildings and facilities located at ______________ Municipal Airport as listedherein and in condition as noted:

____
____
____

JOHN DOE
Major, NG
Commanding

I hereby accept responsibility for buildings and facilities in present condition as listed in above certificate.

RICHARD ROE
Major USAF

Distribution:

Orig to AF Commander
1 to State AG

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Annex L Cont'd

1 to USP&DO
1 to AFB Commander
1 to Unit CO

b. State-owned or Leased Facilities - State-owned or leased facilities consisting of Buildings No. _____, _____, and _____, will be transferred to the local Armory Board or individual designated by the State Adjutant General, on a certificate similar to that prescribed in par 5a.

JOHN DOE
Major AF NG
Commanding

Date

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ANNEX M

to Mobilization Plan, ________ANG Unit (SE)

DISPOSITION OF EXCESS PROPERTY

1. The Unit Supply Officer will be responsible for the disposition of property excess to unit needs as instructed below.

2. Definition - "Excess" property as used in this annex is defined as that property in possession of the Unit or Base which will not accompany the unit to the Operating Station. It includes:

a. State property.

b. State-owned property purchased from the United States but not requisitioned by the United States.

c. Unit property purchased from unit funds.

d. T/O&E property in excess of authorizations.

e. Post, camp, and station equipment and maintenance supplies, including reparables and items having salvage value, which the Air Force Commander has directed to be left at Unit Rendezvous.

f. Installed training aids.

g. Equipment and supplies issued for use on target ranges.

3. Disposition Procedure

a. State and Unit property - Disposition instructions for State and unit property as listed in paragraph 2a, b, and c, will be requested from the Adjutant General of ________, and the property disposed of as instructed by that office.

b. United States Property - United States property under those categories listed in paragraphs 2d, e, f, and g, in possession of the Unit, including any items held on MR, will be turned in to the Base Accountable Supply Officer on Da AGO Form 447 Turn-in-Slip. The Air National Guard Base Accountable Supply Officer will, prior to his departure with the unit, transfer his property accounts to the Accountable Supply Officer of the nearest USAF installation. The transfer will be effected as prescribed in Section 22, AF Manual 67-1.

JOHN DOE
Major AF NG
Commanding

Date

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ANNEX M[I]

to Mobilization Plan __________ ANG Unit (SE)

DISPOSITION OF EXCESS PROPERTY

1. The Unit Supply Officer will be responsible for the disposition f property excess to unit needs as instructed below.

2. Definitions - "Excess" property, as used in this annex, is defined as that property in possession of the unit or base which will not accompany the unit to the operating station. It includes:

a. State Property.

b. State owned property purchased from the United States but not requisitioned by the United States.

c. Unit property purchased from unit funds.

d. T/O&E property in excess of authorizations.

e. Post, camp and station property and maintenance supplies, including reparables and items having salvage value which the Air Force Commander has directed to be left at the Unit Rendezvous.

f. Installed training aids.

g. Equipment and supplies issued for use on target ranges.

3. Disposition Procedure

a. State and Unit Property - Disposition instructions for State and Unit Property listed in paragraph 2a, b, and c will be requested from the Adjutant General of ___________, and the property disposed of as instructed by that office.

b. United States Property - United States property under those categories listed in paragraph 2d, e, f, and g in possession of the unit, including any items held on memorandum receipt, will be listed on DA AGO 447 Turn-in slip and transferred to the NG Base SO. Final disposition instructions for this equipment will be given to the NG Base SO by the USP&DO or other competent authority.

JOHN DOE
Major AF NG
Commanding

Date

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HEADQUARTERS
CONTINENTAL AIR COMMAND
INTEROFFICE ROUTING SLIP

REGISTER NO				
SUSPENDED TO				
EXTENDED TO				
CLASS	ADM	MISC	HIST	PERS

FILE:

SUBJECT: MOBILIZATION PLAN

To MATS (Grd)

NO	DATE	FROM	TO	Number and date each entry - show date of dispatch. Show staff division or office in FROM-TO columns. Sign each entry legibly - show actual signer. Draw a line across the page under each entry. Use full width of page for long entries.
1	8 Aug	P&R	~~Comp~~ (DirFin)	1. Attached proposed model mobilization plan for ANG units is submitted for your comments and or approval with special reference to Annex I. 2. Request the attached plan and your comments be returned to this office by 25 August 1949. Dwight F. Lewis DWIGHT F. LEWIS, Major, USAF, Ext. 6125 - 80 JAMES H. PRICE, Colonel, USAF, D/P&R
2	17 Aug	FIN	Mat S (P&C)	H. A. SEDIAK, Capt., Ext. 4228 Since Annex I, contains material pertaining to P&C activities request comments on that phase be indicated and file returned to this directorate. E. W. Gude E. W. GUDE, Colonel, USAF RECEIVED 17 AUG 49
3	18Aug	Mat S (P&C)	Fin	This division interposes no objection to Annex I. Alfred I. Anderson ALFRED I. ANDERSON, Captain, USAF, Asst. Chief, P&C Div. Clyde C. Jakway CLYDE C. JAKWAY, Colonel, USAF, Director of Mat S FXG-164, Ext 5228
4	22 Aug	FIN	P&R	Concur in Annex I. E W Gude E.W. GUDE, Col., USAF, Dir of FIN LEFT DM AUG 19 1949

This is in reply to correspondence bearing
Register No.
which was suspended to (date)

ConAC FORM HQ-AG 1
10 December 1948

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8-23

DM-838

L-49-66

1330

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HEADQUARTERS
CONTINENTAL AIR COMMAND
INTEROFFICE ROUTING SLIP

REGISTER NO				
SUSPENDED TO				
EXTENDED TO				
CLASS	ADM	MISC	HIST	PERS

P-5-8

FILE:

SUBJECT: MOBILIZATION PLAN

NO	DATE	FROM	TO	Number and date each entry - show date of dispatch. Show staff division or office in FROM-TO columns. Sign each entry legibly - show actual signer. Draw a line across the page under each entry. Use full width of page for long entries.
1	8 Aug	P&R	DP Surg In turn	1. Attached proposed model mobilization plan for ANG units is submitted for your comments and or approval with special reference to Annexes D, G and J. 2. Request the attached plan and your comments be returned to this office by 25 August 1949. Dwight F. Lewis DWIGHT F. LEWIS Major, USAF Ext. 6125 - ~~80~~ JAMES H. PRICE Colonel, USAF D/P&R
2	7 Sept	DP	P&R	1. Following are the comments from this office and the Surgeon's Office concerning the attached paper covering the mobilization procedures of ANG units: a. Two general comments concerning this paper are: (1) Do not concur in referring to this paper as a "Mobilization Plan." This is not a mobilization plan. It is rather a collection of SOP's which will cause the implementation of actions which are integral to the mobilization. Suggest that the heading "SOP's for Use Upon Mobilization of ANG Units" be used. (2) There would appear to be some question as to the soundness of issuing a collection of such SOP's without correlating certain of these SOP's with a specific mobilization plan. b. The entire Annex (Annex J) on recruiting should be eliminated. This will require deletion of other references to recruiting in par 4, in par [illegible] of Annex A and in par 10 of Annex D.

248

This is in reply to correspondence bearing AG Register No.____________ which was suspended to (date)____________

ConAC FORM HQ-AG 1
10 December 1948

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L-49-86

1331

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FILE:

SUBJECT: Mobilization Plan

HEADQUARTERS
CONTINENTAL AIR COMMAND
INTEROFFICE ROUTING SLIP

REGISTER NO				
SUSPENDED TO				
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CLASS	ADM	MISC	HIST	PERS

DATE	FROM	TO	Number and date each entry - show date of dispatch. Show staff division or office in FROM-TO columns. Sign each entry legibly - show actual signer. Draw a line across the page under each entry. Use full width of page for long entries.
2 (Continued)			c. Annex D, Messing, is not in harmony with the rest of the paper. It appears to suffer from a lack of understanding of the purpose of this paper. It should be revised and pinned down to the problem at hand. As presently written, it has the sound of a general directive from a higher headquarters, rather than an SOP for a given unit. d. In Annex G, Medical Services, references to "contract surgeons" (e.g., par 1a) are incorrect. All such references should be revised to read: "local physician hired under civil service regulations within over-all civilian personnel authorizations." e. In Annex H, Property, par a, there is a reference to the Wing Commander. Is this correct? Since there are no Wing Base organizations provided, should not some other authority be specified? f. In certain portions of this paper form numbers are used, and in other cases, particularly in Annex H, they have been deleted. It should seem desirable to be consistent and include form numbers wherever we can conveniently do so. g. Certain of the information included in paragraphs 14, 15 and 16 of Annex I is not correct. This has been discussed with the Director of Finance who desires to review and revise the cited paragraphs. Suggest this paper be referred to him for further considerations. 2. This paper has been held for additional study beyond your suspense date in accordance with conversations between Lt Col Yudkin, this office, and members of your office. LANDON 1103

CONAC FORM HQ-AG 1
10 December 1948

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L-49-66

1932

HEADQUARTERS
CONTINENTAL AIR COMMAND
INTEROFFICE ROUTING SLIP

FILE:

SUBJECT: Mobilization Plan for ANG Units

REGISTER NO				
SUSPENDED TO				
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CLASS	ADM	MISC	HIST	PERS

Number and date each entry - show date of dispatch. Show staff division or office in FROM-TO columns. Sign each entry legibly - show actual signer. Draw a line across the page under each entry. Use full width of page for long entries.

NO	DATE	FROM	TO	
4	16Aug	PM	IG	1. It is assumed that "Annex C" to Mobilization Plan is prepared for squadron level and no higher. It is believed that the guard detachment consisting intially of 25 members of the squadron will be adequate for physical security of the unit prior to its consolidation with and absorption by a larger command. 2. Approval of "Annex C" is recommended. AE Tanner A. E. TANNER Lt Col, USAF Provost Marshal Ext 5230
5	[illegible]	AIR INSP	P&R	1. COMMENTS APPEAR IN NOTES 2 & 4 ABOVE; ALSO COMMENTS WERE MADE TO YOUR OFFICE BY TEL. CONVERSATION FROM MAJ. JOHNSTON, THIS OFFICE. John L Warren JOHN L. WARREN COL, USAF ACTG AIR INSP. 15.18

ConAC FORM HQ-AG 1
10 December 1948

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This is in reply to correspondence bearing AG Register No.________ which was suspended to (date)________

L-49-66

1933

HEADQUARTERS
CONTINENTAL AIR COMMAND
INTEROFFICE ROUTING SLIP

FILE:

SUBJECT: Mobilization Plan for ANG Units

REGISTER NO				
SUSPENDED TO				
EXTENDED TO				
CLASS	ADM	MISC	HIST	PERS

NO	DATE	FROM	TO	Number and date each entry - show date of dispatch. Show staff division or office in FROM-TO columns. Sign each entry legibly - show actual signer. Draw a line across the page under each entry. Use full width of page for long entries.
2	11Aug	Admin Insp Div	~~AInsp~~ TAC INSP DIV T&L INSP DIV AIR INSP IN TURN WHN	1. This office concurs in general with the administrative procedures outlined in attached proposed plan. With reference to "Annex D", it appears this plan is predicted on the approval, at some future date, of the application to the ANG of standard USAF procedures in the administration of personnel and organizational records. Until such approval is effected, the referenced annex is obviously unrealistic, since many of the personnel records prescribed in this plan are not currently being maintained by ANG units, and other forms not mentioned are presently being maintained. 2. Reference "Annex B," last sentence of paragraph 3 is not understood as members of the Weather Station and Utility Flight must necessarily be included in the five flights mentioned in paragraph 3. The Utility Flight is not authorized administrative personnel, and therefore should lose its identity as a unit under mobilization and become a part of the Squadron Alert Plan. 3. Reference "Annex I," it is believed that cited AR in paragraph 16 should be changed from 36-1360 to 35-1360. In paragraph 17, reference should be made to AFR 176-1 rather than AR 210-50 since the proposed plan is for ANG units. It is believed that this plan should be field tested to the extent practicable before final adoption. R.C.J. RALPH C. JOHNSTON, Major, USAF, AInsp (Adm Insp Div), Ext 4135 JLW JOHN L. WARREN, Colonel, USAF, Chief, Adm Insp Div, Ext 6114
3	12 aug	IG	PM	For comment in respect to annex C. Block Col USAF 2138

ConAC FORM HQ-AG 1
10 December 1948

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L-49-66

1934

HEADQUARTERS
CONTINENTAL AIR COMMAND
INTEROFFICE ROUTING SLIP

FILE:

SUBJECT: MOBILIZATION PLAN

REGISTER NO				
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EXTENDED TO				
CLASS	ADM	MISC	HIST	PERS

NO	DATE	FROM	TO	Number and date each entry - show date of dispatch. Show staff division or office in FROM-TO columns. Sign each entry legibly - show actual signer. Draw a line across the page under each entry. Use full width of page for long entries.
1	8 Aug	P&R	IG (PM)	1. Attached proposed model mobilization plan for ANG units is submitted for your comments and or approval with special reference to Annex C. 2. Request the attached plan and your comments be returned to this office by 25 August 1949. Dwight F. Lewis DWIGHT F. LEWIS, Major, USAF, Ext. 6125 - 80 JAMES H. PRICE, Colonel, USAF, D/P&R

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10 December 1948

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HEADQUARTERS
CONTINENTAL AIR COMMAND
INTEROFFICE ROUTING SLIP

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FILE:

SUBJECT: MOBILIZATION PLAN

NO	DATE	FROM	TO	Number and date each entry - show date of dispatch. Show staff division or office in FROM-TO columns. Sign each entry legibly - show actual signer. Draw a line across the page under each entry. Use full width of page for long entries.
3	17Aug	Instl	P&R	Concur. R. L. Choate Maj USAF For W. T. ABBOTT Colonel, USAF Dir. of Installations 3-18 Lt.Col.Futral/148 Ext 4144

Con... FORM HQ-AG 1
10 December 1948

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L-49-66

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HEADQUARTERS
CONTINENTAL AIR COMMAND
INTEROFFICE ROUTING SLIP

FILE:

SUBJECT: MOBILIZATION PLAN

REGISTER NO				
SUSPENDED TO				
EXTENDED TO				
CLASS	ADM	MISC	HIST	PERS

NO	DATE	FROM	TO	Number and date each entry - show date of dispatch. Show staff division or office in FROM-TO columns. Sign each entry legibly - show actual signer. Draw a line across the page under each entry. Use full width of page for long entries.
1	8 Aug	P&R	DM MatS Inst'l in turn	1. Attached proposed model mobilization plan for ANG units is submitted for your comments and or approval with special reference to Annexes E, F, H, K, L and M. 2. Request the attached plan and your comments be returned to this office by 25 August 1949. Dwight F. Lewis DWIGHT F. LEWIS Major, USAF Ext. 6125 - 80 JAMES H. PRICE Colonel, USAF D/P&R RECEIVED 8 AUG 49 REC'D DM
2	Aug	MatS	Inst P&R	This directorate concurs in plan as written, except for the following: Annex I and that portion of the other annexes referring to Annex I. Col. Gude (Finance) and Capt Correll (P&C) will discuss Annex I on Monday, 15 Aug 49, and submit recommended changes. Annex E, under Unit Feeding, par. 2b, Rail should be changed to read: Transportation Officer will arrange for feeding personnel while enroute either through operation of kitchen cars or provision of meal tickets. Annex H, par. 5c, Marking of crates, should include cubage, and weights. C F Snyder C F SNYDER Lt Col USAF Transp Officer ex 1135 Clyde C. Janway CLYDE C JANWAY Colonel, USAF Dir. MatS

This is in reply to correspondence bearing AG Register No.________ which was suspended to (date)________

Conac FORM HQ-AG 1
10 December 1948

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L-49-66

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FILE: Stat-1 319.1

SUBJECT: Historical Report

80 2d
HEADQUARTERS
CONTINENTAL AIR COMMAND
INTEROFFICE ROUTING SLIP

NO	DATE	FROM	TO	Number and date each entry - show date of dispatch. Show staff division or office in FROM-TO columns. Sign each entry legibly - show actual signer. Draw a line across the page under each entry. Use full width of page for long entries.
1	9 Aug 50	Stat-1	Hist THRU Compr	1. In line with par 2 of your IRS dated 21 July, no breakdown of reporting delinquencies is included in this monthly report; instead it is anticipated that each quarter the data on delinquencies by month will be provided you together with an analytical explanation of the situation.

2. As a result of the current emergency condition, the Aircraft Gain and Loss Report was placed on a seven (7) days a week reporting schedule effective with the report as of 14 July. Previously, Saturdays and Sundays were included in Monday's activities.

3. This office has been called upon to provide personnel information concerning each Air National Guard Unit, the first report to be as of 30 June 50. The request establishing the requirements for this information was received July 1950. The first data was received from the NG Bureau on 27 July and the first report reflecting the following data for each unit was delivered to DP on 29 July:

1. Organization, Number, Kind and Type
2. State
3. SSN Description
4. SSN
5. AF Personnel Auth by SSN
6. AF Personnel Assigned by Primary SSN
7. Personnel assigned by Duty SSN
8. Personnel on Flying Status
9. Army Personnel Assigned by Primary SSN
10. Army Personnel Assigned by Duty SSN

4. Instructions to accomplish the second and third phase of the transfer of Statistical Services responsibilities caused by the reorganization of ConAC were dispatched to the major subordinate commands. Copies of the letters containing these instructions are attached as Exhibits 1 and 2.

JEW

JACK E. WERT
Lt Col, USAF
Director of Stat Serv

2 Incls
As Listed

ConAC FORM 1-1
22 April 1950

Do not detach from correspondence

L-50-391

1938

81[1]

PRIORITY

8 Sep 50

DE JEPC 88A
P 072055Z
From Hq USAF Wash DC
To Hon James E. Folsom, Governor of Alabama, Birmingham, Ala
Info CG ConAC, Mitchel AFB

AF GRNC

From Secretary of the Air Force, Thomas K. Finletter, 26549, subject: Ordering the Air National Guard Units into Active Service.

1. By direction of the President and the Secretary of Defense, units of the Air National Guard of the U.S. listed below are alerted to be ordered into active Federal military service at home station by the AF Commander concerned, effective 10 Oct 50.

Unit	T/O&E	Date of T/O&E	Trng Sta	Date of Arr at Tng Sta
117th Ftr Gp Hq	1-12R&C-1	5 Mar 45 & 18 Aug 45	Lawson AFB	11-21 Oct
217th ASG	1-439T	11 Feb 47	Lawson AFB	11-21 Oct
160th Ftr Sq	1-27R	5 Mar 45	Lawson AFB	11-21 Oct
160th Ftr Util	1-719T	6 Feb 47	Lawson AFB	11-21 Oct
160th Wea Sta	1-1713	9 Aug 48	Lawson AFB	11-21 Oct
Det B, 217th ASG	1-439T	11 Feb 47	Lawson AFB	11-21 Oct

2. Units will be ordered to active service under current T/O&E. All units will be reorganized under the current peace strength T/O&E's at EPD after arrival at training station.

3. Individual and organization supplies and equipment now on hand will accompany units.

4. For security reasons, it is requested that no roundup or total of units alerted in your state be made public. Local unit commander may announce that their units are alerted.

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Sep 8, 1950 1:25 AM

7426
S-9Sep50
P&O

P 072055Z
FM HQ USAF WASH D C

TO ZEN/HONORABLE SIDNEY McMATH GOVERNOR OF ARKANSAS LITTLE ROCK ARKANSAS

INFO JEOC/ CG CONAC MITCHEL AFB NY

PRIORITY

AF GRNC

From Secretary of the Air Force, Thomas K Finletter 26542

Subject: Ordering the Air National Guard Units Into Active Service.

1. By direction of the President and the Secretary of Defense, Units of the Air National Guard of the U. S. listed below are alerted to be ordered in active federal military service at home station by the AF Commander concerned, effective 10 October 1950:

Unit	T/O&E	Date of T/O&E	Training Station	Date of Arr at Trng Sta
154th Ftr Sq	1-27R	5 Mar 45	Langley AFB	11-21 Oct
154th Utility Flt	1-719T	6 Feb 47	Langley AFB	11-21 Oct
154th Wea Sta	1-1713	9 Aug 48	Langley AFB	11-21 Oct
Det B, 237th ASG	1-439T	11 Feb 47	Langley AFB	11-21 Oct

2. Units will be ordered to active service under current TO&E. All units will be reorganized under the current USAF peace strength TO&E's SPD after arrival training station.

3. Individual and organization supplies and equipment now on hand will accompany units.

4. For security reasons, it is requested that no roundup or total of units alerted in your state be made public. Local unit commanders may announce that their units are alerted.

07/2100Z

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PRIORITY

8 Sep 50

DE JEPC 84A
P 072055Z
Fm Hq USAF Wash DC
TO Gen/Hon Earl Warren Governor of Calif, Sacramento, California
Information JEGC, CG ConAC Mitchel AFB NY

AF GRNC

From Secretary of the Air Force, Thomas K. Finletter 26546 Subject: Ordering Air National Guard Units into active service.

1. By direction of the President and the Secretary of Defense, units of the Air National Guard of the U. S. listed below are alerted to be ordered into active Federal Military Service at home station by the AF Commander concerned, effective 10 October 1950:

Unit	T/O&E	DATE of T/O&E	Trng Station	Date of arrival at Trg Sta
196th Ftr Sqn	1-27R	5 Mar 45	San Bernardino	11-21 Oct
196th Utility Flt	1-719T	6 Feb 47	San Bernardino	11-21 Oct
196th Weather Sta	1-1713	9 Aug 43	San Bernardino	11-21 Oct
Det B, 246th ASG	1-439T	11 Feb 47	San Bernardino	11-21 Oct

2. Units will be ordered to active service under current T/O&E. All units will be reorganized under the current USAF peace strength T/O&E's at earliest practicable date after arrival training station.

3. Individual and organization supplies and equipment now on hand will accompany units.

4. For security reasons, it is requested that no roundup or total of units alerted in your state be made public. Local unit commanders may announce that their units are alerted.

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CAC 12 8 Sep 50 12:30 AM
JEP A 06
UA
PP JEGC

DE JEPC 85A
PC72065Z
FM HQ USAF WASH DC
TO ZEN/HONORABLE FULLER WARRAN GOVERNOR OF FLORIDA TALLAHASSEE FLORIDA

INFO JEGC/COM GEN CONAC MITCHEL AFB NY

AF GRNC

26546

FROM: Secretary of the Air Force, Thomas K. Finletter, ordering Air National Guard Units into active service.

1. By direction of the President and the Secretary of Defense units of the Air National Guard of the United States listed below are alerted to be ordered into active federal military service at home station by the AF Commander concerned, effective 10 October 1950:

UNIT	T/O&E	DATE OF T/O&E	TNG STATION	DATE OF ARRIVAL AT TNG STATION
159th Ftr Sq	1-27R	5 Mar 45	San Bernardino	11-21 Oct
159th Util Flt	1-719T	6 Feb 47	San Bernardino	11-21 Oct
159th Wea Sta	1-1713	9 Aug 48	San Bernardino	11-21 Oct
Det C, 217th AS Gp	1-439T	11 Feb 47	San Bernardino	11-21 Oct

2. Units will be ordered to active service under current T/O&E. All units will be reorganized under the current USAF peace strength T/O&E's earliest practicable date after arrival training station.

3. Individual and organization supplies and equipment now on hand will accompany units.

4. For security reasons, it is requested that no roundup or total of units alerted in your state be made public. Local unit commanders may announce that their units are alerted.

CFN 26546 07/2100Z COPY

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CAC 207
EU 1739Z

ZP A253A 8 Sep 50 6:22 PM
PP JEGC SUSDUPE JEPC
J PRIORITY
PP JEGC

DE JEPC 89A
P 072055Z ZFD
FM HQ USAF WASH DC
TO ZEN/HONORABLE EUGENE TELMADGE GOVERNOR OF GEORGIA ATLANTA GA

NFO/ JEGC/COM GEN CONAC MITCHEL AFB NY

AF GRNC

26550 from Secretary of the Air Force, Thomas K. Finletter, subject: Ordering Air National Guard Units into active service

1. By direction of the President and the Secretary of Defense, units of the ir National Guard of the US listed below are alerted to be ordered into active federal military service at home station by the AF Commander concerned, effective 10 October 1950:

UNIT	TO&E	DATE OF TO&E	TRAINING STN	DATE OF ARRIVAL AT TRNG STATION
54th Ftr Wg Hq & Hq Sq	1-10-1	24 Sept 44	Marietta	11-21 Oct
530th Band	20-107	8 Mar 44	San Bernardino	11-21 Oct
	C-1	7 Aug 44		
	C-2	24 Mar 45		
116th Ftr Gp Hq	1-12R-C	15 Mar & 18 Aug 45	San Bernardino	11-21 Oct
216th ASG Hq	1-439T	11 Feb 47	San Bernardino	11-21 Oct
128th Ftr Sq (Jet)	1-27R	5 Mar 45	Alexandria, La.	11-21 Oct
128th Utility Flt	1-719T	6 Feb 47	Alexandria, La.	11-21 Oct
8th Weather Sta	1-1713	9 Aug 48	Alexandria, La.	11-21 Oct

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UNITS	TO&E	DATE OF TO&E	TRAINING STN	DATE OF ARRIVAL AT TRNG STATION
Det A 216th ASG	1-439T	11 Feb 47	Alexandria, La.	11-21 Oct
58th Ftr Sq(Jet)	1-27R	5 Mar 45	San Bernardino	11-21 Oct
158th Utility Flt	1-719T	6 Feb 47	San Bernardino	11-21 Oct
Det C, 216th ASG	1-439T	11 Feb 47	San Bernardino	11-21 Oct

2. Units will be ordered to active service under current TO&E. All units reorganized under the current USAF peace strength TO&Es earliest practicable date after arrival training station. The wing Hq & Hq Sq will be inactivated after mobilization and personnel rendered surplus thereby will be reassigned to positions with the USAF Combat Wings to be organized.

3. Individuals and organization supplies and equipment now on hand will accompany units.

, For security reasons, it is requested that no roundup or total of units alerted in your state be made public. Local unit commanders may announce that their units are alerted.

CFN 116th 1-12R-C-1 5 18 45 11-21
216th 1-439T 11 47 11-21 128 1-27R 5 45 11-21 128 1-719T 2 47 11-21 128
1-1713 9 48 11-21 216 1-439T 11 47 11-21 158 1-27R 5 45 11-21 158 1-719T
6 47 11-21 158 1-1713 9 48 11-21 216 1-439T 11 47 11-21 2 3 4
08/1739Z 07/2100Z

1 9 4 4

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816
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8 Sep 50

P 072055Z
Fm Hq USAF Wash DC
To Hon Frank Carlson, Governor of Kansas, Topeka, Kansas
Info CG ConAC Mitchel AFB NY
AFGRNC

26551

From: Secretary of the Air Force, Thomas K. Finletter.

Subject: Ordering the National Guard Units into Active Service.

1. By direction of the President and the Secretary of Defense, units of the Air National Guard of the U.S. listed below are alerted to be ordered into active Federal military service at home station by the AF Commander concerned, effective 10 Oct 50.

Unit	T/O&E	Date of T/O&E	Tng Sta	Date of Arrival
127th Ftr Sq	1-27R	5 Mar 45	Alexandria, La.	11-21 Oct 50
127th Util Flt	1-719T	6 Feb 47	Alexandria, La.	11-21 Oct 50
127th Wea Sta	1-1713	9 Aug 48	Alexandria, La.	11-21 Oct 50
Det C, 240th ASG	1-439T	11 Feb 47	Alexandria, La.	11-21 Oct 50

2. Units will be ordered to active service under current T/O&E. All units will be reorganized under the current USAF peace strength T/O&E's EPD after arrival training station.

3. Individual and organizational supplies and equipment now on hand will accompany units.

4. For security reasons, it is requested that no roundup or total of units alerted in your state be made public. Local unit commanders may announce that their units are alerted.

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CAC 75

JEP A 53 8 Sep 50 5:52 AM

PP JEGC

PRIORITY

DE JEPC 86A
P 072055Z
FM Hq USAF WASH D C
TO ZEN/ HONORABLE EARLE C CLEMENTS GOVERNOR OF KENTUCKY FRANKFORT KENTUCKY
INFO JEGC/ CG CONAC MITCHEL AFB NY

AF GRNC

From Secretary of the Air Force, Thomas K. Finletter 26547

Subject: Ordering Air National Guard Units into Active Service.

1. By direction of the President and the Secretary of Defense, units of the Air National Guard of the U.S. listed below are alerted to be ordered into active federal military service at home station by the AF Commander concerned, effective 10 October 1950:

Unit	T/O&E	Date of T/O&E	Training Station	Date of Arr at Trng Sta
123d Ftr Gp Hq	1-12R Chg-1	5 Mar 45 18 Aug 45	Godman AFB	11-21 Oct
223d AS Gp Hq	1-439T	11 Feb 47	Godman AFB	11-21 Oct
165th Ftr Sq	1-27R	5 Mar 45	Godman AFB	11-21 Oct
165th Utility Flt	1-719T	6 Feb 47	Godman AFB	11-21 Oct
165th Weather Sta	1-1713	9 Aug 48	Godman AFB	11-21 Oct
Det A, 223d AS Gp	1-439T	11 Feb 47	Godman AFB	11-21 Oct

2. Units will be ordered to active service under current T/O&E. All units will be reorganized under the current USAF peace strength T/O&E's earliest practicable date after arrival training station.

3. Individual and organization supplies and equipment now on hand will accompany units.

4. For security reasons, it is requested that no roundup or total of units alerted in your State be made public. Local unit commanders may announce that their units are alerted.

CFN 4 3 2 26547 1 1-12R & C-15 4518 11-21 223d 1-439T
11 47 165th 1-27R 5 45 165th 1-719T 6 47 165th 1-1713 9 48
223d 1-439T 11 47

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7 Sep 50 11:28 PM

CAC 281
M
JEP A388
PP JEGC
DE JEPC 91A
PC720552
FM HQ USAF WASH DC
TO ZEN/HONORABLE FRANK J LAUSCHE GOVERNOR OF OHIO COLUMBUS OHIO

PRIORITY

INFO JEGC/CGCONAC MITCHEL AFB NY

AF GRNC

FROM Secretary of the Air Force, Thomas K. Finletter, 26553 subject: Ordering Air National Guard Units into active service.

1. By direction of the President and the Secretary of Defense, units of the Air National Guard of the U. S. listed below are alerted to be ordered into active federal military service at home station by the AF Commander concerned, effective 10 October 1950:

UNIT	T/O&E	DATE OF T/O&E	TRAINING STATION	DATE OF ARRIVAL AT TNG STATION
112th LB Sq	1-137R	5 Mar 45	Lawson AFB	11-21 Oct
112th Util Flt	1-719T	6 Feb 47	Lawson AFB	11-21 Oct
112th Wea Sta	1-1713	9 Aug 48	Lawson AFB	11-21 Oct
Det D 206th AS Gp	1-439T	11 Feb 47	Lawson AFB	11-21 Oct

2. Units will be ordered to active service under current T/O&E. All units will be reorganized under the current USAF peace time T/O&E's earliest practicable date after arrival training station.

3. Individual and organization supplies and equipment now on hand will accompany units.

4. For security reasons, it is requested that no roundup or total of units alerted in your state be made public. Local unit commanders may announce that their units are alerted.

CFN 4 3 26553 1 10 50 112th 1-137R 545 11-21 112th 1-719T 6 47 112th 1-1713 9 48 D 206th 1-439T 11 47 2

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C O P Y

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P 072055Z

FM HQ USAF WASH D C

TO ZEN/HONORABLE ROY J TURNER GOVERNOR OF OKLA CITY OKLA

INFO JEGC/CG CONAC MITCHEL AFB NY

AF GRNC PRIORITY

26548

FROM: Secretary of the Air Force, Thomas K. Finletter

Subject: Ordering Air National Guard Units into active service.

1. By direction of the President and the Secretary of Defense, units of the Air National Guard of the U. S. listed below are alerted to be ordered into active federal military service at home station by the AF Commander concerned, effective 10 October 1950:

Unit	T/O&E	Date of T/O&E	Training Station	Date of Arr at Tng Sta
137th Ftr Gp Hq	1-12R & C-1	5 Mar 45 18 Aug 45	Alexandria, La.	11-21 Oct
237th ASG Hq	1-439T	11 Feb 47	Alexandria, La.	11-21 Oct
125th Ftr Sq	1-27R	5 Mar 45	Alexandria, La.	11-21 Oct
125th Util Flt	1-719T	6 Feb 47	Alexandria, La.	11-21 Oct
125th Wea Sta	1-1713	9 Aug 48	Alexandria, La.	11-21 Oct
Det A, 237th ASG	1-439T	11 Feb 47	Alexandria, La.	11-21 Oct

2. Units will be ordered to active service under current T/O&E. All units will be reorganized under the current USAF peace strength T/O&E's EFD after arrival training station.

3. Individual and organization supplies and equipment now on hand will accompany units.

4. For security reasons, it is requested that no roundup or total of units alerted in your state be made public. Local unit commanders may announce that their units are alerted.

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C O P Y

1948

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DE JEPC 83A PRIORITY 7 Sep 50
P 072055Z
From Hq USAF Wash DC
To Hon J Strom Thurmond, Governor of South Carolina, Columbia, S. C.
Info CG ConAC Mitchel AFB , NY

AF GRNC

From Secretary of the Air Force, Thomas K. Finletter, Subject: Ordering Air National Guard Units into active service.

1. By direction of the President and the Secretary of Defense, Units of the Air National Guard of the U.S. listed below are alerted to be ordered into active Federal Military Service at home station by the AF Commander concerned, effective 10 Oct 50.

Unit	T/O&E	Date of T/O&E	Trng Station	Date of Arr at Trng Station
157th Ftr Sq	1-27R	5 Mar 45	Lawson AFB	11-21 Oct
157th Util Flt	1-719T	6 Feb 47	Lawson AFB	11-21 Oct
157th Wea Sta	1-1713	9 Aug 48	Lawson AFB	11-21 Oct
Det B, 216th ASG	1-439T	11 Feb 47	Lawson AFB	11-21 Oct

2. Units will be ordered to active service under current T/O&E. All units will be reorganized under the current USAF peace strength T/O&E's at earliest practicable date after arrival training station.

3. Individual and organization supplies and equipment now on hand will accompany units.

4. For security reasons, it is requested that no roundup or total of units alerted in your state be made public. Local unit commanders may announce that their units are alerted.

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C O P Y

...C 93A — 7 Sep 50
0720552
FROM HQ USAF WASH D C — P R I O R I T Y
TO ZEN/HONORABLE ALLEN SHIVERS GOVERNOR OF TEXAS
AUSTIN TEXAS
INFO JEGC/ CG CONAC MITCHEL AFB NY
AF GRSC

From Secretary of the Air Force, Thomas K. Finletter, 26555

Subject: Ordering Air National Guard Units into Active Service

1. By direction of the President and the Secretary of Defense, units of the Air National Guard of the U.S. listed below are alerted to be ordered into active Federal military service at home station by the AF Commander concerned effective 10 October 1950:

Unit	T/O&E	Date of T/O&E	Training Station	Date of Arr at Trng Sta
63d Ftr Wg Hq	1-10-1	24 Sep 44	Houston	11-21 Oct
and Hq Sq	1-10-1	9 Apr 45		
531st Band	20-107	8 Mar 44	Langley AFB	
	C-1	7 Aug 44		
	C-2	24 Mar 45		
136th Ftr Gp Hq	1-12R	5 Mar 45	Langley AFB	11-21 Oct
	1-12R(C-1)	18 Aug 45		
236th AS Gp Hq	1-439T	11 Feb 47	Langley AFB	11-21 Oct
111th Ftr Sq	1-27R	5 Mar 45	Langley AFB	11-21 Oct
111th Utility Flt	1-719T	6 Feb 47	Langley AFB	11-21 Oct
111th Weather Flt	1-1713	9 Aug 48	Langley AFB	11-21 Oct
Det B, 236th AS Gp	1-439T	11 Feb 47	Langley AFB	11-21 Oct
182d Ftr Sq	1-27R	5 Mar 45	Langley AFB	11-21 Oct
182d Utility Flt	1-719T	6 Feb 47	Langley AFB	11-21 Oct
182d Weather Flt	1-1713	9 Aug 48	Langley AFB	11-21 Oct
Det C, 236th AS Gp	1-439T	11 Feb 47	Langley AFB	11-21 Oct

1950

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To Hon Allen Shivers, Governor of Texas 7 Sep 50

2. Units will be ordered to active service under current T/O&E. All units will be reorganized under the current U.S. AF Peace strength T/O&E's at earliest practicable date after arrival training station. The Wing Hq and Hq Sqs will be inactivated after mobilization and personnel rendered surplus thereby will be reassigned to positions with the USAF combat wings to be organized.

3. Individual and organization supplies and equipment now on hand will accompany units.

4. For security reasons, it is requested that no roundup or total of units alerted in your state be made public. Local unit commanders may announce that their units are alerted.

1951

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81[12]

PRIORITY

8 Sept 50

DE JEPC 92A
P 072055Z
From Hq USAF Wash DC
To Gen/Hon Okey L. Patterson, Governor of West Virginia, Charleston, W. Va.

Info: JEOC/CG ConAC Mitchel AFB NY

AF GRNC

26554
From: Secretary of the Air Force, Thomas K. Finletter,
Subject: Ordering Air National Guard Units into active service.

1. By direction of the President and the Secretary of Defense. Units of the Air National Guard of the U. S. listed below are alerted to be ordered into active Federal Military Service at home station by the AF Commander concerned, effective 10 October 1950:

Unit	State	T/O&E	Date of T/O&E	Trng Station	Date of arr at Trg Sta
167th Ftr Sqn	W. Va.	1-27R	5 Mar 45	Godman AFB	11-21 Oct
167th Utility Flt	W. Va.	1-719T	6 Feb 47	Godman AFB	11-21 Oct
67th Wea Sta	W. Va.	1-1713	9 AUG 48	Godman AFB	11-21 Oct
Det B, 223d ASG	W. Va.	1-439T	11 Feb 47	Godman AFB	11-21 Oct

2. Units will be ordered to active service under current T/O&E. All units will be reorganized under the current USAF Peace Strength T/O&E's at earliest practicable date after arrival training station.

3. Individual and organization supplies and equipment now on hand will accompany units.

4. For security reasons, it is requested that no roundup or total of units alerted in your state be made public. Local unit commanders may announce that their units are alerted.

1952

(C. aug. 1950)

A D V A N C E C O P Y

*AFR 45-51

AIR FORCE REGULATION)
NO. 45-51)

DEPARTMENT OF THE AIR FORCE
WASHINGTON 25, D. C.

RESERVE FORCES

Mobilization of the Air National Guard

* This regulation corresponds to the provisions of AR 130-10, 17 February 1948 which are no longer applicable to the Air Force.

1953

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SECTION I - GENERAL

1. Purpose. The purpose of this regulation is to provide insturctions pertaining to the mobilization of any or all of the Air National Guard.

2. Scope. The instructions contained herein apply to all Air National Guard units and members upon mobilization.

3. Authority. Sec 4, act 21 January 1903 (32 Stat. 776), as amended by sec. 3, act 27 May 1908 (35 Stat. 400); 32 U. S. C. 81a; M. L. 1939, sec. 1295 secs. 1, 86, 101, and 111, National Defense Act, as amended.

4. Definitions.

a. Air National Guard. "Air National Guard" or "Air National Guard of the several States, Territories, and the District of Columbia" means that portion of the Organized Militia of the several States, Territories, and the District of Columbia, federally recognized as provided by law, and organized, armed, and equipped in whole or in part at Federal expense and officered and trained under paragraph 16, Section 8, Article I of the Constitution.

b. Air National Guard of the United States. "Air National Guard of the United States" means a reserve component of the Air Force of the United States composed of those federally recognized units, organizations, and persons duly appointed and commissioned in the Air National Guard of the several States, Territories, and the District of Columbia, who have taken and subscribed to the oath of office prescribed in section 73 of the National Defense Act, 1916, as amended, and who have been duly appointed by the President in the Air National Guard of the United States as provided by law, and of those officers and warrant officers appointed as prescribed in sections 75 and 111 of the National Defense Act, 1916, as amended, and of those persons duly enlisted in the Air National Guard of the United States and of the several States, Territories, and the District of Columbia who have taken and subscribed to the oath of enlistment prescribed in section 70 of the National Defense Act, 1916, as amended.

c. Air Force of the United States. The Air Force of the United States consists of the United States Air Force (the Regular Air Force), the Air National Guard of the United States, the Air National Guard while in the service of the United States, and the United States Air Force Reserve.

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d. Call. The procedure by which the President brings all or a part of the Air National Guard, as part of the Militia of the United States, into the service of the United States, under the provisions of sections 1, and 101, National Defense Act, 1916, as amended.

e. Order. The procedure by which the President brings all or part of the Air National Guard of the United States into the active military service of the United States and relieves all or part of that component of the Air Force of the United States from duty in the Air National Guard, under the provisions of section 111, National Defense Act, 1916, as amended.

f. Mobilization. Mobilization, as used herein, means the induction of the Air National Guard of the several States, Territories, and the District of Columbia, as such, into the service of the United States under a call, or the induction of the Air National Guard of the United States into the active military service of the United States under an order.

g. Effective Date. The date designated by the President in his call or order as the date on which his call or order is effective.

5. Status.

a. Under Call. Units or organizations of the Air National Guard called as such into the service of the United States become a component of the Air Force of the United States, but units and personnel thereof retain their State, Territory or District of Columbia status as federally recognized units and member of the Air National Guard of the appropriate State, Territory or District of Columbia.

b. Under Order. Units and members of the Air National Guard of the United States ordered as such into the active military service of the United States stand relieved from duty in the Air National Guard of the respective States, Territories, or the District of Columbia.

6. Mobilization Under Call.

a. General. The President may call any or all of the Air National Guard, as part of the Militia of the United States, into the service of the United States whenever the country is invaded, or danger thereof, or there is a rebellion, or danger thereof, or the President deems necessary the use of troops in excess of the regular establishment.

b. Transmission of Call.

(1) By the President. Communications calling any or all of the Air National Guard into the service of the United States will be transmitted to the Governors of the affected States and Territotios and the Commanding General of the District of Columbia with

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copies thereof to the Air Force or Overseas Commander concerned.

(2) By the Governors. The Governors of the affected States, and Territories and the Commanding General of the District of Columbia will transmit to all unit commanders, units and members thereof, the terms of such call.

c. Effective Date. All units and members thereof are inducted into the service of the United States on the date they are required by the terms of the call to respond thereto.

d. Regulations. Units and members of the Air National Guard called into the service of the United States are subject to the laws and regulations governing the United States Air Force so far as they are applicable to officers and enlisted men whose permanent retention in the military service is not contemplated by law, provided, that, National Guard Regulations and/or Air National Guard Regulations in effect at the time of the call which provide for appointment and promotion of officers and warrant officers of the Air National Guard will continue to apply.

e. Orders, Reports, and Returns. Copies of all orders issued, reports and returns rendered as required by applicable National Guard or Air National Guard Regulations will be forwarded to the appropriate State, Territory or District of Columbia adjutant general.

f. Transfers. Air National Guard personnel may only be transferred between units mobilized from their own State, Territory or District of Columbia.

g. Attachment. Air National Guard personnel may be attached to any unit or organization, provided, that, their employment is in furtherance of the purpose specified in the call: Provided further, That the status of such personnel is not changed by said attachment.

h. Appointment and Promotion. Appointment and promotion of qualified personnel will continue to be made under applicable National Guard and/or Air National Guard Regulations; provided, that the procedures for accomplishment thereof shall be as follows:

(1) Recommendations for promotion or applications for initial appointment will be accomplished as provided by existing National Guard and/or Air National Guard Regulations.

(2) Papers will be forwarded through channels to the appropriate Air Force Commander who will refer them to an Examining Board previously convened by him under existing National Guard and/or Air National Guard Regulations.

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(3) Candidates for appointment and/or promotion will be ordered before such board by the convening authority.

(4) The recommendations of the board will be transmitted to the convening authority.

(5) The convening authority will submit recommendations for appointments and promotions based thereon to the appropriate State, Territory or District of Columbia authorities.

(6) Upon notification from an appointing or promoting authority that a recommended appointment or promotion has been made the convening authority will issue instructions and orders relating to the oath of office and the date upon which the appointment or promotion should be given Federal recognition if approved.

(7) The completed proceedings of the board together with the executed oath of office will be forwarded to the Chief, National Guard Bureau, or in overseas commands, to the oversea commander concerned.

(8) If the Chief, National Guard Bureau or the oversea commander finds the candidate qualified he will notify the appropriate State, Territory or District of Columbia authority and the Chief of Staff, United States Air Force of the appointment or promotion and recognition thereof in the Air National Guard.

(9) Appointment in the Air National Guard of the United States will be made by the Chief of Staff, United States Air Force.

i. Separation of Officers and Warrant Officers. After the effective date of a Presidential call officers and warrant officers whose name appeared upon the initial roster of any unit inducted into the service of the United States may be separated from the service as follows:

(1) Upon withdrawal of the individual Federal recognition pursuant to Section 93, NDA, 1916, as amended.

(2) Upon withdrawal of Federal recognition of the unit to which he is assigned: Provided, that he is not thereupon transferred under the provisions of paragraph 6-f.

(3) Upon expiration of term of commission or warrant under laws of the State, Territory or District of Columbia as the case may be, unless such commission or warrant is legally renewed.

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j. Relief of Officers and Warrant Officers. An officer or warrant officer inducted under a call will be relieved from the military service of the United States as follows:

(1) Upon termination of the call with respect to the individual.

(2) Upon termination of the call with respect to his unit: Provided, That the officer or warrant officer concerned has not been transferred under the provisions of paragraph 6-f.

k. Action Upon Relief of Officer or Warrant Officer from Service of the United States. When an officer or warrant officer of the Air National Guard is relieved from the military service of the United States by Federal authority, his next higher administrative superior will immediately notify the appropriate State, Territory or District of Columbia adjutant general.

l. Discharge of Enlisted Men from Military Service. Enlisted men may be discharged from the military service of the United States under such laws and USAF regulations as are applicable to personnel whose permanent retention in the military service is not contemplated by law and as follows:

(1) Upon withdrawal of Federal recognition of his unit: Provided, That he is not thereupon transferred under the provisions of paragraph 6-f.

(2) Upon expiration of his term of enlistment unless he immediately reenlists in a unit which is in the service of the United States under a call.

m. Relief of Enlisted Men from Service of the United States. An enlisted man in the service of the United States will be relieved by the appropriate Federal authorities as follows:

(1) Upon termination of the call with respect to the unit to which he is assigned: Provided, That he is not thereupon transferred under the provisions of paragraph 6-f.

(2) Upon termination of the call with respect to the individual.

(3) For physical disability as provided by applicable law and/or regulation.

(4) Under such other laws and/or regulations as may be prescribed.

n. Action upon Separation of Enlisted Personnel from the Service of the United States. When an enlisted man of the Air National Guard is separated from the service of the United States his unit commander will accomplish WD AGO Form 25 (Extract from Service Record) and forward same to the appropriate State, Territory, or District of Columbia adjutant general.

o. Recruiting. Recruiting will be governed by current instructions of the Department of the Air Force as follows:

(1) The several States, Territories and District of Columbia will provide for procurement and assignment of required number of recruits under the general supervision of the Air Force commander concerned.

(2) The dual oath prescribed by section 70, NDA, 1916, as amended will be administered.

(3) Enlistment papers will be accomplished in duplicate. The duplicates will be transmitted direct to the appropriate State, Territory or District of Columbia adjutant general.

7. Mobilization Under Order.

a. General. The President may order the Air National Guard of the United States into the active military service of the United States as a part of the Air Force of the United States, Provided, That Congress has first declared a national emergency and authorized the use of troops in excess of the regular establishment.

b. Transmission of Order.

(1) By the President. Proclamations ordering any or all units and members of the Air National Guard of the United States into the active military service of the United States will be transmitted to the Governors of the affected States and Territories and to the Commanding General of the District of Columbia with copies thereof to the Air Force or Oversea Commander concerned.

(2) By the Governors. The Governors of the affected States and Territories and the Commanding General of the District of Columbia will transmit to all unit Commanders, units and members thereof, the terms of such order.

c. Effective Date. All units and members thereof are inducted into the active military service of the United States on the date they are required by the terms of the order to respond thereto.

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d. Regulations. Units and members of the Air National Guard of the United States inducted into the Air Force of the United States under an order are subject to the laws and regulations governing the Air Force of the United States insofar as they are applicable to officers and enlisted men whose permanent retention in the active military service is not contemplated by law, National Guard and/or Air National Guard Regulations and publications cease to apply.

e. Transfers and Assignments. Personnel are subject to transfer and assignment in the same manner as personnel of the Regular Air Force.

f. Maintenance of Unit Integrity. Insofar as practicable, organizations of the Air National Guard of the United States inducted into the active military service of the United States will be maintained intact.

g. Appointment and Promotion. Appointment and promotion will be made under applicable Air Force Regulations, will be temporary, and will be by appointment and commission in the Air Force of the United States for the duration of the emergency and for six months thereafter unless sooner relieved.

h. Procurement of Officer and Warrant Officer Personnel During Initial Mobilization. In the initial mobilization of the Air National Guard of the United States additional officer and warrant officer personnel required will be selected from the Air National Guard insofar as is practicable.

i. Warrant Officer and Enlisted Personnel Commissioned in the Air Force of the United States. Warrant Officer and enlisted personnel holding commissions in the Air Force of the United States will report for duty under such commissions to commanders of units to which they are assigned upon the effective date of the order.

j. Separation and Relief of Officers and Warrant Officers. Officers and Warrant Officers may be separated from the military service in accordance with existing laws and regulations governing such action applicable to personnel of the Air Force of the United States. Officers and Warrant Officers may be relieved from the active military service of the United States as follows:

(1) Upon termination of the order with respect to himself as an individual.

(2) Upon individual application six (6) months after the termination of the emergency declared by Congress.

k. Reversion to Air National Guard Status. Upon relief from active military service of the United States officers and warrant officers of the Air Force of the United States who were inducted from the Air National Guard of the United States revert to their Air National Guard status.

l. Action Upon Separtation of Officer or Warrant Officer from Active Military Service of the United States. When an officer or warrant officer is seperated from the active military service of the United States his next administrative superior will immediately notify the appropriate State, Territory or District of Columbia adjutant general.

m. Discharge of Enlisted Personnel from the Military Service. Enlisted personnel will be discharged from the active military service of the United States under applicable laws and regulations governing the Air Force of the United States.

n. Relief of Enlisted Personnel from Active Military Service. Enlisted personnel will be relieved from the active military service of the United States in accordance with applicable laws and regulations.

o. Reversion to Air National Guard Status. Upon relief from active military service of the United States enlisted personnel who were inducted from the Air National Guard of the United States revert to their Air National Guard status.

p. Action upon Separation of Enlisted Personnel from the Active Military Service. When an elisted man is individually separated from the active military service of the United States his unit commander will accomplish WD AGO Form 25 (Extract from Service Record) and forward same to the appropriate State, Territory or District of Columbia adjutant general.

q. Recruiting. Recruiting of enlisted personnel will be governed by applicable laws and regulations governing recruiting for the Air Force of the United States.

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SECTION II - PERSONNEL

8. Applicability. The provisions of this Section apply under both call and order unless otherwise specifically stated herein.

9. Commissions or Warrants Tendered by Presidential Order.

a. Acceptance. An officer or warrant officer of the Air National Guard, who is tendered a commission or warrant as an officer or warrant officer in the Air Force of the United States by a proclamation of the President and accepts said appointment or warrant, will prepare and forward to the Chief of Staff, USAF, the personal report, oath of office and statement given in paragraph 29 a and DD Form 93.

b. Refusal. If the appointment or warrant is declined, the form for declination given in paragraph 49 b will be prepared and forwarded to the Chief of Staff, USAF.

10. Individual Reports.

a. Unit Commanders. Upon official notification of mobilization commanders of all units will report for orders to their immediate superior commanders by the most rapid means available. Reports will contain the information outlined in paragraph 50. In the event that no higher Air National Guard headquarters is mobilized, such report will be made to the appropriate Air Force commander.

b. All Personnel. Upon mobilization all personnel will accomplish DD Form 93 (Record of Emergency Data for Armed Forces of the United States) as provided in paragraph 52 of this regulation.

c. Unit Commander for all Personnel. Upon mobilization each unit commander will accomplish DD Form 220 (Active Duty Report) for all personnel as provided in paragraph 53 of this regulation.

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11. Status of Absentees. Unit commanders will determine reasons for absence of members of their units and report thereon in accordance with paragraph 55.

12. Personnel Unable to Report at Unit Rendezvous.

a. Personnel unable to report at their unit rendezvous will:

(1) Advise their unit commander of their whereabouts and their anticipated date of arrival by the most expeditious means of communication.

(2) If at considerable distance from their unit rendezvous, report to the nearest Air National Guard unit mobilized or other military installation for transportation.

b. The commander of the Air National Guard unit or military installation to whom such personnel reports will establish the identity and status of such personnel and communicate directly with the appropriate unit commander by the most expeditious means of communications. See paragraph 57.

13. Personnel on Duty with the Armed Forces. Personnel of the Air National Guard on duty with activities of the Armed Forces will continue on such duty on and after the effective date of a call or order until otherwise ordered by proper authority. Absence of this personnel does not create vacancies in the units to which they are regularly assigned. They will be included in the initial reports, returns and records required upon mobilization and will be carried as on detached service at the place and for the duty indicated. Unit commanders will not take action to obtain the return of such personnel.

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SECTION III - MEDICAL

14. Applicability. The provisions of this section are applicable under both call and order unless otherwise specifically stated herein.

15. General. Immediately upon mobilization all personnel will be physically examined in accordance with this and other applicable regulations unless otherwise directed by the mobilization order. Examinations will be held at home stations. Unit commanders will furnish adequate facilities and necessary supplies.

16. Physical Examination Boards.

a. Composition. Each physical examination boards will consist of one (1) medical officer of the Air Force of the United States.

b. Appointment. Physical examination boards will be appointed by the appropriate Air Force Commander.

c. Duties. Physical examination boards will:

(1) Conduct physical examinations of all personnel within ten (10) days of the effective date of mobilization.

(2) Institute immunization procedures in accordance with AR 40-215.

(3) Make recommendations and reports as required by this and other applicable regulations.

d. Examinations. Examinations will be conducted as follows:

(1) Personnel not on flying status.

(a) Officers and warrant officers in accordance with AR 40-105.

(b) Enlisted personnel in accordance with AR 40-115.

(2) Personnel on flying status in accordance with AFR 160-1.

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e. Waivers. Authority is delegated to the appropriate Air Force Commander to approve waivers of minor physical defects which are static in nature, not likely to become incapacitating, or be aggravated by military service, and not likely to require prolonged hospitalization. Such conditions as arthritis, peptic ulcer, neuropsychiatric or mental condition, chronic pulmonary, back, or joint conditions and manifestation cardio-vascular-visceral diseases are not considered to be within this category.

f. Reports. Results of the physical examination will be recorded and distributed as follows:

(1) Forms.

(a) SF 88 (Report of Medical Examination)
(b) SF 89 (Report of Medical History)

(2) Preparation will be accomplished in accordance with AFR 160-17. All copies will be signed.

(3) Number of copies.

(a) Qualified personnel: Two (2)
(b) Disqualified personnel: Three (3)

(4) Distribution.

(a) Qualified personnel: Original to Chief of Staff, USAF, Attention: Air Adjutant General, through the unit concerned and Air Force channels. Duplicate to the appropriate State, Territory or District of Columbia adjutant general.

(b) Disqualified personnel: Same as (a) above. Triplicate to the individual concerned.

17. Discharge of Disqualified Personnel.

a. Officers and Warrant Officers. Upon mobilization, officers and warrant officers physically disqualified for active military service will be discharged on orders issued by the Chief of Staff, United States Air Force.

b. Enlisted Personnel. Upon mobilization, enlisted persons found physically disqualified for military service as indicated on Report of Medical Examination (Standard Form 88) will be discharged by the appropriate unit commander as follows:

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(1) Number of copies of discharge:

(a) When orders are issued by unit to which enlisted person belongs - five (5)
(b) When orders are issued by a higher headquarters - six (6).

(2) Distribution:

(a) Original and one copy to be forwarded with Report of Medical Examination to the Air Force Commander concerned.
(b) One copy to the appropriate State, Territory, or District of Columbia adjutant general.
(c) One copy to be retained by the unit to which such individual belongs.
(d) One copy to the enlisted person being discharged.
(e) In the event the discharge orders are issued by a higher headquarters the sixth copy will be retained by such issuing headquarters.

(3) Accompanying Papers - SF 88 and SF 89.

(4) Form and contents:

____
(Unit)

____
(Place)

____
(Date)

By Direction of the President ____________________
(Name of enlisted person)

____________________, is this date
(Air Force Serial No) (Grade & Unit)

discharged from the Air Force of the United States by reason of being physically disqualified determined by the physical examination board at

____________________ on ____________
(Place) (Date)

____
(Signature of unit commander)

____
(Name typed)

____
(Grade & Unit)

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18. Care of Sick and Disabled Personnel.

a. Care of Sick. When no medical officer is available to attend members of a unit at the unit rendezvous who are sick on or after the effective date of mobilization, the unit commander is authorized to employ a civilian physician, procure medicine, and provide for suitable hospitalization for those requiring it. Only those members of a unit who have reported for duty or who have given notification of their inability to report for duty in accordance with paragraph 12 a (1) will be eligible for such medical care. Unit commanders will report through channels to the Air Force Commander concerned the status of such personnel under the following circumstances:

(1) As required by paragraph 56 e (1) for those individuals whose condition is likely to prevent them from accompanying the unit, and

(2) As required by paragraph 56 e (2) when such personnel recovers sufficiently to accompany the unit.

b. Care of Disabled. The treatment, reclassification, and final disposition of physically disqualified personnel whose disability is incurred on or after the effective date of mobilization will be, under a call, as prescribed by laws and regulations governing the regular Air Force so far as they are applicable to the Air National Guard while in military service of the United States; and under an order, in accordance with such laws and regulations for the government of the Air Force of the United States as may be applicable to members of the Air Force of the United States whose permanent retention in the active military service is not contemplated by law. (See AFR 35-49.)

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SECTION IV - SUPPLY

19. Applicability. The provisions of this section apply under both call and order unless otherwise specifically stated herein.

20. General.

a. Quarters. Upon mobilization, if the facilities of a unit at rendezvous is inadequate, commanders are authorized to permit personnel to sleep elsewhere. In emergencies, commanders are authorized to rent suitable accomodations for enlisted personnel at rates current in the locality. For details as to funds see paragraph 33.

b. Subsistence.

(1) Unit messes. Upon mobilization, unit commanders will, if practicable, operate unit messes. If unit messes cannot be operated, commanders are authorized to purchase meals locally until higher authority directs otherwise. For details as to funds see paragraph 33.

(2) Officers. Officers who mess with units will pay to the unit fund not less than the actucal pro rata cost of food and service as determined by the unit commander. For disposition of such funds see paragraph 39.

21. Supplies.

a. Rations.

(1) When a unit mess is operated, unit commanders will obtain rations in kind and the authorized allowances of housekeeping supplies from such installations as the appropriate Air Force commander may direct, or, if unavailable.

(2) Unit commanders will be furnished the money allowance for the purchase of rations in kind or meals which will not exceed three times the value of the garrison ration and no savings will be allowed. The official value of the garrison ration will be announced on the effective date of the call or order.

(3) Ration returns will be unecessary until so directed.

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. . . .

b. Fuels, Lubricants and Other Supplies. Unit commanders are authorized to purchase, if necessary, fuel and regular supplies in quantities not exceeding the allowances prescribed in applicable Air Force Regulations. Supplies will be purchased in the open market. For details as to procedure and funds see paragraph 33.

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SECTION V - PROPERTY

22. Accountability. Upon mobilization accountability for property to accompany the unit will be transferred to the unit commander.

23. Property to accompany Unit. Upon mobilization T/O&E and T/A 21-1 property and such other property as may be designated by appropriate authority will accompany the unit. Shortages will be obtained as directed.

24. Disposition of Other Property.

a. United States Property. USP&DO will report all excess United States property to the appropriate Air Materiel Area together with request for immediate disposition instructions.

b. State-owned Property Purchased from the United States. This property will be disposed of as directed by the appropriate State, Territory or District of Columbia authorities, unless requisitioned by the United States under Section 86, NDA, 1916, as amended.

c. State, Unit and Private Property. State, unit and private property may accompany a unit but must be transported and maintained at the expense of the State, unit or individual concerned. Such property may be used until proper authority directs otherwise. Disposal thereof will be accomplished without expense to the United States.

d. Unserviceable Property. Unserviceable property will be disposed of in accordance with current regulations and directives.

25. Transfer of Accountability.

a. Action by USP&DO. Upon mobilization the USP&DO will:

(1) Transfer to the Unit Commander concerned accountability for all United States Property shown to be in possession of such unit by his memorandum receipt accounts as follows:

(a) Prepare shipping documents in an original and five copies. Separate shipping documents will be prepared for property pertaining to each supply agency.

(b) Forward three copies to unit commander.

(c) Forward original and one copy to appropriate Air Force Commander.

(d) One copy will be retained.

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(2) Take immediate action to fill existing shortages within units on a basis of the information of record in his office as to items needed to complete the prescribed equipment of mobilized units at full strength from property on hand or in transit from depots.

(3) Transfer accountability for all aircraft to the Commanding General, Air Materiel Command, under such reporting and regulatory directives as he shall prescribe.

(4) Transfer accountability to the unit commander concerned for all State owned property purchased from the United States which is requisitioned by the United States under the provisions of section 86, NDA, 1916 as amended, as follows:

(a) Prepare shipping documents in an original and six copies.

(b) Forward original and two copies to the Air Force Commander concerned.

(c) Forward three copies to the unit commander concerned.

(d) Retain one copy for file.

(e) Mark shipping documents listing such property at the top as follows: "STATE PROPERTY PURCHASED FROM THE UNITED STATES UNDER SEC. 86, NDA, 1916, AS AMENDED".

b. Action by Air National Guard Base Supply Officer.

Upon mobilization the Air National Guard Base Supply Officer will issue to mobilized units all equipment being held in his custody for such units. Copies of pertinent issue documents will be immediately forwarded to the appropriate USP&DO.

c. Action by Unit Commander. The unit commander will:

(1) Receipt and return one copy of each shipping document to the USP&DO noting thereon any discrepancies.

(2) Retain other copies of the shipping document until such time as disposition thereof is directed by higher authority.

(3) Maintain unit property book or equivalent record to indicate current status of property issued to his unit

d. Settlement of Discrepancies. Adjustment of discrepancies will be effected without delay between unit commanders and USP&DO's after receipt of shipping documents in accordance with pertinent regulation.

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SECTION VI - OPERATIONS AND TRAINING

26. Applicability. Provisions of this section apply under both call and order unless otherwise specifically stated herein.

27. Notification of Mobilization. Upon official notification of mobilization unit commander will notify each member of their units by the most expeditious means, and put into effect applicable portions of unit mobilization plan.

28. Unit Mobilization Plan. Unit mobilization plans will provide for the administration, training and supply of the units immediately after mobilization. A unit training program for the first seven (7) day period will be an integral part of each unit mobilization plan.

29. Security. Adequate individual and unit security measures will be put into effect upon mobilization.

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SECTION VII - FINANCE AND FISCAL

30. Applicability. Provisions of this section apply under both call and order unless otherwise specifically stated herein.

31. Appointment of Unit Commanders as Unit Agent Officers. Upon mobilization Air Force Commanders concerned will appoint commanders of Air National Guard units as unit agent officers for the purpose of making payments to cover unit expenses authorized to be incurred.

32. Appointment of Unit Commanders as Officers Authorized to Incur Indebtedness. Upon mobilization all commanders of Air National Guard units will be appointed by their next higher administrative commander as officers authorized to incur indebtedness. Officers thus appointed will incur no obligations payable from Federal funds other than those specifically authorized herein or by other Air Force Regulations without prior special authority of the Air Force commander concerned.

33. Funds.

a. General. Unit commanders appointed as Class B Agent Officers will receive funds direct by check from disbursing officers designated by Air Force commanders concerned in accordance with paragraph 47c to cover the cost of rations, supplies, andother authorized unit expenses. Checks will be made payable to unit commanders by name. Unit commanders will not await the receipt of orders appointing them as agent officers, but upon and after the receipt of funds by official checks drawn to them by name, and after indorsing the checks with the words "Agent Officer at (Home Station)" following the signature of the unit commander on the back of the

Check, may expend the proceeds of such checks for the purposes authorized in this and other regulations.

b. Purchases on Credit Pending Receipt of Funds. The first checks for unit expenses incurred will reach unit commanders within a day or two after the effective date of mobilization. Pending receipt thereof and in any emergency thereafter unit commanders will purchase necessary authorized supplies and services on credit through the use of purchase orders as directed in paragraph 34.

c. Amounts Furnished. Each check received from a designated disbursing officer will provide unit commanders with an amount equal to three times the amount of the garrison ration times the number of enlisted persons carried on the rolls of his unit on the effective date of the call or order or as increased after mobilization, plus an additiona 25 cents for each man to cover the hire of sleeping quarters for men who cannot be accommodated in existing Air National Guard facilities, and all other necessary purchases of fuel, supplies, and services, over and above the food, soap, candles, matches, and toilet paper covered by the ration. Not more than three times the value of the garrison ration on mobilization will be expended by unit commanders to purchase rations. If the strength of a unit is increased after mobilization, the unit commander, by telegram or other rapid means, will notify the disbursing officer who is supplying him with funds of each increase in unit strength. Such notification will state the new total enlisted strength of the unit and the date on which the strength was increased.

d. Checks to be Furnished. Three checks, each for a day's expenses for his unit, will be received by the unit commander every three days from a designated disbursing officer. The first three checks will be used to pay for the unit expenses of the first three days beginning with the effective date of mobilization, the next three checks for the expenses of the next three days, and so on. Any balance remaining in the hands of the unit commander from the proceeds of the first three checks and subsequent set of checks for payment of unit expenses will be used for subsequent payment of unit expenses until he receives additional checks for that purpose.

e. Additional Amounts. An additional amount, computed on the same basis as given in d, above, will be included in the last check received by the unit commander before departure from his home station to cover expenses other than transportation, during travel; or these expenses may be covered by funds sent by a special check for that purpose.

f. Notification of Non-receipt of Funds. Unit commanders who have not received checks for unit expenses within forty-eight (48) hours after the effective date of mobilization will notify the designated disbursing officer direct by telegram.

g. Handling of Checks. Unit commanders will cash checks as needed to make payments. They will not at any time deposit checks for unit expenses incurred at home station in any bank or similar place, either in a personal account or unit fund account.

h. Payment for Credit Purchases. Unit commanders will pay for all authorized purchases already made on credit without delay as soon as they receive funds from the disbursing officers.

i. Receipt by Unit Commander for Funds Received. He will also receive one copy of WD AGO Form 14-47 (Funds Entrusted to Agent Officer) to which will be attached an original and duplicate of WD AGO Form 14-48 (Receipts for Funds Entrusted to Agent Officer.) He will immediately acknowledge receipt of funds by signing and returning the original of Form 14-48 to the disbursing officer who sent him the checks. With each group of three checks the unit commander will also receive in triplicate WD AGO Form 14-49 (Return of Funds and Statement of Agent Officer's Balance) with WD AGO Form 14-50 (Acknowledgement of Return of Funds and Statement of Balance) attached. These forms will be used to make the return required in j below.

j. Accounting for Funds. After a unit commander receives the first three checks for unit expenses, and after receiving each three succeeding checks, he will make a return within 48 hours to the disbursing officer from whom he received them. The unit commander will make this return on Form 14-49 made out in triplicate. (See i, above). He will retain one copy of this form and send the original and one copy to the disbursing officer. With each return submitted he will attach copies of the following:

(1) Purchase orders - Two copies of all purchase orders for supplies and services purchased and paid for. See paragraph 34.

(2) Receipted bills - The original and one copy of receipted bills for supplies and services purchased and paid for. See paragraph 34.

(3) Vouchers - The signed original and one unsigned carbon copy Standard Form 1034 (Public Voucher for Purchases and services Other than Personal) for each receipted bill. See paragraph 34

k. Receipt from Disbursing Officers. Designated disbursing officers will receipt for unexpended funds returned by unit commanders on Form 14-50.

l. Use of Funds. Funds supplied to unit commanders under this regulation will be used only to cover expenses at home station and for expenses incident to travel to subsequent station.

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m. Extra Funds. In any emergency requiring extra funds, unit commanders will telegraph the circumstances collect direct to the disbursing officer supplying them with funds.

n. Final Return.

(1) General - Unit commanders will make a final return in the manner prescribed in j above, to the disbursing officer from whom they received the funds, within 48 hours after arrival at the first station subsequent to the home station. With this return, uncashed checks may also be returned in addition to unexpended cash. Uncashed checks will be entered as a separate item on WD AGO Form 14-49 in making the final return. All unpaid bills for unit expenses incurred prior to arrival at above mentioned subsequent station, with signed copies of corresponding purchase orders, will be submitted in duplicate by the unit commander with his final return.

(2) Money Orders - A post office money order will be used to return all cash sent with the final return prescribed by (1) above. The money order will be made out for the unexpended cash balance less the cost of the money order, and will be made out to the disbursing officer by name. The unit commander will prepare the following voucher and present it to the postmaster for signature at the time of purchasing the money order, and will include the signed copy and a duplicate with the receipted bills submitted:

Fee for post office money order dated ____(Date)____ for transmission of fundsin the total amount of $________ from (Name of (Unit Commander)____, unit agent officer for ____(Designation of Unit) at (Home Station)____ to (Name of disbursing Off.____ at (Location of disbursing Off.)____, was paid to me.

____
(Signature of postmaster)

____
(Place)

____
(Signature of unit Commander)

____
(Grade and Unit)

o. Delayed Checks. All checks delayed in transit and received by the unit commander after arriving at the new station will be returned uncashed to the disbursing officer who issued the checks, with a Form 14-49 prepared as directed in j above, showing the amount of the returned checks.

p. Funds of Units From Non-Federal Sources. Funds from non-Federal sources in the possession of units on the effective date of a call or order need not be used for any authorized expenses of mobilization.

34. Bids, Purchase Orders, Bills, and Vouchers for Supplies and Services.

a. Bids - Unit commanders, as officers authorized to make purchases and incur indebtedness will obtain informal emergency bids and accept the lowest bid for all supplies and services purchased. Whenever possible, more than one bid will be obtained before making purchase.

b. Purchase Orders. Purchase orders of the type shown in paragraph will be prepared in duplicate for all purchases of supplies and services. The original will be given to the party furnishing the supplies and services, the duplicate will be retained by the unit commander until it is submitted with the original and duplicate of the bill in making returns required by paragraph 33 j or n. A bill for supplies or services will be obtained as prescribed in c below.

c. Bills for Supplies and Services. Three copies of bills will be obtained from party furnishing supplies or services. When a bill is paid the unit commander will obtain a receipt on the original copy of the bill. He will forward the original and one copy of the bill attached to the proper voucher in accordance with d below, with the return required in paragraph 33 j. He will forward the original and one copy of unpaid bills with his final return as prescribed in paragraph 33n.

d. Vouchers. The unit commander will prepare a Standard Form (Public Voucher for Services Other Than Personal) in duplicate for every bill he pays. He will sign this voucher and obtain the signature of the payee on it.

35. Transporting Equipment to Railroad Station or Other Point of Departure. If Government transportation is not available for transporting equipment to point of departure, additional transportation will be hired for this purpose by the unit commander. Such services will be procured by unit commanders as prescribed in paragraph 34a and payment made in accordance with paragraph 33.

36. Members Reporting Elsewhere Than at Unit Rendezvous. Cost of transportation other than by military aircraft issued to an individual as authorized in paragraph 12a (2) will be charged against him.

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37. Bills for Medical Service. Bills for medical service and hospitalization will not be paid by unit commanders from funds furnished to them as prescribed in paragraph 33. Bills for such service will be obtained in duplicate by unit surgeon and transmitted to the Surgeon General of the Air Force in accordance with the existing regulations.

38. Expenses of Physical Examination Boards. Commanders of units being examined will purchase for the use of Physical Examination Boards any emergency supplies or services needed by the board for the prompt completion of its duties, and will procure an account for them in accordance with paragraphs 33 and 34.

39. Disposition of Funds Received From Officers Messing with Unit. Officers who mess with a unit will pay to the unit fund not less than the actual pro rata cost of food and service as determined by the unit commander. Funds received by the unit commander from this source will be taken up as a receipt under "ration savings" in the unit funds.

40. Unit Funds.

a. General. Unit funds books will be opened for squadrons, companies, and detachments in accordance with AFR's 176-1 and 176-2, upon the first receipt of funds which properly belong in unit funds. If a unit has been maintaining a unit fund book before mobilization, a new fund book will be opened for the unit fund. If it is determined by a unit upon mobilization to place in a unit fund, funds derived by the unit before mobilization from sources other than Federal, such funds will be entered in the new unit fund book as a receipt under "other funds." If such funds are to be kept separately, a separate book will be used as prescribed in d below.

b. Funds for Payment of Mobilization Expenses. Unit commanders will not take up in their unit funds any part of the funds received from disbursing officers for the payment of unit expenses incurred during mobilization. See paragraph 33g.

c. Disposition of Funds Received From Officers Messing with Unit. See paragraph 39 above.

d. Funds Derived from Sources Other Than Federal. If such funds are ekpt separate from unit funds, the unit commander will account for them in a separate unit fund book marked on the cover "SPECIAL FUND", followed by the designation of the unit.

41. Pay.

a. Payrolls for Unit Training Assembly. Payrolls for unit training assembly pay due up to and including the day before the effective date of mobilization will be submitted as usual in accordance with Air

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National Guard Regulation and/or National Guard Regulation and through the same channels as before mobilization.

b. Pay After Mobilization. After mobilization, officers, warrant officers and enlisted persons will be paid in accordance with existing Air Force Regulations.

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SECTION VIII - MATTERS CONCERNING STATE AUTHORITIES

42. Report of Air Section, State Hq and Hq Detachment. Upon notification of mobilization the senior officer of the air section of the State Hq and Hq Detachment will report direct to the Air Force commander concerned. See paragraph 51.

43. Responsibility for Installations. State authorities will make the necessary arrangements to assume responsibility for State owned installations occupied by mobilized units of the Air National Guard.

44. Property.

a. Duties of USP&DO. Duties of the USP&DO concerning property are set forth in Section V of this regulation.

b. Returned Shipping Documents. The signed copy of shipping documents returned to USP&DOs by unit commanders assuming accountability under the provisions of this regulation are valid credit vouchers to the stock record account of the USP&DO. Discrepancies indicated will be settled without delay under pertinent regulations.

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SECTION IX - MATTERS CONCERNING AIR FORCE COMMANDERS

45. Air Force Mobilization Plans. Mobilization plans of Air Force commanders will provide for the active supervision and control of units mobilized from the Air National Guard. Plans will provide in detail for the initiation, without delay, of the methods of administration, supply, disbursement of funds, training, recruiting, medical care and hospitalization of mobilized members who are unable, because of sickness or injury, to accompany their units to a training center, and other necessary activities as prescribed in this regulation.

46. Responsibility of Air Force Commanders. Upon the effective date of mobilization, mobilized units and personnel of the Air National Guard pass from State control to the service of the United States. From that date Air Force commanders concerned exercise the same control and authority over these units and individuals as is vested in them for control of elements of the Air Force of the United States subject to certain exceptions set forth by law and this regulation. The authority and control noted above continue until such units and individuals are transferred by higher headquarters.

47. Duties of Air Force Commanders. Upon the effective date of the mobilization of Air National Guard units Air Force Commanders will:

a. Appoint sufficient Physical Examination Boards in accordance with paragraph 16 of this regulation to insure prompt completion of physical examinations required. Orders appointing Physical Examination Boards will authorize travel as necessary and direct that all physical examinations be completed not more than ten (10) days after the effective date of mobilization.

b. Appoint unit commanders of mobilized units as Class B agent officers to disbursing officers in their areas for the purpose of making cash payments for unit expenses incurred under appropriate authority. If practicable, orders of appointment will be forwarded to officers concerned with the first funds advanced.

c. Appoint new unit commander as Class B agent officer to the proper disbursing officer upon receipt of notification of change of unit commander.

d. Transfer officers, warrant officers and enlisted persons found by the Physical Examination Boards to be physically qualified only for limited military service to appropriate installations for duty.

e. Issue orders covering assignments to duty of personnel of the Air Section, State Headquarters and Headquarters Detachment, upon receipt of the report required by paragraph 42 of this regulation.

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f. Authorize the issuance of transportation requests for individuals who report for duty elsewhere than at their unit rendezvous in accordance with paragraph 12a (2) of this regulation. Transportation officers issuing such transportation requests will be directed to make the report prescribed in paragraph 58 of this regulation.

g. Designate depots or other installations to issue rations to mobilized units, issue the necessary instructions to commanders of such depots or installations, designate the units to obtain rations at each place, and notify the unit commanders concerned of such arrangements.

h. Upon receipt of shipping documents from USP&DO's in accordance with paragraph 25 of this regulation transmit two (2) copies of shipping documents for United States property and one (1) copy of shipping document for State property purchased from the United States and requisitioned under section 86, NDA, 1916, as amended, to the Army area auditor for his use in auditing the property accounts concerned, and, will have the original and one copy of shipping documents covering State property purchased from the United States and requisitioned by the United States under the provisions of section 86, NDA, 1916, as amended, completed by inserting unit prices, extensions and totals, and forwarded to the Chief, National Guard Bureau, who will take the necessary action to effect credit to the appropriate State, Territory or District of Columbia.

i. If considered necessary, issue directions to USP&DO's regarding priority of units to be supplied in accordance with paragraph 25 of this regulation.

j. Furnish designated disbursing officers in their area with working funds to cover Air National Guard unit expenses incident to mobilization and direct that these funds be immediately disbursed to unit Class B agent officers appointed in accordance with paragraph 47c of this regulation, in groups of three checks each sufficient for a day's expenses, as prescribed in paragraph 33. Checks for these Class B agent officers will be made payable to unit commanders by name, followed by the words "Agent Officer at (Home station)" and the words "Unit expenses upon mobilization under the President's (call) (order) of (date) " will be entered under "Object for which drawn".

48. Instructor Personnel on duty with Air National Guard.

a. Instructor personnel on duty with the Air National Guard will assist units in any and all ways contributing to prompt completion of processes required upon mobilization.

b. Officers of the Regular Air Force who hold appointments and commissions in the Air National Guard will resign therefrom upon the effective date of mobilization.

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SECTION X - FORMS AND REPORTS

49. Acceptance or Refusal of Commission or Warrant Tendered by Presidential Order.

a. Acceptance.

(1) By whom submitted.-Officers and warrant officers tendered a commission or warrant by a Presidential order, who wish to accept the commission or warrant in the Air Force of the United States.

(2) When submitted.-Without delay after receiving official notice of tender of commission or warrant.

(3) Form.-No form of acceptance is required. The officer or warrant officer will forward with the DD Form 93 the following:

(a) One copy of WD, NGB Form 337 (Oath of Office) duly sworn to and subscribed. (If this form is not available, the oath may be copies from sec.73, National Defense Act, as amended.)

(b) One signed copy of the following statement:

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____
(Place)

____
(Date)

My present appointment in the Air National Guard is dated _______________. I was examined for Federal
(Date)
recognition on _______________.
(Date)

____
(Name)

____
(Name typed or printed)

____
(Grade)

(4) Channels.-Submitted to the next higher administrative commander with the DD Form 93.

b. Refusal.

(1) By whom submitted.-Officers and warrant officers tendered a commission or warrant by a Presidential order, who wish to decline the commission or warrant.

(2) When submitted.-Without delay after receiving official notice of tender of commission or warrant.

(3) Number of copies to be sent.-Original and duplicate.

(4) Channels.-Direct to The Chief of Staff, United States Air Force, Washington 25. D.C.

(5) Form.

____
(Place)

____
(Date)

Subject: Commission in the Air Force of the United States

To: Chief of Staff, United States Air Force, Washington 25. D.C.

I hereby decline commission as _______________
(Grade)
in the Air Force of the United States.

____
(Name signed)

____
(Name typed or printed)

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5. Report of Unit Commanders for Duty.

a. By whom and when submitted.-By the Commanders of all units mobilized by the most rapid means of communication available. (Paragraph 10 a.)

b. Number of copies.-One (1)

c. Form of report.

(Place)

(Date)

In compliance with the order (call) of the President of the U.S. on ______ (Date). I report for duty in the military service of the United States.

(Signature of unit commander)

(Name typed)

(Grade and unit commander)

d. To whom submitted.-This report will be submitted to the next higher unit commander.

51. Report of Air Section, State Headquarters and Headquarters Detachment for Orders.

a. By whom and when submitted.-By the senior officer of such section upon official notification of mobilization.

b. Number of copies.-One (1)

c. Form of report.-

(Place)

(Date)

In compliance with the (order)(call) of the President of the United States on ______ (Date), I report the Air Section of the State Headquarters and Headquarters Detachment of the State of ______ for duty in the military service of the United States.

(Signature of Senior Officer)

(Name typed)

(Grade and State)

d. Channels.-Direct to the Air Force commander concerned.

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52. Record of Emergency Data for Armed Forces of the United States (DD Form 93).

a. By whom submitted.-All personnel.

b. When submitted.-Without delay upon mobilization.

c. Number of copies.-Three (3).

d. Distribution.-Upon mobilization only, thereafter in accordance with AFR 35-38.

(1) Original to Chief of Staff, USAF, attention: Air Adjutant General through channels.

(2) Duplicate to unit file.

(3) Triplicate to the appropriate State, Territory or District of Columbia adjutant general direct.

53. Active Duty Report (DD Form 220).

a. By whom submitted.-Unit commander for all personnel.

b. When submitted.-Without delay upon mobilization.

c. Number of copies.-Four (4).

d. Distribution.-Upon mobilization only.

(1) Original to Chief of Staff, USAF, attention: Records and Special Actions Division, Washington 25. D. C. through channels.

(2) Duplicate to the Chief, National Guard Bureau through the appropriate State, Territory or District of Columbia adjutant general.

(3) Triplicate to the appropriate State, Territory or District of Columbia adjutant general direct.

(4) Quadruplicate to individual unit 201 file.

54. Military Fingerprint Card, Federal Bureau of Investigation, Department of Justice.

a. Officers and warrant officers.

(1) By whom submitted.-All officers and warrant officers, unless this form has previously been forwarded to the Chief of Staff, U. S. Air Force, attention: Air Adjutant General, Washington 25. D. C., as required by AR 345-120.

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(2) How prepared.-See AR 345 - 120.

(3) When submitted.-Without delay upon mobilization.

(4) Number of copies.- One (1).

(5) Channels.-See paragraph b (5), below.

(6) Oath of Office and Statement.-When applicable, the oath of office and statement covered in paragraph 49 a will also be submitted with this form.

b. Enlisted Persons.

(1) By whom submitted.-Unit commanders for all enlisted persons except those for whom this form has previously been completed.

(2) How prepared.-See AR 345-120.

(3) When submitted.-Without delay, upon mobilization.

(4) Number of copies.-One (1).

(5) Channels.-Through air force channels to Chief of Staff, U. S. Air Force, attention: Air Adjutant General.

55. Report on Individuals Absent Without Leave upon Mobilization.

a. By whom submitted.-Unit commander.

b. When submitted.-The day after the effective date of the Presidential call or order.

c. Number of copies.-One (1).

d. Distribution.-To next higher administrative commander.

e. Form. (Example follows)

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(Unit and home station)

(Date)

Subject: Enlisted Persons Absent Without Leave.

TO: Commanding Officer, 485th Fighter Group, Dobbins Air Force Base, Georgia

1. ______________________ is absent without
(Grade, name, and unit of absentee)
leave as of midnight ______________________.
(Effective date of call or order)

2. Investigation shows that he is apparently absent because of
______________________.
(Reasons for absence, if known: "reasons unknown")

3. His apparent intentions are ______________________
______________________.
(Apparent intentions, or "unknown")

(Signature of unit cmdr)

(Name typed)

(Grade and unit)

56. Reports on Sick and Injured Enlisted Persons.-

a. By whom submitted.-Commanders of squadrons, groups, wings, and detachments of units. See paragraph 18.

b. When submitted.-On and after the effective date of a call or order, as cases of sickness and injury likely to prevent men from accompanying their unit become known to the unit commander, and whenever men already reported as probably unable to accompany their unit recover sufficiently to accompany it.

c. Number of copies to be sent.-One (1).

d. Channels.-Through Air Force channels to Air Force commander concerned.

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e. Form and contents.

(1) Form of letter for reporting sickness or injury.

(Place)

(Date)

Subject: Report on Sick and Injured Enlisted Persons

TO: Commanding General, 14th Air Force, Dobbins Air Force Base, Georgia

(Name, grade, unit, and serial number of Air Force or Army enlisted person) will probably be unable to accompany this unit when it leaves its unit rendezvous because of ______________.
(Sickness or Injury)

He is at ______________
(Name and address of hospital;or home address,if not in hospital) under medical care.

(Signature of unit Cmdr.)

(Name typed)

(Grade and unit)

(2) Form of letter for reporting recovery from sickness or injury. This letter will have the same heading as the letter given in (1) above. The body of the letter will be as follows:

(Name, grade, unit and serial number of Air Force or Army enlisted person) reported in letter of ______________, as probably being unable
(Date)
to accompany his (has accompanied his) Unit.

57. Report on Individuals Who Reported Elsewhere than at Their Unit Rendezvous.

a. By whom submitted.-All unit commanders, and commanders of Air Force Bases.

b. When submitted.-When an enlisted person of some other unit reports for duty.

c. Number of copies to be sent.-Original and duplicate.

d. Channels. Through channels to the appropriate Air Force commander.

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e. Form and contents.-Letter as follows:

____
(Place)

____
(Date)

Subject: Report on Inducted Enlisted Person of Another Unit Who Reported to This Station

TO: Commanding General, 14th Air Force, (thru channels)

____
(Name, grade, and unit of enlisted persons (AF or Army)
reported for duty to this station on ________________, under the
(Date)
following circumstances ____________________________
____
____

Travel orders are requested authorizing his return to ____________
____________________________________.
(Enlisted person's unit, and home station)

____
(Signature)

____
(Name typed)

____
(Grade and unit)

58. Report on Transportation Request Issued for Individual Who Reported Elsewhere than at His Unit Rendezvous.

a. By whom submitted.-Officer who issues the transportation request.

b. When submitted.-Upon issue of transportation request.

c. Number of copies to be sent.-Original and duplicate.

d. Channels.-To the unit commander of the enlisted person through the Finance Officer, U. S. Air Force, Washington 25, D. C.

e. Form and contents.-Letter containing the following:

(1) Name, grade, unit, and serial number of the individual to whom the transportation request was issued.

(2) The serial numbers of the transportation requests.

(3) Any other expenditures.

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f. Action by Finance Officer, U.S. Air Force. - The Finance Office: U.S. AirForce, in forwarding the report, will indorse on it the actual cost ofthe transportation issued.

g. Action by unit commader.- Upon receipt of the report, the unit commander will make note of the amount to be charged ag inst the enlisted person and then return the report to the Finance Officer, U.S. Air Force, Washington 25, D.C., by indorsement, stating the pay roll on which the charge has been or will be made. The cost of the transportation other than by military aircraft, will be charged against the man as follows:

(1) If he was sent to join his unit at its unit rendezvous, the amount to be charged will be the total expense incurred for his transportation.

(2) If his unit has been transferred elsewhere and he is sent to join it there instead of at the unit rendezvous, the amount to be charged will be the total expense incurred for his transportation, less the amount it would have cost to send him with his unit from his unit rendezvous to the new station of his unit.

59. Morning Report. Pending distribution of AF Form 183 and AF Manual 171-6, which governs it's preparation, Morning Reports, Initial Strength Returns, and Initial Rosters will be prepared in accordance with existing regulations.

a. Morning Report, WD AGO Form 1.- A new WD AGO Form 1 will be opened to begin with the effective date of the Presidential call or order for all Air Force units. It's preparation will be governed by the provisions of AFR 31-6.

b. Entry Under Remarks.- The following will be included under "Remarks":

(1) Names, serial numbers of all members carried on the rolls of the unit, including absentees with proper notation regarding each individual's status.

(2) The date and hour of arrival of each member at the unit rendezvous.

(3) The place and date of reporting of each individual reporti elsewhere than at the unit rendezvous.

(4) Additional sheets will be used for "Remarks" if necessary. If desired, carbon copies of Initial Rosters may be pasted on the proper "Remarks" page to form the record required in (1), (2) and (3), above.

60. Daily Sick Report. (WD AGO Form 5). A new WD AGO Form 5 will be opened beginning with the effective date of the Presidential call or order. (See AR 345-415), for each unit.

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61. Initial Strength Return.

a. By whom submitted. - All unit commanders.

b. When submitted. - On the day after the effective date of the Presidential call or order.

c. Number of copies. - Four (4)

d. Distribution. -

(1) Original to Chief of Staff, U.S. Air Force, attention: Air Adjutant General, Washington 25, D.C., through Air Force channels.

(2) Copy to next higher administrative commander.

(3) Copy to appropriate State, Territory, or District of Columbia adjutant general.

(4) Copy to unit file.

62. Initial Roster. Pending distribution of AF Form 183 (Morning Report) and AFM 171-6 initial rosters will be submitted as follows:

a. By whom submitted. - All unit commanders.

b. When submitted. - On the day after the effective date of the Presidential call or order. (At the same time as the Initial Strength Return as required by paragraph 61.)

c. Number of copies. - Six (6).

d. Distribution. -

(1) One copy will be retained by the preparing unit.

(2) The other five (5) copies will be sent to the next higher administrative headquarters which will check the rosters and distribute them as follows:

(a) Original to the Chief of Staff, U.S. Air Force attention: Air Adjutant General, Washington 25, D.C. through Air Force channels.

(b) One (1) copy to the Chief, National Guard Bureau direct.

(c) One (1) copy to the appropriate State, Territory, or District of Columbia adjutant general direct.

(d) One (1) copy to the Air Force commander concerned through channels.

(e) One (1) copy retained by the headquarters making the distribution.

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e. Form. Roster will be prepared on sheets of bond paper 8 by 10½ inches using one side of the paper.

f. Entries. The following information will be included and will be arranged alphabetically by grade and listed in the order indicated below from left to right:

(1) Last name.
(2) First name.
(3) Middle initial, if any.
(4) Grade.
(5) Air Force Service number.
(6) SSN.

g. At the center of the top of each page will appear the words "INITIAL ROSTER" in caps. Immediately thereunder on the first page only will be indicated unit designation, location and date.

h. The following certificate will be accomplished on the final page of each initial roster: (All copies will be signed by unit commander)

____
(Place)

____
(Date)

Except as otherwise indicated after their names, I certify that the individuals whose names appear on this roster reported at

____________________ on ____________________, and that
(Place) (Date)

all men listed claim the city of ____________________
(Home Station)

or its vicinity as their place of residence.

____
(Signature of Unit Commander)

____
(Name typed)

____
(Grade and Unit)

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63. Enlistment Record (WD AGO Form 21). The original enlistment record of each man carried on the initial roster whether present or absent will be forwarded to the Chief of Staff, USAF, attention: Air Adjutant General, Washington 25, D. C., through Air Force channels with the initial roster. Before these records are forwarded information regarding the nearest relative and the person to be notified in case of emergency and the designation of beneficiary contained in this form will be verified and corrected as necessary. Each correction will be initialed by the enlisted person concerned and by an officer or warrant officer.

64. Service Record (WD AGO FORM 24A). Forms 24A in use at the time of mobilization will be continued while the individual concerned is in the military service of the United States in accordance with AR 345-125. Verification of emergency addressee shown and of immunization record indicated will be made. Under "Remarks - Administrative" on page 15 of the Service Record a notation will be made indicating induction into the military service of the United States at the specified place and on the specified date pursuant to the Presidential call or order.

65. Property Records including DD Forms 189 and 191. Immediately upon mobilization a check of property will be made to determine status of supply and accuracy of existing records. If not already in use DD Forms 189 and 191 will be initiated in accordance with AFR 67-18.

66. Notification of Change of Unit Commander.

a. By whom submitted.-Unit commanders who become commanders of units on or after the effective date of mobilization while units are still at unit rendezvous because of the death, discharge, illness or relief of the officer who commanded the unit upon mobilization.

b. When submitted.-Immediately upon assuming command.

c. To Whom submitted.-To the Air Force commander concerned.

d. How submitted.-By telegram or equally rapid means of transmission.

e. Form of message.-"I have this date assumed command of

________________ at ________________
(Designation of Unit) (Home Station of Unit)

vice ________________."
(Name of Previous Unit Commander)

____
(Name of new unit commander as used in his official signature)

____
(Grade and Unit)

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67. List of Forms. The following list of forms will be needed upon mobilization and includes regulations applicable thereto, where forms are not self explantory.

Form No.	Subject or Title	Regulation
WD AGO Form 1	Morning Report	AFR 31-6
WD AGO Form 5	Daily Sick Report	AR 345-415
WD AGO Form 8-117	Immunization Register and Other Medical Data	AR 40-215
WD AGO Form 14-47	Funds Intrusted to Agent Officer	AR 35-320
WD AGO Form 14-48	Receipts for Funds Intrusted to Agent Officer	AR 35-320
WD AGO Form 14-49	Return of Funds and Statement of Agent Officer's Balance	AR 35-320
WD AGO Form 14-50	Acknowledgement of Return of Funds and Statement of Balance	AR 35-320
WD AGO Form 20	Enlisted Qualification Record	AFR 35-500
WD AGO Form 20-1	Additional information for Form 20	
WD AGO Form 24A	Enlisted Serice Record	AR 345-125 TM 12-230 TM 12-230A
WD AGO Form 25	Extract from Service Record	AR 345-125 TM 12-230
WD AGO Form 66	Officers and Warrant Officers Qualification Record	AFR 35-580
WD AGO Form 66A	Change to Form 66	
WD AGO Form 66B	Insert to Form 66	
WD AGO Form 66WS	Work Sheet for Form 66	
WD AGO Form 204	Notice of Change of Address	TM 12-205
WD AGO Form 603	Change of Address	
WD AGO Form 621	Application for Dependencey Benefits	
WD AGO Form 641	Report of Change in Status of Family Allowance	
WD AGO Form 643A	Personal History Statement	AFR 205-6
NME Form 53	Report of Home Address at Last Entry into Service	AFL 15-5
NME Form 200	Report of Survey	AFM 67-1
DD Form 93	Record of Emergency Data for Armed Forces of United States	AFR 35-38
DD Form 98	Loyalty Certificate	
DD Form 99	Tax Withholding Record	
DD Form 113	Military Pay Record	AFR 173-21
DD Form 114	Military Pay Order	AFR 173-21
DD Form 122	Certificate for Aviation Pay	AFR 35-57
DD Form 137	Certificate for Increased Allowances	AFR 173-41
DD Form 138	Request for Pay Record Information	AFR 173-21
DD Form 139	Pay Adjustment Notice	AFR 173-21

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67. List of Forms (Cont'd.)

Form No.	Subject or Title	Regulation
DD Form 140	Receipt for Transfer of Pay Record	AFR 173-21
DD Form 187	Individual Clothing Request	AFR 67-18
DD Form 189	Individual Clothing Record	AFR 67-18
DD Form 191	Organizational Clothing and Individual and Organizational Equipment Record	AFR 67-18
DD Form 220	Active Duty Report	AFR 45-48
DD Form 234	Allotment Authorization to Start or Stop Allotments	
DD Form 251	Council Book	AFR 176-1, 176-2
DD Form 313	Dept. of Defense Motor Vehicle Operator's Permit	AFR 32-7
WD Form 35	Signature Card	
WD Form 87	Certificate of Training	
WD Form 88	Record of Training	
SF Form 78	Certificate of Medical Examination	
SF Form 88	Report of Medical Examination	
SF Form 89	Report of Medical History	
SF Form 95	Claim for Damages or Injury	AFR 112-2
SF Form 1034	Public Vouchers for Purchases and Services other than Personal	
AF Form 85	Inventory Adjustment Voucher	AFM 67-1
AF Form 90	Consolidated Memorandum Receipt	AFM 67-1
AF Form 183 *	Morning Report	AFM 171-6
DA AGO Form 14-34	Statement of Charges Against Enlisted Men	

* Pending publication of AFM 171-6, Morning Reports will be prepared on WD AGO Form 1 in accordance with AFR 31-6.

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SECTION XI - CHECK LISTS

68. **General.** This section contains check lists for the assistance of unit commanders upon mobilization and such check lists are numbered in sequence of their priority.

69. Check List Number 1.

	Paragraph
Notify members of unit to report to unit rendezvous -	27
Report for orders as unit commanders -- - - - - - - - -	10a
Establish unit mess and obtain rations and supplies -	20b(1),
Establish quarters at unit rendezvous and obtain additional quarters if necessary - - - - - - - - ---	21a (1) & (2) 20a & 33
Arrange for care of sick - - - - - - - - - - - - - - - -	18,33
Require all personnel to send in the individual report on DD Form 93 - - - - - - - - - - - - - - - -	10b
If mobilized under Presidential order, direct warrant officers and enlisted persons who hold commissions in the AFUS to report under such commissions to the units to which they are assigned - - - - - - -	71
If mobilized under Presidential order, see that officers and warrant officers to whom commissions of warrants are tendered submit acceptance or refusal -	9
Open a new morning report - - - - - - - - - - - - -	59a
Open a new daily sick report (WD AGO Form 5) - - -	60
Provide adequate space and supplies for Physical Examination Boards - - - - - - - - - - - - - - - —	15, 38
Make members of unit available for Physical Examination - First Priority - - - - - - - - - - - - - -	15
Service Record:	
Open WD AGO Form 24A (Service Record) - - - - - -	64
Enter notation on all WD AGO Form 24A - - - - - -	64
Check all WD AGO Form 24A for correct name and address for emergency addressee - - - - - - - -	64
Enlistment Records:	
Check data on enlistment records concerning nearest relative, emergency addressee, and designation of beneficiary - - - - - - - - - - - - - - -	63

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69. Check List Number 1. (Cont'd.)

	Paragraph
Enlistment Records: (Cont'd)	
Check property records for accuracy - - - - - -	65
Prepare initial roster - - - - - - - - - - - -	62
Prepare initial strength returns - - - - - - -	61
Complete FBI military fingerprint cards - - - -	54
Record data concerning mobilization on WD AGO Forms 20 (Soldier's Qualification Card) - - - - - -	
Prepare DD Form 220 for all personnel - - - - -	10c

70. Check List Number 2.

	Paragraph
Submit report on sick or injured - - - - - - - -	18
Pay for supplies and services purchased on credit -	33h
Submit return of funds to disbursing officer - - -	33n
Report increases in strength of unit - - - - - - -	33c
Report needs for extra funds if necessary	33m
If higher authority discharges any enlisted persons from unit, forward appropriate report - - - - -	17
Determine status of AWOL personnel - - - - - - - -	11
Prepare payrolls for unit training assemblies - -	41
Dispose of unit funds in accordance with unit decisions - - - - - - - - - - - - - - - - -	40
Open new unit fund book - - - - - - - - - - - - -	40
Dispose of unserviceable property - - - - - - - - -	24d
Property:	
Prepare unit property for movement as directed -	
Dispose of property not to accompany unit - - -	24
Check property against shipping documents transferring accountability - - - - - - - - - - - -	25
Notify Air Force Commander of new unit commander if necessary -	10

71. Check List Number 3.

	Paragraph
Submit payrolls if necessary - - - - - - - - - - -	41
Make report on personnel of other units reporting for duty -	12
Shortages will not be requisitioned - - - - - - - -	23
Ration returns will not be submitted until directed -	21a (3)

BY ORDER OF THE SECRETARY OF THE AIR FORCE:

HOYT S. VANDENBERG
Chief of Staff, United States Air Force

OFFICIAL:

L.L. JUDGE
Colonel, USAF
Air Adjutant General

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RESTRICTED

HQ CONTINENTAL AIR COMMAND MITCHEL AFB N Y

COURIER &
PRIORITY PRIORITY
x

CG, EASTERN AIR DEFENSE FORCE STEWART AFB NEWBURGH NEW YORK
CG, WESTERN AIR DEFENSE FORCE HAMILTON AFB HAMILTON CALIFORNIA x
CG, FIRST AIR FORCE MITCHEL AFB NEW YORK (COURIER)
XXX CG, FOURTH AIR FORCE HAMILTON AFB HAMILTON CALIFORNIA
CG, TENTH AIR FORCE SELFRIDGE AFB MICHIGAN
CG, FOURTEENTH AIR FORCE ROBINS AFB GEORGIA

INFO: DIRECTOR OF OPERATIONS HQ UNITED STATES AIR FORCE WASHINGTON 25 D C
CHIEF, NATIONAL GUARD BUREAU WASHINGTON 25 D C

CNOOT-B______________. Ref ltr, this hq, 11 Dec 50, subj: Federalization of ANG units, as amndd. For your info and planning purposes USAF is taking action to order into act mil sv eff 1 Feb 51 the ANG units listed in the above ref. In order to determine curr status and progress being made toward the prep of these units for federalization desire CG's, Eastern Air Defense Force and WADF conduct indiv confers attended by representatives of the nod AF's and ANG units concerned. Nod AF's and ANG unit representatives should pres the curr status of units to be federalized and pt out maj problems being encountered. Unit missions and tng stds should be clearly explained. Suggest confers be held in mid Jan 1951. Dir comm authd between nod AF's and EADF and WADF as required. CG's EADF and WADF will coordinate confer dts and locs

RESTRICTED 1 2

Lt. Col. W. J. Sherrard/mh

CNOOT-B 1244

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so as to alw attendance at both confers by representatives of ADC and ConAC. CG's, ADF and ConAC, w/b advised of the dts and locs of confers. End.

CG, ConAC

OFFICIAL BUSINESS

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HEADQUARTERS
AIR DEFENSE COMMAND
Mitchel Air Force Base, New York

10 OCT 1947

Brigadier General J. P. McConnell, USAF
Chief, Reserve and National Guard Division
AC/AS-3
Headquarters U. S. Air Force
Washington, D. C.

Dear Mac:

We have studied your proposed recommendations to the National Guard Bureau concerning utilization of Air National Guard training equipment and facilities, and feel that though you are presenting an excellent scheme for expansion of the National Guard troop basis, the problem of individual trainee utilization of facilities has not been reconciled.

The Air National Guard is intended to be an M-Day force and, as such, individuals and units must be maintained at a high state of training. To us, it follows that poor utilization of training facilities indicates the lack of accomplishment of the mission and, therefore, we must exert every effort to increase the amount of training received by an individual rather than attempt to train more individuals to the same low level of training.

By far, the most expensive item in the Air National Guard program is pay to Air National Guard personnel for National Guard armory drill. Rather than organize duplicate Air National Guard units and thereby be obligated for the armory drill pay of the personnel concerned, let us recommend that the Air Force back a proposal to:

a. Increase authorized armory drill periods for the existing units of the 514 unit program and,

b. Remove the present flying hour limitation for Air National Guard pilot personnel and,

c. Withdrawal of Federal recognition of those state units which do not attain standards of proficiency suitable for an M-Day outfit.

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In summary, our thoughts are substantially these: Give more training to the people we now have and keep Air National Guard units to a high state of proficiency rather than dilute individual and unit proficiency to achieve higher training equipment utilization.

If we can achieve the standards desired and still be below full utilization of our equipment, then officer augmentation over and above Table of Organization of the Guard units would probably be desirable, since M-Day would present a requirement for trained officers far in excess of available personnel. I have shown the foregoing to General Stratemeyer and he concurs therein.

Confirming our telephone conversation, we will deliver such of the figures Major Brewer requested as we can assemble to your office, Tuesday morning, 14 October. Please give us as much advance notice as you can regarding the exact date of Mr. Barrows' visit.

Best regards.

Sincerely,

JOHN P. DOYLE
Brigadier General, U. S. Air Force
Chief of Staff

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4 Sep 1948

E 312

Major General Howard M. Turner
Headquarters Tenth Air Force
Brooks Field
San Antonio, Texas

Dear Slim:

EXTRACT

* * * * * * *

Present Air National Guard organization represents an effort on the part of the National Guard Bureau to activate as many tactical units as possible under continued budget reductions. Unfortunately, this effort has left much to be desired in the molding of a balanced M-Day force with definite command channels. We are continuing in our efforts to achieve the desired organization, but at this time I am unable to inform your of the planned location of the controlling wing headquarters for the Air National Guard units of the Tenth Air Force.

* * * * * * *

Sincerely,

s/t/ GEORGE E. STRATEMEYER
Lieutenant General, U. S. ARMY
Commanding

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ConAC TRAINING DIRECTIVE)
0-2)

HEADQUARTERS CONTINENTAL AIR COMMAND
Mitchel Air Force Base, N.Y., 1 June 1950

INDEXES

Numerical Index of ConAC Training Directives

1. Purpose. The purpose of this Training Directive is to provide all ConAC activities with a list of current ConAC Training Directives which are assigned base numbers and general subject classification in accordance with Air Force Training Standard 0-1, 29 September 1944.

2. Distribution. Distribution of ConAC Training Directives is made direct to Headquarters USAF, major USAF commands, ConAC air forces and to each unit for which the Training Directive is written.

3. List of Current ConAC Training Directives. The numerical index of all current ConAC Training Directives is shown below. Whenever a new Training Directive or an amendment to an old Training Directive is received, each activity will make the proper notation or correction in this index.

Number	Date	Classification and Title
		0-INDEXES
0-2	1 Jun 50	Numerical Index of ConAC Training Directives
		10-FIGHTER AND AIR DEFENSE UNITS
10-1	Nov 49	Interceptor Fighter Unit (F-47) (ANG)
10-2	Nov 49	Penetration Fighter Unit (F-47) (ANG)
10-3	Nov 49	Interceptor Fighter Unit (F-51) (ANG)
10-4	Nov 49	Penetration Fighter Unit (F-51) (ANG)
10-5	Nov 49	Interceptor Fighter Unit (F-80) (ANG)
10-6	Nov 49	Penetration Fighter Unit (F-80) (ANG)
10-7	Nov 49	Aircraft Control & Warning Unit (ANG)
10-8	Nov 49	Radar Calibration Unit (ANG)
10-9	24 Jul 50	All-Weather Fighter Unit (Jet)
10-10	18 Sept 50	Fighter-Interceptor Unit (Jet)
		20-BOMBARDMENT UNITS
20-1	Oct 49	Light Bombardment Unit (B-26) (USAFR)
20-1A	21 Apr 50	
20-1B	9 Jun 50	
20-2	Nov 49	Light Bombardment Unit (B-26) (ANG)

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Number	Date	Classification and Title
		40-BASE SERVICE UNITS (AIR)
40-1	Oct 49	Supply Squadron (USAFR) Light Bomb-Wing
40-2	Oct 49	Headquarters, Maintenance and Supply Group (USAFR) Light Bomb-Wing
40-3	Oct 49	Maintenance Squadron (USAFR) Light Bomb-Wing
40-5	Oct 49	Headquarters, Maintenance and Supply Group (USAFR) Troop Carrier Wing, C-46
40-6	Oct 49	Maintenance Squadron (USAFR) Troop Carrier Wing, C-46
40-7	Oct 49	Supply Squadron (USAFR) Troop Carrier Wing, C-46
40-8	Oct 49	Headquarters and Headquarters Squadron, Air Base Group (USAFR) Troop Carrier Wing, C-46
40-10	Oct 49	Headquarters and Headquarters Squadron, Air Base Group (USAFR) Light Bomb-Wing
40-11	Oct 49	Headquarters, Maintenance and Supply Group (USAFR) Troop Carrier Wing, C-47
40-12	Oct 49	Maintenance Squadron (USAFR) Troop Carrier Wing, C-47
40-13	Oct 49	Supply Squadron (USAFR) Troop Carrier Wing, C-47
40-15	Oct 49	Headquarters and Headquarters Squadron, Air Base Group (USAFR) Troop Carrier Wing, C-47
40-22	May 51	Food Service Squadron (ANG)
40-23	May 51	Air Police Squadron (ANG)
40-24	May 51	Motor Vehicle Squadron (ANG)
40-25		Installation Squadron (ANG)
40-26	Nov 49	Air Force Band (ANG)
40-27	Nov 49	Air Service Units (ANG)
40-27A	21 Jul 50	
		50-COMMUNICATIONS UNITS
50-1	Oct 49	Communication Squadron (USAFR) Light Bomb-Wing
50-2	Oct 49	Communication Squadron (USAFR) Troop Carrier Wing, C-46
50-3	Oct 49	Communication Squadron (USAFR) Troop Carrier Wing, C-47
50-4	Nov 49	Communication Squadron (ANG)
50-7	Nov 49	Signal Light Construction Company (ANG)

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Number	Date	Classification and Title
		70-WEATHER UNITS
70-1	Nov 49	Weather Station (Type "A") (Reduced) (ANG)
		110-MEDICAL UNITS
110-1	Oct 49	Medical Group (USAFR) Troop Carrier Wing, C-46
110-2	Oct 49	Medical Group (USAFR) Light Bomb-Wing
110-3	Oct 49	Medical Group (USAFR) Troop Carrier Wing, C-47
		120-TROOP CARRIER UNITS
120-1	Oct 49	Troop Carrier Units, Medium (C-47 Less Glider) (USAFR)
120-1A	9 Jun 50	
120-2	Oct 49	Troop Carrier Units, Medium (C-46 Less Glider) (USAFR)
120-2A	9 Jun 50	
		200-MISCELLANEOUS - AIR
200-1	Nov 49	Utility Flights (ANG)

(AAG)

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

CHARLES T. MYERS
Major General, USAF
Vice Commander

OFFICIAL:

Neal J. O'Brien

NEAL J. O'BRIEN
Colonel, USAF
Air Adjutant General

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HEADQUARTERS
FOURTEENTH AIR FORCE
Robins Air Force Base, Georgia

O&T 325 31 Aug 50

SUBJECT: Continental Air Command Regulation 49-1

TO: Commanding General
Continental Air Command
Mitchel Air Force Base
New York

1. Reference is made to paragraph 5(4), Continental Air Command Regulation 49-1, 10 December 1948, particularly the second sentence thereof which states, "All schedules will be submitted through the senior Air Instructor of the State to the appropriate Continental Air Command air force commander for approval."

2. It is recommended the sentence quoted above be deleted from Continental Air Command Regulation 49-1 for the following reasons:

a. The Continental Air Command Training Directives for Air National Guard units provide the training program without further approval.

b. The unit Air Instructor is in a better position to know the training status and requirements of the Air National Guard unit than the air force commander.

c. The submission of monthly training reports, reports of combat effectiveness, etc., provide the air force commander with adequate information as to the condition of the unit concerned.

3. It is considered that the submission of a training schedule by Air National Guard units is of no value except as an indication of intent, whereas a report of training accomplished may be checked against requirements where progress seems unsatisfactory.

4. It is recommended that the Air National Guard unit submit a training schedule to the Air Instructor only for approval. The Air Instructor then would act as the official agent of the air force commander in reviewing the schedule for suitability.

FOR THE COMMANDING GENERAL:

SAMUEL E. BARGER
Major, USAF
Asst Air Adj Gen

To Hist Flying Tng Br
Sept 1950

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Directive

O&T 325 (31 Aug 50) 1st Ind 13 Sep 50

HQ CONTINENTAL AIR COMMAND, Mitchel Air Force Base, New York

TO: Commanding General, Fourteenth Air Force, Robins Air Force Base, Georgia

Continental Air Command Regulation 49-1, 10 December 1948, and Continental Air Command Letter 49-5, 15 August 1947, are being revised. In accordance with basic, the requirement for submission of training schedules to Air Force Headquarters for approval will be deleted.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

12 Sept 50

or J R Best/dac/3245

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(31)

HEADQUARTERS
NINTH AIR FORCE
Langley Air Force Base, Virginia

23 May 1950

9AF 353.01 O&T

SUBJECT: ConAC Training Directives for Air National Guard

TO: Commanding General
Continental Air Command
Mitchel Air Force Base, New York

1. Air Instructors of this command have recommended that Air Technician personnel, who are fully qualified in their particular SSN, be excused from participating in Sectional Classroom Training as outlined in the applicable ConAC Training Directive. Reasons given for such action are as follows:

a. Certain phases of ConAC Training Directives are so basic and elementary that the requiring of highly skilled personnel to accomplish all classroom training outlined would be detrimental to the program as a whole.

b. Training would be duplicated and affected individuals would be disinterested, resulting in a general low of interest that would adversely influence the attitude of the younger airmen who are in particular need of basic subjects.

2. In the event the recommendation in paragraph 1, above, is favorably considered, it is further recommended that the unit commander be required to personally certify to the qualification of those Air Technician personnel exempted after conferring with section heads and the training officer to determine those lessons for which credit will be given. No other personnel would be exempted from such training.

3. Certain highly skilled Air Technician personnel exempted would continue to be utilized as instructors. Those personnel not required for instructional purposes could be cross or up-trained into other SSN's. For example, an Airplane Mechanic could be cross trained as a Propellor, Hydraulic, or Electrical Specialist using a NGB syllabus as a guide.

FOR THE COMMANDING GENERAL:

JOHN W. JONES
Major, USAF
Asst. Air Adj. Gen.

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Hq 9th AF 353.01
Subject: ConAC Training Directives for Air National Guard

O&T 353 (23 May 1950)   1st Ind.   31 May 1950

HQ CONTINENTAL AIR COMMAND, Mitchel Air Force Base, New York

TO: Commanding General, Ninth Air Force, Langley AFB, Virginia

1. Paragraph 4d of Continental Air Command Training Directives for the Air National Guard requires that assigned personnel be qualified in their duty SSN, before participating in the unit training program. It is realized that there will be varying levels of proficiency within the sections of a T/O&E Unit, and for this reason the material outlined in the "Sectional Classroom Training" portion of the Training Directives was written in a general manner to provide a framework which could be developed by each unit to satisfy its needs in this respect. The instruction presented in basic subjects need not be elementary instruction but should be geared to the experience level of the qualified personnel within the section. Personnel who are not qualified, and personnel who desire cross-training, should be trained under the provisions of paragraph 4b (2) (c) and (f) of the applicable Training Directive.

2. Highly skilled specialists within a section should be utilized as instructors in their specialty and may receive credit for completion of the subjects in which they instruct.

3. For the above reasons, the recommendation in basic is not favorably considered.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

NEAL J. O'BRIEN
Colonel, USAF
Air Adjutant General

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HEADQUARTERS
NINTH AIR FORCE
Langley Air Force Base, Virginia

23 May 1950

9AF 353.01 O&T

SUBJECT: ConAC Training Directives for Air National Guard

TO: Commanding General
Continental Air Command
Mitchel Air Force Base, New York

1. Air Instructors of this command have recommended that Air Technician personnel, who are fully qualified in their particular SSN, be excused from participating in Sectional Classroom Training as outlined in the applicable ConAC Training Directive. Reasons given for such action are as follows:

a. Certain phases of ConAC Training Directives are so basic and elementary that the requiring of highly skilled personnel to accomplish all classroom training outlined would be detrimental to the program as a whole.

b. Training would be duplicated and affected individuals would be disinterested, resulting in a general low of interest that would adversely influence the attitude of the younger airmen who are in particular need of basic subjects.

2. In the event the recommendation in paragraph 1, above, is favorably considered, it is further recommended that the unit commander be required to personally certify to the qualification of those Air Technician personnel exempted after conferring with section heads and the training officer to determine those lessons for which credit will be given. No other personnel would be exempted from such training.

3. Certain highly skilled Air Technician personnel exempted would continue to be utilized as instructors. Those personnel not required for instructional purposes could be cross or uptrained into other SSN's. For example, an Airplane Mechanic could be cross trained as a Propellor, Hydraulic, or Electrical Specialist using a NGB syllabus as a guide.

FOR THE COMMANDING GENERAL:

JOHN W. JONES
Major, USAF
Asst. Air Adj. Gen.

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Hq 9th AF 353.01
Subject: ConAC Training Directives for Air National Guard

O&T 353 (23 May 1950) 1st Ind. 31 May 1950

HQ CONTINENTAL AIR COMMAND, Mitchel Air Force Base, New York

TO: Commanding General, Ninth Air Force, Langley AFB, Virginia

1. Paragraph 4d of Continental Air Command Training Directives for the Air National Guard requires that assigned personnel be qualified in their duty SSN, before participating in the unit training program. It is realised that there will be varying levels of proficiency within the sections of a T/O&E Unit, and for this reason the material outlined in the "Sectional Classroom Training" portion of the Training Directives was written in a general manner to provide a framework which could be developed by each unit to satisfy its needs in this respect. The instruction presented in basic subjects need not be elementary instruction but should be geared to the experience level of the qualified personnel within the section. Personnel who are not qualified, and personnel who desire cross-training, should be trained under the provisions of paragraph 4b (2) (c) and (f) of the applicable Training Directive.

2. Highly skilled specialists within a section should be utilized as instructors in their specialty and may receive credit for completion of the subjects in which they instruct.

3. For the above reasons, the recommendation in basic is not favorably considered.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

NEAL J. O'BRIEN
Colonel, USAF
Air Adjutant General

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8 Tucker

HISTORY OF FLYING TRAINING BRANCH

MAY 1950

1. Active Duty Training - 63rd Troop Carrier Wing. Letter was received from Hq First AF requesting authority for direct communications with the 11th Airborne Division, Camp Campbell, Ky. Hq First AF indicated that plans were being formulated for the dropping of paratroopers and supplies in conjunction with 11th Airborne Division activities during the fifteen (15) day active duty training period of the 63rd Reserve Troop Carrier Wing at Godman AFB. Coordination was established with Hq Tactical Air Command in this regard. This Headquarters approved the proposed combined missions with the 63rd Reserve Troop Carrier Wing and the 11th Airborne Division, Camp Campbell, Ky. Authority was granted for direct communication with the 11th Airborne Division. This type of training for reserve troop carrier units and personnel is extremely desirable in that it affords realistic training for such personnel, at the same time furthering the accomplishment of training missions of the ground forces. (TAB 1)

2. Request for Waiver of ConAC Ltr 55-1. Request was received from Hq Ninth AF requesting authority for the waiver of ConAC Ltr 55-1, dated 16 February 1950, for the 2240th AFRTC, Cleveland, Ohio. This Directive stipulates that there will be no touch and go landings conducted within this command. Hq Ninth AF pointed out that the AFRTC at Cleveland, Ohio does not have adequate taxi ramps. In the absence of these ramps, upon the completion of each landing it is necessary for aircraft to taxi back the active runway to take-off position. It was pointed out that this situation has impaired to a certain extent the C46 Transition Program of personnel assigned to the reserve troop carrier wing located at this station. In reply to Hq Ninth AF, it was indicated that a waiver of the above-mentioned Directive could not be granted, in that touch and go landings are not desirable from a safety standpoint. This decision was based on the following:

a. Past accidents resulting from raising flaps too early.

b. Ground loop accidents resulting from completion of flights in which touch and go landings had been made. (TAB 2)

3. Water Rescue Equipment for Air National Guard Units. A query was received from Hq USAF in regard to water rescue equipment to be furnished by the National Guard Bureau for all Air National Guard units within this command. Such equipment will be utilized in conjunction with over-water aerial gunnery activities. This query was sent out to all ConAC Air Forces for the determination of required equipment. Upon receipt in this Headquarters, the equipment requirements will be consolidated and forwarded to Hq USAF. (TAB 3)

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4. Radar Bomb Scoring Site: Message was received from Hq Strategic Air Command requesting information on the projected utilization of Charlotte, N. C. Radar Bomb Scoring Site during FY 1951. Hq Strategic Air Command was advised that the utilization of this Radar Bomb Scoring Site by B45s would not include visual runs. The proposed B45 radar runs per quarter for FY 1951 are as follows:

1st Quarter - 695
2nd Quarter - 695
3rd Quarter - 695
4th Quarter - 695

In addition, Hq Strategic Air Command was advised that there will be a limited number of visual runs accomplished by the 162nd Tactical Reconnaissance Squadron utilizing RB-26 aircraft. It was estimated that approximately forty (40) such visual runs per Quarter will be accomplished by this organization. The above information was furnished Hq Strategic Air Command, in that both this command and Strategic Air Command will be utilizing the above-mentioned Radar Bomb Scoring Site during FY 1951. (TAB 4)

5. Visits by Representatives of the Office of the Special Assistant for Reserve Forces, Hq USAF, to Reserve Corollary Units during these Units Active Duty Period. Message was received from Hq USAF indicating that four (4) officers from the above-mentioned office would visit corollary units during their active duty training period at Hamilton AFB on 15 May 1950. The purpose of these visits are to familiarize personnel with the problems encountered in the implementation of the Corollary Program and to determine the progress of training within these units. This information was forwarded to Hq Fourth AF requesting that a time and place for a meeting with these representatives of USAF and the corollary units be established. In addition to the above, all cooperation is being offered USAF representatives conducting these visits in that additional impetus and aid may be afforded from the HQ USAF level to the Corollary Program within this command. (TAB 5)

6. Ajo Gila Bend Danger Area. Letter was dispatched to Hq Fourth AF making reference to: MINUTES OF AIR COORDINATING COMMITTEE, SUBCOMMITTEE ON AIR SPACE, RULES OF THE AIR AND AIR TRAFFIC CONTROL, Meeting No 191, 25 April 1950. During the above meeting, the Ajo Gila Bend Danger Area was approved on a temporary basis for a period of six (6) months, beginning 15 May 1950. The danger area approved will include the entire area of the gunnery range west of the Ajo Gila Bend Highway. This gunnery range will be used on a continuous basis for aerial gunnery and rocket firing. This range will be utilized by tactical fighter units presently assigned to the Fourth and Twelfth AFs. In connection with the above, a requirement was established for the continuation of control tower facilities at Luke AFB, Phoenix, Arizona in that this station will be utilized as a staging location for certain fighter units. (TAB 6) (TAB 6-1)

7. Corollary Unit Active Duty Training Site. Query was received from Fourteenth AF requesting the availability of funds to permit the 309th Troop Carrier Group Corollary to receive active duty training at Seward AFB during the period 4 through 18 June 1950. It had been previously established by Hq Fourteenth AF that this corollary unit would receive active duty training during the 1st Quarter of FY 1951. In regard to the above query, coordination was established with Director of Budget, this Headquarters, and a request was submitted to Hq USAF for necessary active duty and travel funds to permit this unit to receive active duty training during 4 through 18 June 1950. Budget authority was received from Hq USAF for the obligation of such funds to permit the 309th to receive active duty training during these dates and at the training site indicated above. Hq Fourteenth AF was advised of the above. (TAB 7)

8. F-84 Characteristics. A meeting at Hq Air Materiel Command, 11 May 1950, was attended by Capt G. W. Engel. The purpose of this meeting was to review F-84 accidents in which loss of the wing in flight was involved, and to establish flight restrictions for F-84 aircraft, designed to prevent similar occurrences in the future. As a result of this meeting, the following flight restrictions were agreed upon by attending representatives for forwarding to Hq USAF for approval and incorporation in applicable TOs:

a. F-84B and C

(1) 7.33 Gs
(2) 40 MPH below critical MACH (.8) below 15,000 ft.
(3) .8 MACH above 15,000 ft.
(4) No acrobatics except those maneuvers encountered in the normal tactical employment of the aircraft.

b. F-84D and E

(1) 7.33 Gs
(2) 40 MPH below critical MACH (.82) below 15,000 ft.
(3) .82 above 15,000 ft.
(4) No acrobatics below 15,000 ft. except those encountered in the normal tactical employment of the aircraft.

Pending approval of the USAF of the foregoing restrictions, Hq Air Materiel Command will develop a MACH indicator for installation on present F-84 air speed instruments, which will indicate both the allowable MACH above and below 15,000 ft. In the interim, pilots are being instructed to control air speeds below 15,000 ft. so that a 40 MPH spread is maintained between the MACH and air speed needles. (TAB 8)

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9. Clarification of AF Regulation 60-4. A query was received from Hq Twelfth AF as to whether the Instrument Pilot Certificate AF Form 8 (White) could be upgraded to AF Form 8a (Green) without the applicant accomplishing a flight check for the green instrument card. Hq Twelfth AF was advised that as indicated in par 5b(1), AF Regulation 60-4, 7 September 1949, AF Form 8a would be issued to applicants only upon successful completion of the instrument flight check for the green card. The purpose of this provision is to insure that applicants for such instrument ratings possess instrument flight capabilities commensurate with the responsibilities and authority associated with the Instrument Pilot Certificate AF Form 8a (Green). (TAB 9)

10. Operational Test for USAFR T/O&E Wings. Letters were sent to each AF, making reference to letter this Headquarters O&T 333.1, subject: Operational Test for USAFR T/O&E Wings, 11 May 1950. It was requested that this Headquarters be advised of dates operational tests would be given by their headquarters to each USAFR T/O&E Wing under their jurisdiction. The operational tests as indicated in par 1, above-cited letter, will be conducted during one two (2) day period of each unit's summer encampment. The above requested information, pertaining to the dates these tests will be conducted, will be utilized by this Headquarters in preparing itineraries for the conduct of staff visits by personnel within this Directorate. The purpose of the operational test is to determine reserve unit and individual effectiveness as pertains to the accomplishment of the assigned mission. These tests will also be used for the determination of the quality and extent of training accomplished by these units to date. (TAB 10)

11. USAFR Active Duty Training. Letters were sent to all ConAC AFs making reference to instructions previously issued for the conduct and implementation of the USAFR Active Duty Training Program under the present ConAC organizational structure. This letter pointed out that concurrent with the reorganization of certain ConAC AFs and units, planned to take place in the near future, all such instructions will be transferred to the new command organization assuming the responsibility for this training. This will apply only in instances where there is a transfer of responsibilities for the implementation of the USAFR Program from one command organization to another. It is contemplated that the proposed future reorganization within ConAC will effect ~~the~~ transfer of certain ConAC tactical units from the AFs to the EADF, WADF or TAC. With the transfer of these regular units, the responsibilities for the administration and training of assigned corollary units will be transferred to EADF, WADF or TAC. The purpose of the above letter was to assure that all instructions pertaining to any portions of the Reserve Program ~~which will be transferred~~ will be forwarded, upon reorganization, to the new command assigned this responsibility. (TAB 11)

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12. Request for Special Training, C-124. Letter was submitted to Headquarters USAF in accordance with AF Regulation 50-9, requesting special C-124 training for pilots and flight engineers. It is contemplated this Command will receive C-124 type aircraft commencing 1 November 1950. In connection herewith, a requirement was established for the training of certain air crew personnel in the C-124 type aircraft. This requirement took into consideration the fact that a C-124 MTD will be available on or about 15 June at Walker AFB, New Mexico, or Kelly AFB, Texas. The C-124 training requirements requested that quotas be established for the training of eighteen (18) pilots, MOS 1024, and nine (9) flight engineers, MOS 737. It was recommended this training include at least fifteen (15) hours of flight transition for both MOS'. These personnel will be trained as crews and upon completion of such training will return to the unit and act as instructor crews for the purpose of checking out personnel at the home station. (TAB 12)

13. Waiver of ConAC Regulation 51-7. Request was received from Headquarters Tenth AF, requesting authority to waive paragraph 4a (a) of ConAC regulation 51-7 in instances where personnel have had previous four engine experience. This paragraph prescribes that at least fourteen (14) hours of C46 transition will be conducted to include orientation, familiarization, blindfold check of cockpit, engine starting, operation procedures, taxiing, take-off, landing and emergency procedures. Headquarters Tenth AF was advised that the request for waiver was not favorably considered, because the requirements prescribed in this paragraph are considered the absolute minimum for personnel not having previous C-46 experience. Any additional waiver would deviate from the primary purpose of this Regulation, and the Training Program, in that the quality of pilot proficiency in this aircraft would not be as high as desired. In addition, it is believed that such a waiver would seriously jeopardize the overall flying safety program. (TAB 13)

14. ConAC Training Directives for Air National Guard. Letter Ninth AF, File 353.01, subject: ConAC Training Directives for Air National Guard, dated 23 May 1950, requested authority to waive basic training portion of the applicable training directives for individuals possessing basic qualifications in their duty SSN. It was pointed out in this letter that a certain amount of duplication in this training takes place. Headquarters Ninth AF was advised that paragraph 4d of ConAC training directives applicable to the Air National Guard requires that personnel be qualified in their duty SSN, before participating in the unit program. It was realized that there will be varying levels of proficiency in the sections of a T/O&E unit and for this reason the training material outlined in the "Sectional Classroom Training" portion of the training directives was written in a general manner, so as to provide a framework which could be developed by each unit to satisfy its needs in this respect. The instruction presented in basic subjects need not be elementary instruction but should be geared to the level experience of qualified personnel assigned to the section. Personnel who are not qualified and who desire cross-training should be trained under the provisions of paragraph 4b(2)(e) and (f) of the applicable training

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directive. Highly skilled specialists within a section should be utilized as instructors in their specialty and may receive credit for completion of the subjects in which they instruct. For the reasons indicated above, the request that certain personnel be exempted from the basic training portion of the applicable training directives was not favorably considered.

15. GCA Facilities. Letter sent to all Air Forces inviting their attention to letter Airways Communications Service, Headquarters 1800th AACS Wing, dated 3 May 1950, File 360.31, subject: Proficient GCA Facilities. The letter to the Air Forces indicated that installations of this Command equipped with GCA will establish local procedures to insure maximum training for the GCA team on duty. During the periods of operation of the GCA unit, control tower operators will request inbound aircraft which are of the proper type and adequately equipped, to make practice ground control approaches. The purpose of this letter was to stress the importance of GCA training for both the GCA ground team personnel and GCA training within the Instrument Flying Program. It was pointed out that the minimum acceptable number of approaches per month would not be less than four hundred (400).

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29 May 1950

Hq 9th AF 353.01 Major J Best/3245/cm
Subject: ConAC Training Directives for Air National Guard

OAT 353 (23 May 1950) 1st Ind

HQ CONTINENTAL AIR COMMAND, Mitchel Air Force Base, New York

TO: Commanding General, Ninth Air Force, Langley AFB, Virginia

1. Paragraph 4d of Continental Air Command Training Directives for the Air National Guard requires that assigned personnel be qualified in their duty SSN, before participating in the unit training program. It is realized that there will be varying levels of proficiency within the sections of a T/O&E Unit, and for this reason the material outlined in the "Sectional Classroom Training" portion of the Training Directives was written in a general manner to provide a framework which could be developed by each unit to satisfy its needs in this respect. The instruction presented in basic subjects need not be elementary instruction but should be geared to the experience level of the qualified personnel within the section. Personnel who are not qualified, and personnel who desire cross-training, should be trained under the provisions of paragraph 4b (2) (e) and (f) of the applicable Training Directive.

2. Highly skilled specialists within a section should be utilized as instructors in their specialty and may receive credit for completion of the subjects in which they instruct.

3. For the above reasons, the recommendation in basic is not favorably considered.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

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Hq 1st AF OT 353
Subject: High Altitude Intercept Training for ANG Units

17 Apr 50

O&T 353 (10 Apr 50) 1st Ind O&T/Capt Engel/3245-mlw

HQ CONTINENTAL AIR COMMAND, Mitchel Air Force Base, New York

TO: Commanding General, First Air Force, Mitchel Air Force Base, New York

1. This Headquarters concurs fully in the desirability and feasibility of the Air National Guard fighter units conducting high altitude intercept training on Strategic Air Command bombers during the summer encampment period.

2. It is not desired to request the Strategic Air Command to perform additional missions over and above the presently constituted ConAC-SAC Intercept Training program. This latter program constitutes a considerable effort and it is felt that the frequency of penetration of the northeast area by SAC bombers is sufficient to afford intercept training for the 52nd and 67th Fighter Wings (ANG) during their summer encampment period.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

TAB 3-5

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21 Apr 50

O&T 352

O&T/Major Marshall-6136-mlw

SUBJECT: Weather Requirements for Air National Guard Summer Encampments

TO: Commanding General, First Air Force, Mitchel Air Force Base, New York (Identical letters sent to 4th, 9th, 10th 12th & 14th Air Forces)

1. Headquarters Military Air Transport Services has indicated that they are in a position to assist the Air National Guard, during it's summer encampments, by furnishing certain weather training facilities and personnel. These services are to be in addition to the normal requirements set forth in Air National Guard letter, subject: "Instructions for Field Training of Air National Guard Units, Calendar Year 1950", dated 22 January 1950, CSNGB-AFOTT 354.1 (Air) Gen.

2. It is requested that your headquarters determine the weather support required by the Air National Guard Summer Encampments for the Calendar Year 1950. This information should include the type and duration of service required by geographical location. Request reply at earliest practicable date.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

TMB 50-8

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EXTRACT COPY

HISTORY OF FLYING TRAINING BRANCH

SEPTEMBER 1950

E X T R A C T   C O P Y

*   *   *   *   *

11. Field Training Exercises. Letter was received from Hq USAF requesting that early arrangements be made to schedule conferences between the numbered AF's and National Guard representatives of the various states to select field training sites for ANG units during Calendar Year 1951. It was indicated that all conferences should be completed by 15 Nov 50. It was further requested that the conferences be scheduled at intervals to enable representatives of the AMC and the NGB to attend and that the schedule be coordinated with those agencies. The ConAC AF's were advised of the above and tentative conference dates were allocated each Air Force as follows: First AF - 2-6 Oct 50, Fourth AF - 23-27 Oct 50, Tenth AF - 16-20 Oct 50, Fourteenth AF - 9-13 Oct 50. The Air Forces were advised that the selection of field training sites, in order to provide the most realistic training possible, should conform to the following criteria:

a. Field training sites for all tactical flying units must have available air-to-air and air-to-ground gunnery ranges.

b. All units of the ANG Wing will participate in field training simultaneously. Therefore, where more than one base is required, they should be sufficiently close together to afford effective operational control by the Wing.

c. Where feasible, field training of Air National Guard AC&W units will be conducted at Regular Air Force sites under the direct supervision of Regular Air Force AC&W commanders. In this connection, representatives of the appropriate Air Defense headquarters will be scheduled to attend the planning conferences for coordination on this subject. Replies received from the ConAC Air Forces indicated that conferences to select field training sites for ANG encampments during Calendar Year 1951 were scheduled as follows: First AF - 2 Oct 50, Fourteenth AF - 9 Oct 50, Fourth AF - 17 and 18 Oct 50, Tenth AF - not yet firm. The latter information was submitted to the Chief, National Guard Bureau through Hq USAF. (TAB #11)

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DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON 25, D. C.

Sep 11 1950

AFCRF-2

SUBJECT: Field Training Conferences

TO: Commanding General
Continental Air Command
Mitchel Air Force Base
New York

1. It is requested that early arrangements be made to schedule conferences between the Numbered Air Forces and National Guard representatives from the various states to select field training sites for calendar year 1951. All conferences should be completed prior to 15 November 1950.

2. It is further requested that the conferences be scheduled at intervals to enable representatives of Air Materiel Command and the National Guard Bureau to attend and that the schedule be coordinated with those agencies.

BY COMMAND OF THE CHIEF OF STAFF:

/s/ D. S. Campbell

DANIEL S. CAMPBELL
Colonel, USAF
Deputy Spec. Asst. for Reserve Forces

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Hq USAF, AFCRF-2
Subj: Field Training Conferences

O&T-E 353 (11 Sep 50) 1st Ind

HQ CONTINENTAL AIR COMMAND, Mitchel Air Force Base, New York

TO: Special Assistant for Reserve Forces, Headquarters United States Air Force, Washington 25, D. C.

1. Letters have been dispatched this date to the First, Fourth, Tenth and Fourteenth Air Forces to schedule conferences as requested in basic. Upon receipt of firm dates for each Air Force area, the agencies listed in paragraph 2, basic, will be notified.

2. Criteria furnished our Air Forces for the selection of field training sites consisted of the following:

a. Field training sites for all tactical flying units must have available adequate air-to-air and air-to-ground gunnery ranges.

b. All units of the Air National Guard Wing will participate in field training simultaneously; therefore, where more than one base is required, they should be sufficiently close together to afford effective operational control by the Wing.

c. Where feasible, field training for Air National Guard AC&W units will be conducted at Regular Air Force sites under direct supervision of Regular Air Force AC&W commanders. In this connection, representatives of the appropriate Air Defense Force headquarters will be scheduled to attend your planning conference for coordination on this subject.

FOR THE COMMANDING GENERAL:

14 Sept 50

Major JRBest/3245/dac

8 Ind #11

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O&T 353

SUBJECT: Field Training Conferences

TO: Commanding General, Tenth Air Force, Selfridge Air Force Base, Michigan + 1st, 4th and 14th AFs.

1. It is requested that field training conferences between your headquarters and National Guard representatives of the states concerned be scheduled to select field training sites for the Calendar Year 1951 summer encampments.

2. Headquarters United States Air Force has indicated that representatives of the Air National Guard Bureau and Air Materiel Command will attend. Therefore, it is desired that the conferences in each Air Force area be scheduled at intervals which will permit attendance of these personnel at each conference. Accordingly, the following periods are tentatively allocated each Air Force.

a.	First Air Force	2 - 6 October 1950
b.	Fourth Air Force	23 - 27 October 1950
c.	Tenth Air Force	16 - 20 October 1950
d.	Fourteenth Air Force	9 - 13 October 1950

3. Mutual exchange of conference periods between Air Forces is authorized; however, request that final arrangements be completed and inclusive dates be furnished this headquarters prior to 27 September 1950.

4. The selection of field training sites should conform to the following criteria:

14 Sept 50
Maj JRBest/3245/dac

a. Field training sites for all tactical flying units must have available adequate air-to-air and air-to-ground gunnery ranges.

b. All units of the Air National Guard Wing will participate in field training simultaneously; therefore, where more than one base is required, they should be sufficiently close together to afford effective operational control by the Wing.

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c. Where feasible, field training for Air National Guard AC&W units will be conducted at Regular Air Force sites under direct supervision of Regular Air Force AC&W commanders. In this connection, representatives of the appropriate Air Defense Force headquarters will be scheduled to attend your planning conference for coordination on this subject.

5. Letter, your headquarters, 6 September 1950, File 353, Subject: Plans for Air National Guard Field Training for Calendar Year 1951, has been forwarded to the National Guard Bureau requesting expeditious reply to the questions raised therein, so that answers will be available prior to the October conference.

6. Request the results of your conference, to include recommended training sites and tentative field training dates, be forwarded so as to reach this headquarters prior to 7 November 1950.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

14 Sept 50

Maj JRBest/3245/dac

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HQ CONTINENTAL AIR COMMAND MITCHEL AFB NY

ROUTINE

x

CG, EASTERN AIR DEFENSE FORCE, STEWART AFB, NEWBURGH, NY

CGT-E_____________. Plans for ANG summer encampments for Calendar Yr 51 inc the tng of ANG ACAW units at Reg AF sites under dir supv of Reg AF ACAW unit comdrs. Preliminary confers to select fld tng sites have been schd by the nod AFs. Repr will inc ANG/state authorities, NGB and AMC. Req representatives of your hq qualified to discuss the ACAW aspect be pres. Confers in your area are as fols: a. First AF - 2 Oct 50 in bldg T-128, Mitchel AFB at 0815 hrs EST. b. Fourteenth AF - 9 Oct 50 at Memphis Muni Aprt, Memphis, Tenn, at 1000 hrs CST and 11 Oct 50 at Hensley Fld, Dallas, Tex, at 0900 hrs CST. c. Tenth AF - not yet firm. Aprx dt 30 Oct 50. Dtls w/b furnd on rec. Furn aprop AF w/name and rank of representatives, time and dt of arr, and dts qrs desired, if any.

CG, ConAC

28 Sept 50
Maj JRBest/3245/dac

OFFICIAL BUSINESS

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Major J R Best/dac

CGT-E 3245

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HQ CONTINENTAL AIR COMMAND MITCHEL AFB NY UNCLASSIFIED

ROUTINE

SPECIAL ASSISTANT FOR RESERVE FORCES, USAF
WASHINGTON 25, D.C.
CHIEF, NATIONAL GUARD BUREAU, WASH 25, D.C.
CG, AIR MATERIEL COMMAND, WRIGHT-PATTERSON
AFB, DAYTON, OHIO

AFCRF-2 UNCLASSIFIED

OMT-E_____________. ReUSAFltr AFCRF-2, Subj, "Fld Tng Confers," 11 Sept 50, confers to select fld tng sites for ANG encampment Calendar Yr 51 have been sedd as fols: a. 1st AF - 2 Oct 50 in Bldg T-128, Mitchel AFB, NY, at 0815 hrs EST. b. 14th AF - 9 Oct 50 at Memphis Muni Aprt, Memphis, Tenn, at 1000 hrs CST and 11 Oct 50 at Hensley Fld, Dallas, Tex, at 0900 hrs CST. c. 4th AF - 17 and 18 Oct 50 at Salt Lake City, Utah at 0900 MST. d. 10th AF - not yet firm. Tentative dt aprx 30 Oct 50. Dtls w/b fwdd upon rec. Req names and ranks of ANG and NGB pers attending these confers, together w/ estd time and dt of arr and dts qrs desired, if any, be furnd to aprop AFs prior to arr of conferees.

CG, ConAC

28 Sept 50
Major JRBest/3245/dac

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Major J R Best/dac

OMT-E 3245

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1136

10 November 1950

SUBJECT: Report of Air National Guard Field Training Conference, Tenth Air Force.

1. The undersigned attended a conference conducted by the Tenth Air Force at Selfridge Air Force Base during the period 2 - 3 November 1950. The purpose of this conference was to determine Air National Guard field training sites and dates, and to discuss, in detail, the initial plan for field training which has been prepared by the Tenth Air Force (See Inclosure No. 1).

2. The following headquarters were represented:

a. Headquarters Tenth Air Force:

Major General Johnson, Commanding
Colonel Gray, Deputy for Operations
Lt Colonel Pease, Director of Air National Guard Affairs

b. National Guard Bureau:

Lt Colonel Vaughan and three (3) officers from the Training and Installation Sections of the National Guard Bureau.

c. Headquarters Continental Air Command:

Captain H. E. Beal, Jr., Operations and Training
Captain H. B. Libbey, Operations and Training

d. Each state in the Tenth Air Force area was represented by the State Adjutant General, the U. S. Property Disbursing Officer, Senior Air National Guard Unit Commanders and Senior Air Instructors.

3. With few exceptions, the plan for training based on the sequential use of Camp Williams, Camp Grayling and Oscoda Air Force Bases was accepted. Objection was expressed, principally by Iowa representatives, to the separation of squadron from group and group from wing necessitated by lack of capacity of sites in proximity to aerial gunnery ranges. In this connection, Tenth Air Force representatives pointed out that Regular Continental Air Command fighter squadrons, in many instances, are now separately deployed and that similar training by the Air National Guard would be consistent with Regular Air Force Air Defense requirements. A discussion concerning the use of the former Alpena Air Force Base or Grayling Air Force Base resulted in no definite conclusion. The National

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Guard Bureau representatives pointed out that funds are being allotted for rehabilitation and possible runway extension at Camp Williams. Although the National Guard Bureau representatives concurred with General Johnson's stand that the money would be better expended at Alpena or Camp Grayling because of their proximity to ranges, the representatives pointed out that because of the relatively large sums previously expended at Camp Williams it appeared unlikely that the money now earmarked for Camp Williams could be reallotted to the Camp Grayling or Alpena areas.

4. As a further means to provide Air National Guard Training sites, and to eliminate the need of an airlift of units to the Wisconsin-Michigan area from western states, it was suggested that the gunnery range at Casper, Wyoming, which is presently inactive, be reactivated if the Casper Airport can be obtained for use by the Air National Guard. General Ismay, Adjutant General, State of Wyoming, stated that he would do everything possible to urge state authorities to cooperate in making this airport and the adjacent inactive range available. Runways at Casper are sufficiently long to handle Jet aircraft.

5. To follow up the suggestion of paragraph 4, above, a letter is being written to the National Guard Bureau indicating concurrence of this headquarters in establishment of an Air National Guard training base with adjacent gunnery range facilities in the western portion of the Tenth Air Force area, and requesting that we be notified of any such action taken.

6. Other problems, mostly of a minor nature, were resolved by discussion during the conference which was well planned and the plan well executed.

1 Incl
Operation Plan

HENRY E BEAL, JR
Captain, USAF

RICHARD B LIBBEY
Captain, USAF

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EXTRACT COPY 114

HISTORY OF FLYING TRAINING BRANCH

OCTOBER 1950

EXTRACT COPY

* * * * *

6. Request for Authority for Cross-Country Flights. A letter was received from Hq Fourteenth AF making reference to paragraph 2, National Guard Bureau Memo 60-7, 8 June 1949. This directive stipulates that ANG instructors will submit a request for administrative flights, in excess of a thousand miles, to the Chief, Air National Guard Bureau, for approval. Past experience indicates that excessive delay has occurred in the receipt of approval or disapproval of such flights from the National Guard Bureau. Frequently, the administrative duties and functions of ANG instructors require the participation in or conduct of flights in excess of a thousand miles. This headquarters recommended that the above-cited paragraph of National Guard Bureau Memo 60-7 be amended to authorize ordered administrative flights by ANG instructors in excess of one thousand miles without prior approval of the Chief, National Guard Bureau. (TAB #6)

7. Air National Guard Summer Encampment Conferences. A message was received from Hq AMC requesting information as to the purpose of these conferences and the extent to which AMC representatives were required or desired to participate. Hq AMC was advised that the purpose of the ANG field training conferences is to determine field training sites and dates as well as supply and materiel problems being encountered by ANG units located in the area of the ConAC AF scheduling conference. This headquarters believes that the attendance of representatives from AMC is desirable primarily to discuss supply and materiel matters involved in the support of the forthcoming ANG summer encampments, and secondarily, to resolve problems arising from possible use of AMC bases for encampment training sites. This headquarters will have no definite information concerning the actual encampment sites selected until completion of these conferences, which is expected on or about 15 November 1950. Hq AMC was invited to participate in these conferences in order that adequate and effective logistical support could be established well in advance of the encampment dates so as to preclude or minimize as much as possible supply shortages which would seriously hinder or impair the training scheduled for these periods. (TAB #7)

* * * * *

15. Squadron Bombing and Gunnery Exercises. Letter was received from Chief, Air National Guard Bureau indicating that the present world situation requires that the highest degree of proficiency

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HISTORY OF FLYING TRAINING BRANCH - OCTOBER 1950 (Contd)

possible in aerial gunnery and bombing be attained by units of the ANG. It is realized that some of the ANG squadrons are unable to use aerial gunnery and bombing ranges during the unit training assembly due to the distances involved to these ranges. In order to equalize the training and allow each tactical squadron to engage in fighter gunnery and bombing training, authority was granted by the ANG Bureau, Hq USAF, to permit each squadron now unable, because of distances involved, to stage from its home base for gunnery and bombing practice, to conduct 4 two-day squadron bombing and gunnery exercises during fiscal year 1951. All tactical pilots available, including those in the tactical group and wing, and only a minimum number of supporting personnel necessary to accomplish the gunnery training, will be authorized to attend these exercises. Letters were prepared to each of the subordinate ConAC air forces making reference to these exercises and requesting that all possible assistance be given ANG units in the implementation of this program. It was requested that the air forces furnish this headquarters information pertaining to the dates and sites for the training of units listed in referenced letter from the Chief, Air National Guard Bureau, and other units which indicate they have a desire and a requirement for such training. (TAB #15)

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HISTORY OF FLYING TRAINING BRANCH

NOVEMBER 1950

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2. Request for Policy Concerning Installation of Jet Instrument Approach Facilities for ANG Organizations. A query was received by this headquarters from Fourteenth Air Force requesting a specific policy pertaining to the installation of jet instrument approach facilities for ANG organizations presently equipped with jet type aircraft. Hq Fourteenth Air Force was advised that the requests for such facilities are governed by National Guard Bureau Air Memorandum 85-2, 21 January 1948. It was further indicated that while an ANG jet organization is in an inactive status requests for appropriate facilities will be initiated by the organization concerned. The responsibility for the initiation of requests for appropriate operating facilities does not fall within the purview of this command unless such organizations have been integrated into active service and have been assigned to this command. Basically, upon activation of an ANG unit within this command, it then becomes our responsibility to request, obtain and maintain all necessary facilities required for the effective training and operation of the organization concerned. (TAB #2)

* * * * *

10. Report of Air National Guard Field Training Conference, Tenth Air Force. Conference was conducted at Hq Tenth Air Force, Selfridge AFB, during 2-3 November 1950, the purpose of which was to determine ANG field training sites and dates and to discuss the initial plan for such training which had been prepared by Hq Tenth Air Force. This conference was attended by representatives from Hq, USAF, Hq Tenth Air Force, Hq ConAC and representatives of the State Adjutant General's Office of each of the States in the Tenth Air Force area of responsibility. With few exceptions, the plan for training of Tenth Air Force ANG units during the forthcoming encampment period, will be conducted at Camp Williams, Camp Grayling and Oscoda AFB. Objection was expressed by the Iowa representatives to the separation of squadron from group and group from wing necessitated by the lack of sites in the relative proximity of aerial gunnery ranges suitable for the training of fighter type units. Tenth Air Force representatives pointed out that Regular ConAC fighter squadrons are now separately deployed and that similar training by ANG units would be consistent with Regular Air Force defense needs. As a further means to provide ANG training sites and to eliminate the need of an airlift of units in the Wisconsin-Michigan

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HISTORY OF FLYING TRAINING BRANCH - NOVEMBER 1950 (Contd)

area from western states, it was suggested that the gunnery range located at Casper, Wyoming be reactivated if arrangements can be made for the utilization of Casper Airport as a staging station for units using this range. This headquarters initiated a letter to Hq USAF indicating the concurrence of ConAC in the establishment of an ANG training base with adjacent gunnery range facilities in the westernpart of the Tenth Air Force area, and requesting that this headquarters be notified of action taken relative thereto as soon as possible in order that appropriate plans and arrangements can be made prior to the commencement of the Calendar Year 1951 ANG encampment program. This headquarters is monitoring the preparation of plans for forthcoming ANG summer encampments and all possible assistance will be rendered in order to facilitate the implementation of these programs. (TAB #10)

* * * * *

13. Field Training of Air National Guard. Letter was received from the Chief, Air National Guard Bureau, Hq USAF, in which a desire was expressed for joint training between Air and Ground National Guard units during the Calendar Year 1951 summer encampment period. Hq First, Fourth, Tenth and Fourteenth Air Forces were advised of the above and were requested to review the training sites and dates for ANG units within their commands in coordination with the Adjutant Generals of the States concerned, with the object of implementing in as far as possible joint training programs between the Air and Ground National Guard. It was further indicated that the primary mission of ANG units during their summer training periods must be kept in mind during this review and that no change of plans to provide joint training should be made if undue interference with this primary mission will result. However, if any portion of the training period can be devoted to such joint training, plans should be made to implement such training. It was requested that this headquarters be informed of any action taken to program and accomplish such joint training. The purpose of the above instructions, as directed from the Chief, ANG Bureau, is to increase joint training and coordinated activities among the National Guard air and ground units. The importance of such coordinated activities and functions has been brought to light by the Korean situation, which would indicate that complete indoctrination in this regard must be accomplished during the training phase of these units in order that they may more effectively fulfill the operational requirements of modern warfare. (TAB #13)

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CNOOT-E 353

SUBJECT: Field Training of Air National Guard

TO: Commanding General, First Air Force, Mitchel Air Force Base, New York

1. The National Guard Bureau has expressed a desire for joint training between the Air and Ground National Guard during the Calendar Year 1951 summer training period.

2. With reference to letter your headquarters, subject: Field Training Conference, 7 November 1950, it is requested that the training sites and dates listed therein be reviewed in coordination with the Adjutant Generals of states within your area, with the object of accomplishing the desire of the National Guard Bureau.

3. The primary mission of Air National Guard units during their summer training periods must be kept in mind during this review. No change of plans to provide joint training should be made if undue interference with the primary mission will result. However, if any portion of the training period can be devoted to joint training, plans should now be made to do it.

4. It is requested that this headquarters be informed of any action taken to accomplish joint training.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

14 Nov 50

Capt HEBeal,Jr/3245/dac

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CNCOT-E 353

SUBJECT: Field Training of Air National Guard

TO: Commanding General, Fourth Air Force, Hamilton Air Force Base, Hamilton, California

1. The National Guard Bureau has expressed a desire for joint training between the Air and Ground National Guard during the Calendar Year 1951 summer training period.

2. With reference to 1st Indorsement your headquarters, 20 October 1950, to basic letter this headquarters, subject: Field Training Conferences, 15 September 1950, it is requested that the training sites and dates listed therein be reviewed in coordination with the Adjutant Generals of states within your area, with the object of accomplishing the desire of the National Guard Bureau.

3. The primary mission of Air National Guard units during their summer training periods must be kept in mind during this review. No change of plans to provide joint training should be made if undue interference with the primary mission will result. However, if any portion of the training period can be devoted to joint training, plans should now be made to do it.

4. It is requested that this headquarters be informed of any action taken to accomplish joint training.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

14 Nov 50
Capt HEBeal,Jr/3245/dac

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CNLOT-E 353

SUBJECT: Field Training of Air National Guard

TO: Commanding General, Tenth Air Force, Selfridge Air Force Base, Michigan

1. The National Guard Bureau has expressed a desire for joint training between the Air and Ground National Guard during the Calendar Year 1951 summer training period.

2. With reference to 1st Indorsement, your headquarters, 9 November 1950, to basic letter this headquarters, subject: Field Training Conferences, 15 September 1950, it is requested that the training sites and dates listed therein be reviewed in coordination with the Adjutant Generals of states within your area, with the object of accomplishing the desire of the National Guard Bureau.

3. The primary mission of Air National Guard units during their summer training periods must be kept in mind during this review. No change of plans to provide joint training should be made if undue interference with the primary mission will result. However, if any portion of the training period can be devoted to joint training, plans should now be made to do it.

4. It is requested that this headquarters be informed of any action taken to accomplish joint training.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

14 Nov 50

Capt HEBeal,Jr/3245/dac

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CNOOT-R 353

SUBJECT: Field Training of Air National Guard

TO: Commanding General, Fourteenth Air Force, Robins Air Force Base, Georgia

1. The National Guard Bureau has expressed a desire for joint training between the Air and Ground National Guard during the Calendar Year 1951 summer training period.

2. With reference to letter your headquarters, subject: Field Training Conferences, Air National Guard, 2 November, 1950, it is requested that the training sites and dates listed therein be reviewed in coordination with the Adjutant Generals of states within your area, with the object of accomplishing the desire of the National Guard Bureau.

3. The primary mission of Air National Guard units during their summer training periods must be kept in mind during this review. No change of plans to provide joint training should be made if undue interference with the primary mission will result. However, if any portion of the training period can be devoted to joint training, plans should now be made to do it.

4. It is requested that this headquarters be informed of any action taken to accomplish joint training.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

14 Nov 50

Capt HEBeal,Jr/3245/dac

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RESTRICTED

HEADQUARTERS
CONTINENTAL AIR COMMAND
Mitchel Air Force Base, New York

PPN-R 210 X220 — 6 October 1950

SUBJECT: Air National Guard Personnel Ordered to Active Federal Service

TO : Commanding Generals, Continental Air Command Air Forces

CONTENTS

SECTION I

Purpose

1. The purpose of this letter is to amplify those instructions previously issued by Headquarters USAF in Air Force Regulation 45-51, 15 September 1950, for Air National Guard Units ordered to active Federal Service.

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PPM-R 210 X220 Subj: "Air National Guard Personnel Ordered to Active Federal Service" (Contd)

SECTION II

Concept

2. On the effective date of entry to active military service, personnel of the Air National Guard are relieved from duty in the Air National Guard of their respective states so long as they shall remain in the active military service of the United States. During such time they shall be subject to such laws and regulations for the government of the Air Force of the United States as may be applicable to members of the Air Force whose permanent retention in the active military service is not contemplated by law. This headquarters will issue appropriate instructions to the Air Force Headquarters concerned ordering, by direction of the President and Secretary of Defense, certain units of the Air National Guard of the United States indicating effective date and period of service. Normally such instructions will be issued at least thirty (30) days prior to effective date of entry of the unit(s) into the active military service of the United States.

SECTION III

General Instructions

3. Units of the Air National Guard of the United States ordered to active military service will be converted to the Wing-Base Organization after movement of the unit to the training location.

4. Separate letter requests for assignment of service numbers will be forwarded direct to Headquarters USAF, Director of Training, Attention: Personnel Procurement Division, Washington 25, D.C., except that if the individual is a former officer or enlisted person of the Army or the Air Force, the service number previously assigned to him will be used and entered on all records.

5. Reemployment Rights. Air National Guard Personnel ordered to active military service are entitled to full reemployment rights under the provisions of Selective Service Act of 1948, as amended.

6. WD AGO Form 643A. a. Personnel of Air National Guard Units ordered to active military service will be instructed to complete WD AGO Form 643A after arrival of their unit of assignment at its training base.

PPM-R 210 X220 Subj: "Air National Guard Personnel Ordered to Active Federal Service" (Contd)

b. Disposition of these forms will be in accordance with Air Force Regulation 205.6

7. Recall in Flying or Non-Flying Status. The following criteria will be established in determining whether a rated officer is to be mobilized in a flying or non-flying status:

a. A rated officer mobilized for a non-flying position who has not been actually participating in flying training and would require considerable refresher training to become qualified will not be recalled on flying status.

b. A rated officer mobilized for a non-flying position who possesses a high potential for operational flying duties may be recalled on flying status. This authorization will be principally confined to younger officers.

c. An officer mobilized for a crew position, CCTS training or other duty which is primarily a flying position will be recalled on flying status.

8. Separate instructions regarding disposition of personnel and equipment of weather stations will be forthcoming.

SECTION IV

Personnel

9. By direction of the President, each officer and warrant officer of the Air National Guard, appointed in the Air National Guard, who shall have been Federally recognized or examined and found qualified for Federal recognition by a duly constituted Board of Officers, and shall have been assigned to a unit ordered to active duty under an order prior to the effective date of entry into the active military service, who does not hold an appointment in the Air National Guard of the United States in the same grade in which he has been most recently examined and found qualified for Federal recognition by a duly constituted Board of Officers, will be tendered appointment in the Air National Guard of the United States in the same grade in which he shall have been most recently Federally recognized or examined and found qualified for Federal recognition. The provisions of paragraph 10b and 49a (1), Air Force Regulation 45-51 will be complied with for each person so appointed.

10. a. Pending the reorganization of the Air National Guard to

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the USAF Wing-Base plan, units of the Air National Guard of the United States will be mobilized under presently authorized Air National Guard TO&E's. Immediately upon receipt of the directive ordering certain units of the Air National Guard into active military service, you will determine and forward to this headquarters the difference by grade and SSN between the current authorizations for those Air National Guard units which will form one Wing base and the Wing-Base TO&E applicable. For those ANG units currently selected for mobilization, you will take this action as provided for in paragraph 21 below.

b. Shortages will exist in the recalled ANG units as a result of the difference between Wing Base and present TO&E authorizations. Additional shortages will exist for those units which join the federal service below their authorized strength in any given specialty. These shortages will be reported as provided for in paragraph 21 below. Immediate and continuing classification is essential and will result in modification of these shortage reports. In addition you are authorized to reassign surplus personnel in your command to fill vacancies in the ANG units recalled.

c. No authority to recall individual reservists has been granted to this headquarters to fill shortages of ANG units.

d. After mobilization of the 54th and 63d Fighter Wing Headquarters, and upon receipt of inactivation directive from this headquarters, the Commanding General, Fourteenth Air Force will take necessary action to inactivate these organizations at their present location. Assigned personnel will then be utilized as fillers for personnel shortages of other Air National Guard units mobilized within the Fourteenth Air Force area. Personnel for whom a vacancy does not exist as a result of this action will be reported to this headquarters by name, grade, AFSN, PSSN and duty SSN.

11. Delays or Deferments. a. No delay in induction will be granted members of ANG units alerted for induction. The State Adjutant General concerned should screen all alerted air units to identify personnel to be deferred. Such personnel will be relieved from unit assignment by state authorities prior to mobilization. Transfer or discharge of personnel involved will remain a function of the State Military authorities concerned. No personnel will be deferred after unit is activated.

b. Arrangements have been made with the State Adjutants General that all non-volunteer doctors and dentists will be relieved from their unit of assignment prior to the date of its mobilization.

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12. Colonels and General Officers. a. Colonels assigned to ANG units will be called to duty with their units without reference to this headquarters. However, this headquarters will be advised at least two (2) weeks prior to mobilization of unit, of the names of all Colonels assigned to the unit.

b. General officers will be ordered to extended active duty on orders issued by Headquarters USAF. Upon receipt of instructions ordering mobilization of certain units of the Air National Guard of the United States you will furnish this headquarters the name, home address, organization and present location of the organization of all General Officers assigned to those units.

13. Air Instructors and Sergeant-instructors detailed with units ordered to active military service will remain assigned to the appropriate Air Force Headquarters and on TDY with the appropriate unit for a minimum of thirty (30) days and until such time as Commanding General, Tactical Air Command determines that these units are capable of full operation without assistance. When this personnel are available for such reassignment, request for termination of TDY orders will be directed by the Commanding General, Tactical Air Command to Director, Military Personnel, Headquarters USAF, through this headquarters. Direct communication between Commanding Generals of numbered Air Forces and Commanding General, Tactical Air Command is authorized for this purpose. Air instructors serving as instructor for more than one unit will, when only one of the units is mobilized, remain on detail with the unit not mobilized.

14. No Additional Oath Required. Members of the Air National Guard or Air National Guard of the United States have no option as to their entry into the military service of the United States in the Air Force of the United States under a call or order. No additional oath, enlistment contract, or commission is required.

15. Members Absent Without Leave. When a member of the unit is reported as absent without leave upon mobilization (paragraph 55, Air Force Regulation 45-51), and is not, within five (5) days time, reported as arriving at his unit of assignment, the numbered Air Force commander will report the unfilled T/&E position as a personnel shortage to be remanned by filler personnel at the training location of the unit. The Air Provost Marshal of the appropriate numbered Air Force will determine through all means available whether personnel failing to report to their unit of assignment are absent without leave of their own volition or are unable to report (paragraph 12, Air Force Regulation 45-51). WD AGO

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Forms 15 will be dispatched for all members wilfully AWOL.

SECTION V

Processing

16. Upon mobilization members of the unit recalled will in addition to the requirements of Air Force Regulation 35-51 receive the following "processing" at the location of the unit prior to the movement of the unit to the training location:

a. Receive and check incoming personnel orders and records.

b. If individual, after arriving at unit of assignment claims to be a member of a subversive organization, an immediate investigation of the individual will be made. Pending results of this investigation, he will be restricted to the limits of the station and during this period will be housed separately and will be used on non-sensitive duties only. If investigation proves that the individual is a poor security risk, action will be taken to separate him as provided by Air Force Regulation 35-62 or 39-19, whichever is applicable.

c. The Articles of War will be read to all airmen.

17. Personal Affairs. a. Each member of the unit will be required to attend a brief orientation on personal affairs and will receive a copy of Air Force Manual 35-4, "Personal Affairs of Air Force Personnel and Aid to their Dependents". Reproduction of this manual is authorized to meet this requirement when normal supply is exhausted.

b. Will and Power of Attorney will be completed, if desired, at the training location of the individual's unit.

18. Classification. a. A thorough classification analysis will be conducted of all members immediately upon mobilization with their unit. This will include complete interviewing procedures and techniques to evaluate the training and experience acquired under previous military and/or Air National Guard service. All duty assignments and MOS's as ascertained from pertinent discharge records and from statements of the airman, together with length of service in each duty, and where such duty was performed will be evaluated prior to entry on the qualification record and prior to affirmation of the indicated primary MOS and secondary MOS's, if any. An individual who has had training and experience in more than one military occupational specialty may be awarded the MOS considered appropriate as primary. Due consideration will be given to the

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recency of such training and experience. The affirmation of a primary occupational specialty in which there is a strong negative interest on the part of the individual normally will not be made unless that skill is an unusually scarce skill category of the Air Force.

(1) Non-Specialist Personnel. Prior service personnel whose duty assignments were of a non-specialist nature, i.e., 521, 590, etc., or with service experience too short to warrant acquisition of a specialty will be classified in the primary military occupational specialty Basic Airman (521) and a recommended specialty will be indicated using the following procedure:

(a) Recommended MOS will be recorded in Item 26, Form 20, as prescribed in Air Force Regulation 35-500. First consideration will be given in the evaluation of non-specialist personnel to those with occupational experience whose skills and knowledges are useable in military jobs. There will be an appropriate classification of occupational experience when such experience warrants a recommended useable MOS. When an individual is believed to qualify equally for recommended assignment in two MOS's, consideration will be given to the relative critical status of each.

(2) When a military occupational specialty has been selected for which the individual shows maximum qualifications, this MOS will be recorded in Item 27, Form 20, and be indicated as primary, if such action has not already been taken.

(3) An individual will be considered qualified in an SSN if he is capable of achieving a satisfactory level of skill with sixty (60) days of intensive active duty OJT. If such training would not qualify him in his primary SSN, his primary SSN will be changed to that most appropriate to his ability or potential ability with sixty (60) days intensive OJT.

b. Classification and Records. Classification of officers and airmen will be based on information contained in the following:

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Air Force Regulation 35-392, as amended.
Air Force Regulation 35-53[illegible], as amended.
Air Force Regulation 35-351.
Air Force Regulation 35-570.
Air Force Regulation 35-571.
Air Force Regulation 35-575.
Air Force Regulation 35-585.
Air Force Regulation 35-710.
Air Force Regulation 35-1, as amended by
Air Force Regulation 35-700,
Air Force Regulation 35-700[illegible],
Air Force Regulation 35-700B, and
Air Force Regulation 35-702.
Dictionary of Occupational Titles (DOT), March 1949

[illegible] WD AGO Form 66, if not already prepared, will be prepared and distributed by the Unit of Assignment in accordance with Air Force Regulation 35-580. [illegible] AGO Forms 20, if not already prepared, will be accomplished in accordance with Air Force Regulation 35-500. Qualification records already prepared will be reaccomplished when unsatisfactory condition of same indicates such need.

c. Airman Qualifying Examination. The Airman Qualifying Examination (AF PRT Forms 1 through 1H) has replaced the AGCT 3a and 3b. The AQE will be administered by the Unit of Assignment at the training location under the conditions specified in Air Force Regulation 35-395, 16 August 1950, and testing materials will be requisitioned in accordance with paragraph 5 thereof.

d. Conversion of MOS to AFS. Action will be taken at the training location to make conversions to Air Force Specialties (AFS's) as required by existing directives. Air Force Regulation 35-391, 19 June 1950, establishes Personnel Classification Boards which are responsible for MOS-AFS conversion. The Airman Career Program is being implemented under the provisions of Air Force Letter 35-360, 30 August 1950. The following publications should be available to make conversions:

Air Force Regulation 35-370
Air Force Regulation 35-400
Air Force Regulation 35-704, as amended
Air Force Regulation 35-705
Air Force Letter 35-15

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Complete set of the 42 Airman Career Fields
Air Force Conversion Tables (mimeographed)
published by Procedures and Research Branch,
Career Development and Classification Division,
Headquarters USAF, 1950. (At least one copy for
each group of five interviewers.)

e. The Service Record (Form 24A.) The DA AGO Form 24A will be initiated in accordance with instructions in AFR 31-10. A new form 24A need not be accomplished provided Form 24A has been initiated for current enlistment. Commencement and expiration dates of present EAD tour should be reflected in appropriate items of this record. Current Forms 20 that must be replaced for administrative reasons will be destroyed after information has been transferred to new form. All other records for previous period of service will be forwarded to the Air Adjutant General, Headquarters USAF, Attention: Master Personnel Records.

19. Finance. Instructions relative to initial Finance Service for Air National Guard units ordered into the active military service of the United States have been distributed to your command by letter, this headquarters, Comptroller - Fin 322, 13 September 1950, subject: "Finance Service to Reserve Components."

20. Clothing. a. Airmen mobilized as members of ANG units will be brought under the cash clothing allowance system and sales of individual items of clothing will be effected, in accordance with procedures outlined in AMC Manual 67-5, as amended. Military pay order will be initiated to establish initial clothing allowance of 179.24 and basic maintenance allowance of 4.20 per month.

b. Individual clothing and equipment as authorized in Section II, column 3, T/A 21-1, 27 February 1950 will be reflected as issued on the individual clothing record of Air National Guard personnel. NG clothing in possession of the individual will be listed on AMC Form 164C or 164C, Personal Clothing Request and Receipt Form indicating the new sales value of such clothing. Only those items listed on the Individual Clothing Record will be included on the Request and Receipt Form. The Request and Receipt Form will be forwarded to the Accounting and Disbursing Officer who will enter the amount on the pay record as a deduction of the initial allowance of 179.24. The remaining or balance of the initial allowance will then be available to cover sales to the airmen of clothing items in the quantities required to complete reduced mobilization allowances outlined in Inclosure 1.

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c. For information purposes, the authorized allowances of clothing for ANG personnel, as outlined in Section II, column 3, T/A 21-1, 27 February 1950, is listed in Inclosure #2.

d. Clothing authorized in T/A 21-1, 27 February 1950 will be issued to the airmen at their NG home station from NG stocks.

e. Clothing which is required in addition to T/A 21-1 to bring airmen within the reduced mobilization clothing allowances will consist of one blue uniform, as outlined in paragraph 3b, AFR 67-43 and common items of clothing. Clothing required in excess of T/A 21-1 to bring airmen within the mobilization allowance will be sold from regular Air Force stocks at the training locations of his unit. Balance due USAF by airman for clothing purchased in excess of $179.24 will be paid by installments at a monthly deduction rate of $4.00 per month on military pay records.

f. Prior to mobilization, Air National Guard units will conduct showdown inspection of individual clothing in the possession of airmen. Unserviceable clothing will be replaced, shortages will be corrected and individual clothing records will be audited to assure accuracy. Air National Guard airmen will have in their possession the allowances of the individual clothing prescribed in Section II, column 3, T/A 21-1.

SECTION VI

Reports

21. The Air Force Commander concerned will submit a teletype report to this headquarters (Attention: Director of Personnel Mobilization Control) no later than seven (7) days following the date of mobilization of Air National Guard units and will be "as of" 2400 hours the 5th day following the date of mobilization showing:

PART A. Number of personnel mobilized as part of each unit, by SSN and grade (do not include physical rejects).

(1) Officers

(2) Airmen

PART B. Number of Physical Rejects.

(1) Officers

(2) Airmen

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PFM-R 210 X220 Subj: "Air National Guard Personnel Ordered to Active Federal Service" (Contd)

PART C. Number of failures to report by SSN and grade.

(1) Officers

(2) Airmen

PART D. Number of personnel required within each unit by SSN and grade to bring that unit to authorized Wing-Base T/O&E strength.

(1) Officers

(2) Airmen

Reports control symbol CNC-DP-SP 59 is assigned to the reports required by this directive.

BY COMMAND OF LIEUTENANT GENERAL WHITEHEAD:

V E Murphy

V. E. MURPHY
Lt Colonel, USAF
Asst Air Adjutant General

2 Incls
1. Mobil Alws
2. T/A 21-1

Info cys to
CGs EADF, WADF, TAC

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REDUCED MOBILIZATION CLOTHING ALLOWANCE (AIRMEN)

Items	Unit	Alws	Basis of Issue and Remarks
Bag, duffel	ea	1	Per airman
Belt, waist web, w/clip w/o buckle	ea	2	" "
Buckle, web belt	ea	1	" "
Cap, Garrison, wool Blue 84	ea	1	" "
Cap, (HBT)	ea	2	" "
Cap, Service, 1 pc. blue 84	ea	1	" "
Coat, wool, service, blue 84	ea	1	" "
Drawers, cotton shorts	ea	4	" "
Drawers, wool, winter	ea	2	" "
Glove, insert, wool	pr	1	" "
Glove, Shell leather	pr	1	" "
Jacket, wool, service, blue 84	ea	1	" "
Necktie, wool, blue 83	ea	2	" "
Insignia, cap, service	ea	1	" "
Insignia, collar, U.S., silver	pr	1	" "
Insignia, sleeve, grade	pr	8	" "
Overcoat, wool, blue 85, 28 oz.	ea	1	" "
Raincoat	ea	1	" "
Shirt, cotton khaki	ea	3	" "
Shirt, poplin, blue 120, stand-up collar	ea	3	" "
Suit, (HBT) 1 pc. H. B. T.	ea	2	" "
Shoes, Service, black	pr	2	" "
Shoes, low quarter, black	pr	1	" "
Socks, cotton, black	pr	3	" "
Socks, wool, cushion sole	pr	2	" "
Trousers, cotton, khaki	ea	3	" "
Trousers, wool, serge, blue 84, 18 oz.	ea	2	" "
Undershirt, cotton	ea	4	" "
Undershirt, wool	ea	2	" "

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SECTION II

T/A 21-1

Items	Unit	Alws	Basis of Issue and Remarks
Bag, duffel	ea	1	Per airman
Belt, waist, web, w/clip, w/o buckle	ea	1	" "
Buckle, web-belt, brass	ea	1	" "
Cap:			
Field, cotton, OD	ea	1	" "
Herringbone, twill, OD-7	ea	1	" "
Cover, Cap, service:			
Uniform, twill	ea	2	" "
Wool, OD, serge	ea	1	" "
Drawers			
Cotton, shorts	ea	2	" "
Winter	ea	2	" "
Frame, cap, service	ea	1	" "
Gloves, insert, wool, 1949	pr	1	" "
Gloves, shell, leather, M-1949	pr	1	" "
Insignia:			
Cap, EM	ea	1	" "
Cheveron	pr	5	" "
A.F.	ea	2	" "
U.S.	ea	2	" "
Jacket, wool, OD	ea	1	" "
Necktie, khaki	ea	1	" "
Overcoat, wool, OD	ea	1	" "

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HISTORY OF PROGRAMS AND TRAINING ANALYSIS BRANCH
DECEMBER 1950

1. Preparatory to the division of the Continental Air Command into two major commands (the Air Defense Command and the Continental Air Command) this branch, during December, was involved in reorganizing files and turning over files, projects, training standards, training programs and training directives to the Command of responsibility. Under the new Continental Air Command which comes into being on 1 January 1951, the Directorate of Operations and Training will be reorganized into three divisions: Operations and Flying Training, Ground and Technical Training, and this branch which will be redesignated Programs and Editorial Division. This division, then, is primarily involved in developing, editing and publishing training standards and directives for Reserve and Air National Guard Units. The responsibility of maintaining training charts has been turned over to the division of primary interest within Operations and Training. Annual training directives and accelerated training programs for regular units have been submitted to ADC and TAC.

2. The reorganization of the ANG under the Combat Wing Plan rendered unsuitable certain phases of our training directives for ANG. Training directives for similar type reserve units have been published. These directives are adequate as a training guide for the ANG pending revision of the ANG directive. On 19 December 1950, a table of distribution was submitted to the AG and they were requested to make the indicated distribution to ANG units. In this respect, a letter[1] was sent to all ConAC air forces informing them of the distribution and requesting that they notify the ANG units to use the directives as training guides pending receipt of the revised ANG directives.

3. Drafts of Air Force Reserve and Air National Guard Training Directives for air police squadrons, food service squadrons, motor vehicle squadrons, and air installation squadrons have been finished and coordination 90% completed. This project has been suspended since these units will not be activated until the parent wing has been recalled to active duty. The drafts are being filed for possible future use.

4. On 21 December 1950, a letter[2] was dispatched to each ConAC Air Force which stated that ANG directives were being revised, and that there were certain changes in the reporting system. In order that the 31 December 1950 reports reflected the desired changes, they were included in the subject letter and it was requested that the units revise the directives in this respect.

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1. Ltr, Hq ConAC, CNOOT-E 353, "Distribution of Training Directives to ANG Units", 19 December 1950.
2. Ltr, Hq. ConAC, CNOOT-E 353, "Changes to ConAC Training Directives Applicable to Air National Guard Units", 21 December 1950.

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CNOOT-E 353

SUBJECT: Distribution of Training Directives to ANG Units

TO: Commanding General, First Air Force, Mitchel Air Force Base, New York

1. The organization of the Air National Guard under the wing base structure will necessitate certain revisions in the ConAC Training Directives for ANG units. Pending the publication of revised directives, this Headquarters is distributing copies of ConAC training directives which have been published for USAF Reserve units and which will adequately serve as a training guide for similar ANG units. A copy of the table of distribution is inclosed for your information.

2. It is requested that you notify the Air National Guard units under your supervision of the purpose of this distribution.

BY COMMAND OF MAJOR GENERAL HALE:

1 Incl
T/D of Pubs.
for ANG Units

19Dec50
CNOOT-E353/MajHenderson/4248/msg

Identifical ltrs to 4th,10th & 14thAFs

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21 Dec 50

CNDOT-E 353

SUBJECT: Changes to ConAC Training Directives Applicable to Air National Guard Units

TO : Commanding General, First Air Force, Mitchel Air Force Base, New York

1. This headquarters will, in the near future, publish new training directives applicable to Air National Guard units organized under the Combat Wing Plan. Until such time as these directives are published and in the possession of the units, directives applicable to the units prior to reorganization will continue to be used with such modifications as are deemed necessary by the unit commanders.

2. At the time of publication of the new directives, this headquarters will publish changes to the reporting procedures outlined in all ConAC Training Directives applicable to ANG units. To assure that the Cumulative Training Report of Air National Guard, RCS: ConAC-DO-T1, as of 31 December 1950 reflects the desired information, request that the directives presently in the possession of the unit, including those units affected by the reorganization, be changed at unit level as follows:

a. Changes to directives:

(1) Paragraph 5a. Upon receipt of this directive, the training prescribed herein will be initiated; however, for reporting and recording purposes, the first training year will begin on the first day of the training quarter, i.e., 1 Jan, 1 Apr, 1 Jul, or 1 Oct, immediately following the date of initiating the program. The second training year will begin one year after the first training year started.

Maj McMahan/2201/ml

(2) Paragraph 5c. Training accomplished in accordance with this directive will be recorded on charts shown in Annex 5. These charts will be maintained and displayed in such a manner that the unit commander will be kept continually informed of the status of the unit training program. Training accomplished each year

Identical ltr sent to CGS 4th, 10th, & 14th AFs

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will be transcribed onto a permanent training record form as indicated in Annex 5 and will be made a part of the individual's 201 file. The permanent training record will be brought up to date at the end of each training year, or when an individual is transferred from the unit. All charts and training record forms will be reproduced locally.

b. Changes to Annex 5 of directives.

(1) Paragraph 3c(2). Procedure: The Commanders of each ANG Combat Wing will submit one (1) Cumulative Training Report for all units under his operational control including AF Communications Squadrons, Signal Light Construction Companies, and USAF Bands, but excluding Aircraft Control and Warning Units. The Commander of each Aircraft Control and Warning Group will submit one (1) Cumulative Training Report for all units under his operational control, including Radar Calibration Detachments. The reports will be forwarded within thirty (30) days after the as of dates of the reports, i.e., within 30 days after 31 Mar, 30 Jun, 30 Sep, or 31 Dec. The three (3) months between the as of dates of the reports will be used as the training quarters. If a unit initiated the training outlined in this directive on 1 Jan 50, then the report submitted as of 31 Mar would indicate that this was the first training quarter of the first training year. Should a unit start training 15 Feb, no report would be submitted as of 31 Mar. The report for this unit as of 30 Jun would indicate that the first training quarter of the first training year had been completed, while the unit discussed above would indicate on the report as of 30 Jun, that the unit had completed the second training quarter, first training year. The reports will be cumulative by quarter and will be submitted through command channels, to include State Adjutant General, in sufficient copies to reach this headquarters in triplicate, with one (1) copy for each intermediate headquarters.

(2) Paragraph 3c(3)(a). Enter the applicable year of training, i.e., First, Second, Third. A training year consists of four (4) training quarters.

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(3) Paragraph 3c(3)(A). Enter the training quarter covered by this report.

(4) Add Paragraph 3c(3)(AA). Enter the date the present training year started.

3. A list of directives affected by these changes is attached as an inclosure.

4. It is further requested that the ANG units be informed that Cumulative Training Reports will include the training received by the units and/or individuals prior to reorganization. Units will not begin their training anew because of redesignation but will evaluate the overall training already received by the assigned personnel and continue their training at a point equal to the new units proficiency. Units whose training year does not coincide with the majority of the units in the wing will be listed on the lower portion of the Cumulative Training Report and immediately above the unit designation the starting date of their training year will be indicated.

BY COMMAND OF MAJOR GENERAL HALE:

JOHN C. HADLEY
Lt Colonel, USAF
Asst Air Adj Gen

1 Incl:
List of ConAC Tng Directives

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III. Programs and Editorial Division.

1. Revision of ANG Training Directives. (Reference par. 2, December History). The project of revising ANG Training Directives to fit the combat wing organization has been abandoned. This decision was made in view of the announcement that ANG units are being called into active military service, and the time involved in rewriting, coordinating and promulgating a training directive.

2. Activities of the Programs and Editorial Division: The plans to call USAFR and ANG units into active military service has negated the primary functions of this division. Personnel of this division, during the month of January, worked on miscellaneous projects and tasks not concerned with the division.

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DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON 25, D.C.

AFCRF-2 Jan 19 1950

SUBJECT: Report on Six Months Period of Two Four-Hour Unit Training Assemblies in One Calendar Day

TO: Commanding General
Continental Air Command
Mitchel Air Force Base
Hempstead, New York

1. Inclosed herewith is a copy of CSNGB-AFOTT letter dated 12 December 1949, subject, "Recording Data on 6 Months Training Period ANG Units," together with form Reports Control Symbol AF-ANG-SPI for reporting data.

2. It is desired to supplement the National Guard Bureau report on this six month training period with a report by unit instructors, forwarded through group and wing Instructors, Numbered Air Forces and ConAC for their comments and recommendations. Reports should reach this Headquarters not later than 15 May 1950.

3. Following is the essential information desired from the instructors. Any other information that you feel is required may also be requested.

a. Personnel strength of unit is officers and airmen at beginning and end of experimental period (1 Nov 49 and 1 May 50).

b. If there has been a loss of personnel, note the primary cause.

c. The turnover in personnel (Officers and airmen) during the period and the fundamental cause of same.

d. A comparison of the type of personnel in the unit at the end of the period with those in the unit a beginning of period, if any differences have been noted.

e. A comparison of the state of training of the personnel of the unit at the end of the period with that at the beginning of the period.

f. If there has been a material improvement in the state of training, can it be attributed definitely to the increased unit training time and improved continuity of training?

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g. What is the general attitude of the majority of the personnel toward the present plan of one full day a week of training as compared to the former two hous per week schedule?

h. Is it believed that the present plan should be continued in effect?

i. What is your opinion as to the practicability of a requirement of two days of training a month, each day of training o consist of two four-hour unit training assemblies? (The days may be consecutive on one week-end or may be on alternate or successive week-ends).

j. Has a sincere effort been made to "sell" the personnel on the present plan, or has it been reluctantly forced upon them?

k. Are there sufficient facilities available to properly train the personnel under the present plan? Under the plan suggested in sub-paragraph i. above?

l. Are there sufficient training aids to properly train the personnel under the present Plan? Under the plan suggested in sub-paragraph i. above?

BY COMMAND OF THE CHIEF OF STAFF:

1 Incl
w/1 Incl

/s/t/ C.W. SCHOTT
Colonel, USAF
Deputy Spec. Asst. For Res Forc

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Combe
Letters I & II
Diary - 18, 19 & 20 Feb 1949

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HEADQUARTERS
CONTINENTAL AIR COMMAND
Mitchel Air Force Base, New York

SECTION I

DIARY - 18, 19 & 20 Feb 1949

ADJUTANT GENERAL

1. Ninth AF Area Responsibility. Pursuant to authority contained in ConAC GO #25, Ninth AF assumes area and administrative responsibility of all units assigned and/or attached to First AF in the Ninth AF area, effective 23 Feb 49. All correspondence and msgs pertaining to these units will be forwarded to CG, Ninth AF, Langley AFB, Va.

2. Warning Orders. Msg, USAF, AFOOR-51562, is quoted for info:

"1. Subject is warning orders.

"2. Initial actions to arrive as planned 30 Jun 50. Position for your command will consist of the following:

a. Inactivation of all units 363 TAC Rcn Wg except Hq 363 Gp, 161 and 162 TAC Rcn Sqs, 67 TAC Rcn Wg, 10 TAC Rcn Wg, 5 Liaison Sq, 7 Liaison Sq, 72 Liaison Sq, 163 Liaison Sq, 29 Communications Sq (AF), 8 Radar Calibration Det, 1 Depot Unit Army, 3 Depot Unit Army, 4 Depot Unit Army, 5 Depot Unit Army, 8 Depot Unit Army, 2 Shoran Beacon Unit, 3 Shoran Beacon Unit, and 935 Signal Battalion TAC (SEP).

b. Return to DA control for further disposition of 449 Signal Heavy Construction Battalion, 837 Aviation Engr Battalion, 256 Medical Dispensary Aviation, and 1 Veterinary Det Aviation.

"3. Implementing action will be withheld pending receipt of confirming orders now in preparation. Initial publicity will be given by this hq."

3. Organization of ConAC. ConAC Reg 21-1, 7 Feb 49, replacing the old 20-5 on ConAC staff structure, has been distributed. This directive retains the Deputy-Director organization with free exchange of info between offices and continuous emphasis on the necessity for thorough coordination and agreement of the staff for all directives and orders issued pursuant to the CG's basic policies, plans and decisions. This directive should be studied thoroughly by all officers and key NCOs to enable complete participation in common procedures to the single goal. ConAC AF commanders are ordered to conform to the doctrines and principles of the new Reg, and to organize their hq accordingly with minor exceptions permitted. A few of the outstanding features of the new staff organization include:

[redacted]

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a. Confirmation of the organization of the Office of Deputy for Materiel (DM), as first announced in Staff Memo 20-1, 20 Dec 48.

b. Establishment of a Deputy for Reserve Forces (DRF), in lieu of former civilian components office, with three directorates for ANG, AROTC and Air Scouts, and USAF Reserve. DRF will prepare the overall broad programs required for this command's responsibilities for the Reserve forces.

c. Title of Director of Operations Services has been changed to Director of Operations and Training (Dir OT).

d. The tactical aspects of ordnance and chemical have been consolidated in the Weapons Division of the Directorate of Operations and Training.

e. Title of Director of Welfare is changed to Director of Personnel Services (Dir PS).

f. A Director of Plans and Requirements has been added to the Office of the Deputy for Operations.

g. The Air Engineer has been redesignated as Director of Installations.

4. Staff Details. The following staff details are announced:

a. Lt Col John W Thompson, O 21 067, CE, is detailed to duty in the Office of the Director of Installations.

b. Maj James M Huntsman, AO 393 138, USAF, is detailed to duty in the Office of the Director of Operations and Training.

c. Capt Katherine F Bradspies, AL 80 071, USAF, is detailed to duty in the Office of the Director of Personnel.

d. CWO William B Egan, AW 2 111 664, USAF, is detailed to duty in the Office of the Deputy of Air Defense, Hq ADC.

5. Commissioned Personnel Changes. Col John C Kilborn, AO 18 167, USAF, is relieved from permanent duty station at Langley AFB, Va, and is assigned permanent duty station at Mitchel AFB, NY, and is attached to Hq & Hq Sq, ConAC for administration.

6. Exemption from Overseas Assignment. The following policy contained in msg AFPMP-2 7616, Hq USAF, is quoted for the info of all concerned:

> "All AF personnel, excepting General Officers, who have completed 27 years of service toward retirement, shall be exempt from overseas assignment. Personnel in this category may volunteer for overseas assignment. Those currently on overseas assignment will fulfill their commitments.
>
> "All deferred officers (A deferred officer is an officer considered but not selected for promotion to the permanent grade of Captain, Major, or Lieutenant Colonel by a selection board under the provisions of Sec 509, Public Law 381) shall be exempt from overseas assignment as long as they remain in a deferred status. Those currently on overseas assignment will fulfill their commitments."

ConAC DIARY Cont'd

DEPUTY FOR MATERIEL

Director of Air Installations

7. R&U Functions. Fourth AF delegated the responsibility, as of 1 Apr 49, for direct technical supervision of certain R&U functions at installations under the Fourth AF jurisdiction. Similar ltrs decentralizing technical supervision of R&U functions to other ConAC AFs are being prepared.

Director of Maintenance and Supply

8. Assignment of Aircraft. Info received from Hq AMC that the 20th Ftr Wg, Shaw AFB, SC, is being assigned F-80 acft in lieu of the F-84 acft now assigned, which are to be transferred to the Air National Guard.

9. Amendment of T/As. T/A 20-2 and T/A 10-100 are being amended to include items of athletic equipment for training purposes. Details on new requisitioning procedure are being forwarded to the AFs.

DEPUTY FOR OPERATIONS

Director of Operations and Training

10. Ground Safety Conference. Request received from Hq USAF for Ground Safety Personnel of this command to present three papers at the USAF conference to be held at Wright-Patterson AFB, 1-3 Mar 49, inclusive, as follows: Maj Evans, ConAC, "General Administration of Major Air Command Ground Safety Program"; Ground Safety Engineer, ConAC, "Fuels Hazard and Control Measures"; Ground Safety Director, Hq Twelfth AF, "Air Force Installation Ground Safety Promotional Methods."

11. GCI Training for 27th Ftr Gp. SAC granted permission to conduct GCI training for the 27th Ftr Gp in conjunction with the 502d Tac Cont Gp at Greenville AFB (20 Feb through 2 Mar 49). 3 squadrons each consisting of 24 F-82 acft, 50 officers and 20 to 40 airmen, will be rotated separately through subject training during the above mentioned period. CG Fourteenth AF, CG TAC and CO Greenville AFB notified of above decision 18 Feb 49.

Director of Plans and Requirements

12. T/O&E 1-600. Forwarded to Hq USAF proposed new organization of T/O&E 1-600, on Communications and Electronics.

13. Movement of Unit. Informed First AF that 7th Radar Calibration Det will move to Orlando, Fla. with no officers and 1 airman.

14. T/O&E for Hq & Hq Sq, AF. Forwarded to Hq USAF proposed T/O&E for Hq & Hq Sq, AF.

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DEPUTY FOR PERSONNEL AND ADMINISTRATION

Director of Personnel

15. Dependency and Hardship Discharge. Authority received from Hq USAF to delegate to ConAC AFs final review authority for application for discharge submitted under provisions of AR 615-362 (dependency and hardship). The only limitation imposed is that this hq continue to review such applications if the AF commander is the discharge authority. Commanders having discharge authority are defined in par 7a, AR 615-360. ConAC Reg implementing this authority is being published.

16. Extended Tour of Active Duty as Escorts. Received authority from Hq USAF to extend tours of enlisted Reservists, on active duty as escorts in the Program of the Return of World War II Dead, to a maximum of 18 months. This subject is covered generally in AFL 35-129.

17. Special Guardhouse Administration Course. Hq USAF has allotted this command quota of 13 officers and 42 airmen for the next Special Guardhouse administration Course, allocated as follows:

First AF	5 officers	10 airmen
Fourth AF	3 officers	4 airmen
Ninth AF	3 officers	18 airmen
Tenth AF	0 officers	5 airmen
Twelfth AF	2 officers	5 airmen

Course is located at Military Police School, Camp Gordon, Ga, with duration of 2 weeks. Airmen report on 1 Apr 49 for class commencing 4 Apr and officers report on 25 Feb 49 for class commencing 28 Feb.

SECTION II

EXTRACT OF TAC DIARY, 15 FEB 49

VICE COMMANDER

1. TAC publications consists of: Staff Memoranda; TAC Policies; Daily Diary; General Orders; and Special Orders. TAC publications governing TAC operation and administration are contained in TAC Staff Memoranda and TAC Policies. Current TAC Regulations and numbered letters are being reviewed for the purpose of extracting any portions that may be needed to be included as guidance in the TAC Staff Memoranda and TAC Policies.

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DEPUTY FOR OPERATIONS

Director of Training

2, Maj Goddard called Col McGeehee, Dep for Civilian Components, Fourteenth AF, re proposed meeting with Adjutants General of the 7 Southeastern States within the Fourteenth AF boundaries. This meeting was called for the purpose of securing an agreement between the ANG and Fourteenth AF on command and operational control channels during field exercises. This meeting, was originally scheduled for 19 Feb 49 has been delayed until the 1st week of Mar. Fourteenth AF will advise TAC of exact time and date.

Neal J O'Brien
NEAL J. O'BRIEN
Colonel, USAF
Adjutant General

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DOCUMENT TO ROLL INDEX

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Frame Number	Classification Number	Date Period	Vol.	Pt.	Title	Security Classification	Remarks
4	419.01	Jan-Jun/50	6		Continental Air Command.	U	
344	419.01	Jan-Jun/50	7		Continental Air Command.	U	
934	419.04-7	MAR/49			Base Utilization.	U	
961	419.06-1	1942-1945			Historical Program.	U	
1056	419.071	Apr-Jun/50			Continental Air Command.	U	
1146	419.101-5	1949			Air National Guard.	U	
1170	419.101-66	1946-1949	1		|	U	
1472	|	1946-1949	2		|	U	
1768	419.101-66	1946-1949	3		Air National Guard.	U	
2062	419.13	Feb/49			Diary.	U	
2068	Index				Index		

3825 FORM NOV 71 0-23 PREV EDIT WILL BE USED

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