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Date Period Jul - Sep. 71 V. 1.

Title 319th Bomb Wing

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K WG-320-HI DEC 1952

HISTORICAL REPORT

320TH
BOMBARDMENT WING (M)

2-4274-4th

CHAPTER I

DECEMBER 1952

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27 Jan 1953
JmH

KFNG-320-HI
DEC 1952

HISTORY OF THE

320TH BOMBARDMENT WING (M)

DECEMBER 1952

March Air Force Base, California

****

****

Prepared by S/Sgt Wilbur D. Wiseman, AF 15 427 367
in accordance with
AFM 210-1 and SAC Manual 210-1

****

Julian M. Heflin
JULIAN M. HEFLIN
Captain, USAF
Historical Officer

Loran D. Briggs
LORAN D. BRIGGS
Colonel, USAF
Commanding

****

12th Air Division
Fifteenth Air Force
Strategic Air Command

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CHAPTER I

ORGANIZATION AND ADMINISTRATION

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MISSION

The mission of the 320th Bombardment Wing (M) is the same as the mission for the 106th Bombardment Wing (M) which is outlined in Fifteenth Air Force Regulation 24-5, dated 11 September 1952.[1] Our mission is to maintain the maximum capability to effect immediate long-range bombardment operations, anywhere in the world, in conformance with the current Emergency War Plan, either in cooperation with other forces, or alone. We are to man, equip and train the 320th Air Refueling Squadron, organize and train our combat and supporting units in mobility for overseas deployment or other theaters of operation, support the Air Reserve and Air National Guard programs I/A/W instructions received from higher headquarters, and perform any special mission as directed by higher headquarters.

MANAGEMENT AND ORGANIZATION

This is the first Historical Report of the 320th Bombardment Wing (M) after being redesignated. The numerical designation was changed effective 1 December 1952. The redesignation was brought about by the return of the 106th Bombardment Wing to Air National Guard Status. Authority for the redesignation was SAC General Order # 62. The 102nd, 114th, and 135th Bombardment Squadrons are now redesignated the 441st, 442nd, and 443rd, respectively. Colonel Briggs retains command of the 320th Bombardment Wing (M).[2]

1. Fifteenth Air Force Regulation 24-5, dtd 11 September 1952-----TAB"A"
2. Beacon Article, "Col. Briggs Retains Command"----------TAB"B"

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WING DEFENSE PLAN

The 320th Wing Defense Plan was distributed 1 December 1952.[3] This plan calls for the current alert and defense procedures of each organization in ten copies to be appended to the new defense plan for its completion prior to forwarding to higher headquarters. This plan is not intended to be a limiting factor in squadron planning, but rather a point of departure from which practical working procedures can be developed, based on individual squadron facilities and personnel. This plan will become a part of the Air Base Defense Plan as required by SAC Manual 205-2, dated October 1952.

INSPECTION SYSTEM

By direction of Headquarters USAF, the Wing Inspection Section is no longer authorized this command. However, the need of an inspection system to keep the Wing Commander informed of the status of his command, is of paramount importance. 320th Bombardment Wing Regulation Number 123-1,[4] dated 1 December 1952, was published to augment the provisions of Air Force Regulation 123-1, 23 March 1952 and March Air Force Base Regulation 20-5, 20 November 1952, by outlining the duties and procedures of the Staff Sections in the conduct of inspections at Wing level.

SECURITY PUBLICATIONS

Security Bulletin # 1 was published and distributed 8 December 1952.[5]

3. 320th Bomb Wing Defense Plan, ----------TAB"C"
4. 320th Bomb Wing Reg #123-1, Dtd 1 Dec 52,"Inspection System"----TAB"D"
5. 320th Bomb Wing Security Bulletin #1, Dtd 8 December 1952------TAB"E"

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This bulletin will be the new medium for disseminating security policies. Information and policies outlined in this publication will be applicable to Squadrons of the 320th Bombardment Wing (M).

320th Bombarument Wing SOP 205-2[6], dated 22 December 1952, was published to acquaint personnel on duty within the 320th Bombardment Wing Headquarters Building with their duties during an alert.

ALERT EXERCISE

An Alert exercise was conducted at 2120 hours, 9 December 1952, to test the adequacy of procedures for contacting key personnel during off duty hours. Times were recorded at which key personnel were contacted. Based on this test, allowing 30 minutes travel time from Riverside, it is estimated that 50% of those present for duty could be at their posts of duty in uniform at approximately 1 hour and 30 minutes and 100% in 2 hours and 15 minutes. At the same time, Charge of Quarters for each of the Squadrons was called to determine an indication of the number of airmen who could be expected to be present on the Base at such an hour. Based on this test, it is estimated that approximately 350 airmen would be present.

320TH AIRCRAFT AND ELECTRONICS MAINTENANCE SQUADRON

One problem encountered this month involved time losses which occurred in the individual sections in connection with the new unit control project. Each section had to collect and check the time cards

---

6. 320th Bomb Wing SOP 205-2, Dtd 22 Dec 52, "Security" ---------TAB"F"

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for all their men every morning. The times shown on these cards had to be totaled and transferred to a Departmental Utilization Form.

The time lost each day by all the sections was considerable. In a large section, especially if errors were present in the daily time cards, several men would work until 0930 to 1000 every day on this paper work. Obviously, sections could not operate at maximum efficiency under this system.

THE SOLUTION: A production control section, consisting of three men, was set up in the engineering office of the squadron. The time cards from all the sections are turned in to this section every day by 0830. Two simple forms are also included with these cards containing data necessary to complete the paper work. The information from the time cards is consolidated on the Departmental Utilization Forms and forwarded to the Unit Control Section for the Wing. This system is now in full operation and it appears to be working out very well. The airmen who serve in this section have additional duties which do not require their full time attention.

FLIGHT LINE SECTION

The flight line section reports that a serious shortage of radar personnel resulted from all the recent shipments from the squadron. The radar teams were under-manned and maximum efficiency was seriously threatened.

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This problem was readily solved since the section was in good shape as far as radio personnel are concerned. Therefore, three radio men were assigned to on-the-job radar cross training in order to relieve the strain. A solution to any future personnel shortages would appear to be cross-training of all electronics specialists in both radar and radio.

DECORATION

The Bronze Star was awarded Lt. Colonel David S. Pallister, Commanding Officer, 441st Bombardment Squadron in ceremonies conducted by Colonel Loran D. Briggs, Commanding Officer, 320th Bombardment Wing on 13 December 1952. Lt. Colonel Pallister received the decoration for "Implementing procedures and techniques which furthered the combat efficiency" of the 345th Bombardment Squadron, 98th Bombardment Wing, while serving as Squadron Commander in Japan.

LEADERSHIP AND MORALE

An analysis of the 12th Air Division Unit Leadership and Morale Rating System was made for the months of October, November, and December. 7/ December is the second consecutive month which the 320th Medical Group and the 320th Periodic Maintenance Squadron won first and second place, respectively, in the 12th Air Division Unit Leadership and Morale Rating System.

The Wing showed an increase in December to 75.3% from 72.6% in November 1952. The Wing had one AWOL for the month of December but points

7. Analysis of December Unit Leadership Effectiveness and Morale Rating, 320th Bombardment Wing (M) ----------TAB "G"

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were primarily lost in reenlistment, NCO Mess Membership and Administration factors.[8]

MONTHLY ANALYSIS

The Monthly Analysis Report for December 1952, RCS 15-U2, was completed and forwarded to Fifteenth Air Force.[9] The report showed that the Wing had good scores under the SAC Rating System for all categories except Personnel.[10]

8. Unit Leaders Effectiveness and Morale Rating System, Dec 52-TAB "J"
9. Monthly Analysis Report, December 1952, 320th Bomb Wing (H)---TAB "I"
10. See 106th Bombardment Wing Historical Report, Charter XIX, October 1952, Page 8, Paragraph 3.

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CHAPTER II

PERSONNEL

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MANNING

Slightly more than 2% of assigned airmen were in school during the month of December 1952. Twenty airmen were sent TDY to schools and 20 returned from TDY status at school. A change in school procedure will occur 1 February 1953, at which time all airmen departing from the wing in the "C10" level of classification will depart in a PCS status. During the month of December 60 officers were in school. Five were attending a Squadron Officer's Course. Thirty-six were attending 1244 school, from which 21 graduated during the month. Nineteen were attending 1037 school.

Airmen transfers for month totaled 71, of which one was occasioned by a ZI project, 17 on overseas projects and 53 to the B-47 program, 22nd Bombardment Wing (M), Jet. Airmen transferred to the 22nd Bombardment Wing were transferred for the purpose of supplementing personnel shortages encountered by the 22nd Bombardment Wing in meeting requirements imposed by training for B-47 conversion. Thirty-five officers were lost in the month of December. Twenty-four were discharged and eleven were transferred on both ZI and overseas shipments.

Total losses for the 320th Bombardment Wing (M) amounted to 238, of which 35 were officer losses, and 203 airmen losses. This high rate of loss amounted to a turnover percentage of approximately 13%. The unusually high loss rate was attributed to the release of ANG personnel and the loss of airmen to the 22nd Bombardment Wing.

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The classification of airmen fell to its lowest point in more than fifteen months, with only twelve airmen being affected by classification action. December was a month "between" AFQT tests, in which AFQT tests were not taken and during which test results were not received. In addition, it was a month in which personnel actions were minimized because of a liberal leave policy and holiday periods. The Wing was given authority to permit 25% of its personnel to be on leave during the month of December and full advantage was taken in this matter.

AIRMEN PROMOTIONS

A total of 95 airmen were promoted as a reward for their proficiency in their career fields.

Promotions to the various grades were as follows:

2 Master Sergeants
5 Technical Sergeants
25 Staff Sergeants
29 Airmen First Class
34 Airmen Second Class

A new regulation on promotion of airmen was drafted during the month of December, for publication in January 1953. The regulation was written to provide for a more thorough evaluation of each airmen to assure that the most competent airmen are promoted each month. This regulation will accompany the January 1953 Historical Report.

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CHAPTER III

MATERIEL

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320TH FIELD MAINTENANCE SQUADRON

The Engine Build-Up Shop is established to provide a central build-up, tear-down, and change facility for aircraft engines, as directed by the Maintenance Control Officer. This shop has a function which is readily adaptable to production line techniques. Because of the critical nature of the end product, close inspection is required at every stage of engine build-up. Reparable engines and components are processed for off base shipment in the most expeditious manner. The reparable processing is essential because of many of the units removed from reparable engines and power packs are the sole source of supply for the build-up line.

The predominate engine of the 320th Bombardment Wing, Medium, is the R-3350-57A, however, due to the assignment of the 320th Air Refueling Squadron to the Wing, this organization is also responsible for the Build-up, tear-down and change facility for the R-4360-59B engines. Because of the limited space available for the R-4360-59B engine build-up, this organization was given authority to use the Vertical Engine Build-Up System. This system has proven very successful, not only on conserving space, but a definite saving of man hours required to build-up the engine. Another advantage is the equipment necessary to operate a vertical build-up line is less than the equipment required to operate a horizontal build-up line. Photographs are submitted as a portion of the R-4360-59B Engine Build-Up Line. 11/

11. Photographs of the R-4360-59B Engine Build-Up line----------EXH "J"

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320TH AIR REFUELING SQUADRON

During December there were 470.55 aircraft hours flown with 58 maintenance personnel assigned, and of these assigned there was an average of 48 personnel present for duty daily. This critical situation has previously been mentioned. Squadron personnel became more efficient day by day because of better supervision and more experience on this type of aircraft; however, this will not relieve the situation to a great extent because more flying hours are expected of this squadron for January than were flown in December.

A great deal of difficulty has been encountered in obtaining propellers. One aircraft has needed a propeller since 17 November 1952. The tools have been received by Field Maintenance for removing, repairing, and replacing these propellers; however, the parts for the propellers are not being received. Five aircraft went to the Periodic Maintenance Squadron this month for 1st Intermediate Inspection, and of these five, only two have been released for flying. There were 54 Post Flight Inspections during December.

RADAR SCOPE DOCUMENTATION TRAINER

In November, Major Schlaebitz, the Wing Intelligence Officer, went to Mather Air Force Base to ascertain if the Human Resources Research Center at that Base had a method of photographing a 12 inch Radar Scope. The Center had a method, however, they felt that the quality of the

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photograph was inadequate and the system needed further experimentation. While there Major Schlaebitz was given a tour of the center. On this tour he came across a Radar Scope Interpretation (RSI) Trainer. Basically this trainer, utilizing good quality motion pictures of a radar scope in action, presents a realistic view of the radar scope face and returns as they appear to the operator. The RADC had developed this trainer to fill a need of the Air Training Command for a trainer which would reduce the number of necessary flying hours in the radar navigation phase of observer training. In use, navigational legs were photographed and placed on the trainer. In doing this, the student becomes a proficient Radar Navigator. After seeing the trainer, Major Schlaebitz weighed its value, not as a navigational trainer, but rather as a bomb run trainer for use in target studies in SAC Bombardment Wings. The idea and plan for integrated use of the trainer was presented in turn to Lt. Colonel Nichols, Col Briggs, Brigadier General Estes, Brigadier General Merrill and Major General O'Donnel at March Air Force Base. All accepted it, with minor changes in the presentation, and Major Schlaebitz was ordered to SAC to repeat the presentation there, in two different presentations, he expounded the virtues of the trainer as an aid to radar target study to General LeMay, and other personnel. It was accepted immediately as a boon to target study and General LeMay ordered his staff to start writing a study on the overall requirements for the command with a motion picture camera (Eclair)

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in each reconnaissance aircraft and from 12 to 15 cameras in each Bombardment Wing. He also ordered Major Schlaebitz to the Pentagon to present the trainer to the Requirements Branch of the USAF Air Staff. The presentation was then repeated for Major General Briggs and a group of 65 other persons on the staff. Major Schlaebitz returned to SAC where he was informed that his presence would be needed in January to present the briefing again for Major General Irvine in the Procurement Branch of the Air Materiel Command at Wright Air Force Base, Ohio.

SPECIAL PROJECTS

The EWI Section, 320th AAB Maintenance Squadron, had trouble with the marker beacon antennas on all wing B-29 aircraft. The marker beacon antennas are being damaged each time chaff is dropped. The location of the antenna with reference to the open end of the chaff chute accounts for the damage. When chaff bundles are dropped, they crash into the forward or aft antenna support masts or the antenna lead-in wire before they have an opportunity to open and dispense. Antenna wires and antennas have been broken in this manner. A metal guard was suggested as a possible solution but, in order to give adequate protection, it would have to be so large and unwieldy that it would present an aerodynamic obstacle.

THE PROPOSED SOLUTION: Relocate the marker beacon and the antenna from the present position on the port side of the aircraft to the identical

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position on the starboard side. This suggestion has been presented to higher authority for approval.

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CHAPTER IV

OPERATIONS AND TRAINING

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AIR CREW TRAINING SECTION

The 320th Bombardment Wing started the month of December 1952 by making plans for a Unit Simulated Mission. Target studies were prepared and trainers utilized to the fullest extent. In the midst of all this preparation, training missions were still flown and a great effort expended for obtaining both quality and quantity items under the SAC Rating System.

On 18 December the Unit Simulated Mission was flown. There were 23 aircraft scheduled and 22 aircraft hit the target. Two ground aborts were quickly covered by spares. One post target abort, Captain Gordon, had two engine failures and landed his aircraft at Nellis Air Force Base safely. The mission was considered very successful, gaining maximum points for the Wing under the SAC Rating System.

Starting 22 December 1952 all personnel of the Air Crew Training Section began inspecting the 442nd Bombardment Squadron. These Inspections were well planned and adequate check lists were prepared in advance to cause a minimum of confusion and loss of time.

During the month of December, the Air Crew Ground Training Program was plagued with many cancellations. These cancellations were brought about by the planning and postponement of the Wing Mission, Christmas Holidays, the SAC Clinic for Physical Conditioning and Judo Instructors held at March AFB, and cancellation of Basic Survival by the Air Base Group.

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Two crews completed Basic Survival. Approximately 85% of all 1024, 1025, 1037, and 1034's present for duty completed and passed the Wing Weather Examination. All squadrons accomplished 100% utilization of Synthetic Trainer time scheduled.

WING STANDARDIZATION BOARD

During December one combat crew was checked in its entirety and the required individual checks were accomplished to complete the Standardization Program for the six months period ending 31 December 1952. Two instructor pilots and one aircraft commander check outs were completed.

WING FLYING SAFETY

The Wing Flying Safety Meeting was held in Theater #2 at 1600 hours on 30 December 1952. This was a 12th Air Division Flying Safety Meeting. The main topic covered at this meeting was an incident which happened on 18 December 1952. This incident occurred on our wing mission. The incident was Captain Earl Gordon's fine achievement of bringing back one of our aircraft to a safe landing with two engines out and another faltering. A film titled "So This is Flight Service" was also shown.

The Wing Flying Safety Officer assisted the Base Flying Safety Officer in preparing a preliminary investigation on the C-47 which crashed on Mt. Torgonio 1 December 1952. This accident was turned over to Norton Air Force Base as it was the nearest Base to the Accident.

The 320th Bombardment Wing (M) has had an excellent flying safety

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record for the past few months. It is the utmost desire that this record be continued for many, many more months.[12]

COMBAT OPERATIONS

The Weather Evacuation Plan, 320th Bombardment Wing Operations Order # 106-52A, was rewritten, published and distributed during the early part of December 1952.

The first two weeks of December were spent in planning and preparation for the Unit Simulated Mission which was accomplished on 18 December 1952. One of the more interesting phases of this particular mission dealt with the controlled let down and approach of 22 aircraft in bomber stream by March Air Force Base personnel. Aircraft reported over Riverside Radio Range at 12,000 feet and at five minute intervals. Control Tower personnel controlled all aircraft letting down to an altitude of 5,500 feet. GCA personnel controlled all aircraft from 5,500 feet over the Riverside Radio Range to safe landings at March Air Force Base under I/M conditions. All 22 aircraft made successful landings on the first approach, no go-arounds were required.

UNIT CREW TRAINING SECTION

Oral re-evaluation of the 69 B-29 maintenance men initially evaluated 20 October 1952 was completed 15 December 1952. Written evaluation of mechanic's proficiency was completed for maintenance personnel assigned to the 320th Air Refueling Squadron was completed

12. Letter, 320 CDC, Subj: Flying Safety, dated 10 December 1952-TAB "

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24 December 1952.

The following Wing Regulation 50-1 (OJT) training was reported for December 1952:

441st Bombardment Squadron	229 hours
442nd Bombardment Squadron	241 hours
443rd Bombardment Squadron	201 hours
320th Periodic Maintenance Squadron	402 hours

The B-29-S MTD was officially closed in December. Future B-29 maintenance training until the conversion will have to be OJT. Utilization of the KC-97 MTD was somewhat curtailed during December because the shortage of maintenance personnel. Air Crew classes were normal. Unit training for the month was only approximately 23 percent complete due to the holidays, and priority given maintenance and operational requirements.

Response to management classes was poor during December and the Base Management Improvement Office assumed quota and scheduling functions, by mutual agreement, to encourage enrollment.

Inspection of 442nd Bombardment Squadron was completed 22 December 1952. 15th Air Force Regulation 50-9 training was completed by only a small percentage of assigned personnel because of turn over of personnel, priority maintenance and operation requirements. All other unit Ground Training was satisfactory.

An Indoctrination Program was set up for the eight incoming crews of

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the 320th Air Refueling Squadron which arrived early in December 1952. This Indoctrination covers, at least in part, the training requirements of 15th Air Force Regulation 50-26. This Indoctrination is primarily intended to serve as an indoctrination to help the newly assigned crew members orientate themselves with respect to the Strategic Air Command, 15th Air Force, and March Air Force Base.[12]

On 12 December 1952, Unit Training Bulletin # 3 was published which will be used to implement OJT to train out weaknesses revealed in the evaluation of KC-97 maintenance personnel.[14] Also Unit Training Bulletin # 2 was published which is the training outline for KC-97 maintenance OJT.[15]

ASC SECTION

The ASC Section procurred maps of Riverside County and of the locality immediately surrounding March Air Force Base. These maps will be used in preparing overlays for passive defense. The fourteen hour Tactical Radiological and Chemical Countermeasures course was cancelled during the month of December.

CENTRAL - INTELLIGENCE

December was memorable for the execution of Operations Order 126-52 featuring two 11 ship formations and covering a route to target over half a dozen Western States having some of the roughest terrain and the most inclement weather encountered by the Wing to date. The operation of the Base Survival School, delegated to this Section in November, turned

13. 320th CSCU, Unit Training Bulletin # 1, Dated 10 Dec 52----TAB "L"
14. 320th CSCU, Unit Training Bulletin # 3, Dated 12 Dec 52----TAB "M"
15. 320th CSCU, Unit Training Bulletin # 2, Dated 11 Dec 52----TAB "N"

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from planning and routine training to put into practical application some aspects of the survival training imparted to personnel. Recognizing the merits of the Radar Scope Interpretation training device, a development and product of the Human Resources Research Center at Mather Air Force Base, the Chief of the Intelligence Section utilized the resources of the section in preparing a graphic analysis and brief of the trainer potentialities to SAC units. Major Schlaebitz was away on TDY for 8 days during the month of December at Headquarters SAC, USAF and Air Materiel Command briefing their Operations and Training Staffs on the 33I Trainer.

SURVIVAL

In mid-December, following the crash of a C-47 aircraft on San Gorgonio Peak in the San Bernadino Mountains, Major Alford J. Goodfellow, then on TDY from this Section to Base Survival School, planned and briefed a mission to the site of the crash for the purpose of evacuating bodies of the crash victims. The operation involved more than forty men from March Air Force Base, Norton Air Force Base, and Camp Pendleton Marine Base, and involved materiel ranging from ice axes and rope in final phase of the ascent to weasels and helicopters used in support of base camps. The bodies were not recovered because of avalanche conditions prevailing, but it is notable that the operation was otherwise executed as briefed, and no injuries were sustained by participants. During the period of this

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operation, 34 inches of snow precipitated in the area, and zero temperatures prevailed at the 10,500 foot level of the crash site. The glacial technique briefed by Major Woodfellow was learned while a student at the Mountain and Winter Warfare School. He also is a graduate of the Para-Rescue and Survival School.

320TH AIR REFUELING SQUADRON

During December six aircrew members began 150 hours FTD. A total of 1760 FTD manhours accomplished during the month of December. The maintenance input continued to January because of personnel shortages. Eight crews attended SAC Indoctrination course the week of 15 December. Fourteen crew members completed physiological training. The remainder of the projected training is rescheduled for January because of the late return of crews from TDY. A total of 1720 hours of instructions on applicable regulations, SOP's and other directives were accomplished. The organization gained a total of 5875 hours ground training.

443D BOMBARDMENT SQUADRON

The Operations Section has been bolstered with newly assigned personnel from the 22nd Bombardment Wing. These officers and airmen are, for the most part, highly experienced and adept in their individual specialties and will become welcome additions.

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APPENDIX

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APPENDIX

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FIFTEENTH AIR FORCE REGULATION # 24-5, DTD 11 SEPTEMBER 1952	"A"
BEACON ARTICLE, "COL. BRIGGS RETAINS COMMAND"	"B"
320TH BOMB WING DEFENSE PLAN, DTD 1 DECEMBER 1952	"C"
320TH BOMB WING REG # 123-1, DTD 1 DEC 52, SUBJ: "INSPECTION SYSTEM"	"D"
320TH BOMB WING SECURITY BULLETIN # 1, DTD 8 DECEMBER 1952	"E"
320TH BOMB WING SOI 205-2 DTD 22 DEC 52, "SECURITY"	"F"
320TH AAC, SUBJ: ANALYSIS OF THE UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATINGS, DATED 16 JANUARY 1953	"G"
UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM	"H"
MONTHLY ANALYSIS REPORT, SOI 15-U2, FOR DECEMBER 1952	"I"
33 PHOTOGRAPHS OF THE R-4360 ENGINE BUILD-UP LINE	"J"
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320TH GAGU, UNIT TRAINING BULLETIN # 2, DTD 11 DEC 1952	"N"
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FIFTEENTH AIR FORCE REGULATION 24-5

DATED 11 SEPTEMBER 1952

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REGULATION)
:
24-5)

HEADQUARTERS FIFTEENTH AIR FORCE
March Air Force Base, California
11 September 1952

ORGANIZATION - AIR BASES AND AIR UNITS

Mission - 12th Air Division and Combat Units Assigned

1. PURPOSE.--To prescribe the missions of the 12th Air Division and the combat units assigned and the responsibilities of the commanders concerned.

2. GENERAL.--Procedures utilized in the execution of missions and assumption of responsibilities contained herein will be governed by the contents of SAC Manual 20-1, Jul 51. In cases where the functions and procedures outlined in the manual are incomplete or require interpretation, additional instructions will be issued in supplements to this regulation.

3. MISSIONS.--a. The mission of the 12th Air Division is to:

(1) Maintain the units of the 22d and 106th Bombardment Wings in a state of readiness in order that these wings will at all times be capable of conducting:

(a) Such long-range bombardment operations as are assigned in the current emergency war plan and related operations orders.

(b) Other long-range bombardment operations in any part of the world, either alone or jointly with other forces against enemies of the United States.

(2) Organize, train, and stage combat, service, and supporting units for overseas deployment or operation in other theaters as directed by higher headquarters.

(3) Comply with applicable general orders in furnishing logistical support and/or administer tenant units as provided in AFR 11-4, AFR 11-40, and SAC Reg 11-3.

(4) Be prepared to participate with assigned units, alone or in conjunction with the Continental Air Command Forces, in disaster relief and other domestic emergencies which arise within the assigned area of jurisdiction or as further directed by higher headquarters.

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(5) Support the Air Reserve and National Guard programs in accordance with instructions received from higher headquarters.

(6) Perform such special missions as the Commanding General, Fifteenth Air Force, may direct.

b. The mission of the 22d Bombardment Wing is to:

(1) Maintain the maximum capability to effect immediate long-range bombardment operations as are assigned in the current EWP and related operations orders.

(2) Maintain the maximum capability to conduct other long-range bombardment operations in any part of the world, either alone or jointly with other forces, against enemies of the United States.

(3) Man, equip, and train the 22d Air Refueling Squadron to the maximum extent possible with existing resources, to bring this squadron to a state of proficiency which will permit immediate engagement in effective air refueling operations.

(4) Organize and train combat and supporting units in mobility for overseas deployment or operation in other theaters as directed by 12th Air Division or higher headquarters.

(5) Support the Air Reserve and National Guard programs in accordance with instructions received from higher headquarters.

(6) Perform such special missions as directed by higher headquarters.

c. The mission of the 106th Bombardment Wing is to:

(1) Maintain the maximum capability to effect immediate long-range bombardment operations as are assigned in the current EWP and related operations orders.

(2) Maintain the maximum capability to conduct other long-range bombardment operations in any part of the world, either alone or jointly with other forces, against enemies of the United States.

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(3) Man, equip, and train the 106th Air Refueling Squadron to the maximum extent possible with existing resources, to bring this squadron to a state of proficiency which will permit immediate engagement in effective air refueling operations.

(4) Organize and train combat and supporting units in mobility for overseas deployment or operation in other theaters as directed by 12th Air Division or higher headquarters.

(5) Support the Air Reserve and National Guard programs in accordance with instructions received from higher headquarters.

(6) Perform such special missions as directed by higher headquarters.

4. RESPONSIBILITIES.--a. The Commanding Officer, 12th Air Division, is responsible for exercising command jurisdiction over, and conducting the operations and training of, assigned units in accordance with policies established by the Commanding General, Fifteenth Air Force, and higher headquarters. In execution of these responsibilities, the Air Division Commander performs the functions contained in SAC Reg 20-15.

b. The Commanding Officers of the 22d and 106th Bombardment Wings are responsible for exercising command jurisdiction over, and conducting the operations and training of assigned units in accordance with policies established by higher headquarters. In execution of these responsibilities, each wing commander performs the functions contained in SAC Reg 20-15.

BY COMMAND OF MAJOR GENERAL O'DONNELL:

OFFICIAL:

JOHN E ALLEN
Colonel, USAF
Adjutant General

JOHN M STERLING
Colonel, USAF
Chief of Staff

DISTRIBUTION: SII,IV,VII,3 (5 cys)
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BEACON ARTICLE

"COL. BRIGGS RETAINS COMMAND

EXHIBIT "B"

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Published Every Friday as a Civilian Enterprise for the Personnel of March Air Force Base

The BEACON

VOL. VI—NO. 52 FRIDAY, NOV. 21, 1952

Col. Briggs Retains Command As Unit Redesignated Dec. 1

The 106th Bombardment Wing (Medium) of March Air Force Base will be redesignated the 320th Bombardment Wing (Medium) on December 1, 1952, Major General Emmett O'Donnell, Jr., 15th Air Force commanding general, announced today.

The newly designated wing will be comprised of the 441st, 442nd, and 443rd Bombardment Squadrons. Colonel Loran D. Briggs, present commander of the 106th Wing will continue as 420th Wing commander.

Change of name for this Strategic Air Command wing is necessitated by the return of the 106th Wing to Air National Guard status. Some of the personnel of the unit who have elected to remain on active duty will be assigned to the 320th while the remainder of the strength will come from other SAC organizations.

Converted

The 106th Wing, a New York Air National Guard organization, was ordered to active duty with SAC on March 1, 1951. Soon afterward the wing, then equipped with B-26 light bombers, was converted to a B-29 medium unit.

The 320th, as was the 106th, is one of the wings comprising the 12th Air Division here. Division commander is Col. Howell M. Estes Jr. The other combat unit here is the 22d Bomb Wing, soon to be equipped with Boeing B-47 Stratojets.

Combat Record

Deactivated after the end of World War II, the 320th won for itself a distinctive combat record in that war as the "320th Bomb Group" with the 15th Air Force.

The unit won the Distinguished Unit Citation with cluster and the French Croix de Guerre with Palm for its combat record in Italy and Europe. The WWII vet organization has nine battle credits: Northern France, Southern France, Naples-Foggia, Rome-Arno, Central Europe, Rhineland, Northern Appennines, Sicily, and Tunisia.

COL. LORAN D. BRIGGS

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320TH BOMB WING DEFENSE PLAN

DATED 1 DECEMBER 1952

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CONFIDENTIAL SECURITY INFORMATION

HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
March Air Force Base
California

DEFENSE PLAN

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CONFIDENTIAL SECURITY INFORMATION

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DEFENSE PLAN

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CONFIDENTIAL

SECURITY INFORMATION

HEADQUARTERS, 320TH BOMBARDMENT WING, MEDIUM _____
March Air Force Base
California

320 OSC 1 December 1952

DEFENSE PLAN

FORWARD

This plan was prepared to assist the Bomb Wing Squadron Commanders in the preparation of Squadron Defense procedures by presenting certain requirements of the Air Base Defense Plan and other essential considerations. This plan is not intended to be a limiting factor in squadron planning, but rather a point of departure from which practical working procedures can be developed, based on individual squadron facilities and personnel.

The Defense Plan should not be considered as an end in itself, but rather as an essential plan to safeguard the Bomber Force and supporting elements from subversive attack during the period of preparation prior to evacuation or deployment on their assigned mission.

LORAN D. BRIGGS
Colonel, USAF
Commanding

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320th Bomb Wing (M) _____
March Air Force Base, Calif
1 December 1952
0001 Pacific Standard Time

ANNEX B, (Appendix 10) to Air Base Defense

PLAN _____ (Number will come from Base)

SECTION I

GENERAL

1. PURPOSE. To provide a plan which will guide the Bomb Wing Squadrons in planning and preparation for implementation of the plan as an operations order when execution is ordered. To best suit this purpose, the plan has been written in semi-check list form. Preparation and execution phases have been outlined to separate action to be taken prior to an alert from action required after an alert when execution is ordered. This plan will become a part of the Air Base Defense Plan as required by SAC Manual 205-2, dated October 1952.

2. SCOPE. This plan is applicable to all Bomb Wing Squadrons and Sections during the preparation phase. When an alert is sounded, execution is ordered by the Wing Commander. The execution phase will become an operations order applicable to all Bomb Wing Squadrons and Sections until superseded by an Operations Order for evacuation or deployment. Upon departure of the air elements, remaining maintenance and administrative personnel will be assigned tasks as outlined in Appendices 8, 9, and 11, Annex B to the Air Base Defense Plan.

3. RESPONSIBILITY. Bomb Wing Squadron Commanders are delegated the responsibility for implementing pertinent portions of the Wing and Air Base Defense Plan. In turn, Section Heads should prepare detailed SOP's for implementing Squadron Defense procedures. Squadron Defense SOP's will be attached as Annexes to the Wing Defense Plan. (See the Annex Index) These procedures should be adequate and practical. Detailed and systematic examination of all factors involved should not work to create a rigid plan, incapable of alterations or change. Commanders are therefore given the widest latitude in the implementation of this plan.

4. PROCEDURE. Bomb Wing Squadrons will be concerned primarily with the alert, safeguarding the air elements prior to departure, passive defense and evacuation or deployment.

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a. Alert procedures should include a plan of assembly during normal and off duty hours, and the duty stations of assigned personnel.

b. Internal Defense Procedures should insure the safeguarding of material and personnel from the time of alert to departure, or during an alert which has been called as a result of a subversive attack.

c. Passive Defense preparations should be made to the extent practicable under present conditions and plans should also be made for a more well developed defense should the possibility of air attack become more real. (Reference SAC Manual 205-2, October 1952)

d. Four courses of action which may follow an alert should be considered in planning.

(1) EAF deployment, which will require a mobility plan to insure a capability of sustained operations.

(2) A deployment on short notice to join a search, which will no longer exist for the Tactical Squadrons when jet aircraft are assigned, due to the unsuitability of jet aircraft for search missions.

(3) A scramble, so to speak, to evacuate aircraft when air attack is imminent, or in case of a hurricane.

(4) A sustained alert to minimize the effects of, or resist, a subversive attack.

e. Operations orders will be issued for each of the possibilities outlined in 4d, (1), (2), and (3) above. Squadrons need only include procedures for 4a, b, c, and d (4) above in Squadron Defense SOP's.

5. ORGANIZATION. It is suggested that the Squadron Security and/or Alert Officer be delegated responsibility for the development and maintenance of the Squadron Defense Standing Operating Procedure.

6. DEFINITIONS.

a. Air Base Defense Plans. "Air Base Defense Operations are local ground defense operations designed to achieve a condition of invulnerability to infiltration, guerilla warfare or local surface attack and thus, air base (tactical) security." * 1.

b. Internal Defense Plans. "Internal Defense operations are designed to provide a constant and continuing operating against subversive attacks by the enemy." * 2.

* 1. SAC Manual 205-2, Page 113, October 1952
* 2. SAC Manual 205-2, Page 112, October 1952

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c. External Defense Plans. "External Defense Plans will normally be prepared by the Department of the Army Unit assigned to responsibility of providing external defense forces." * 1.

d. Passive Defense Plans. "Defense, Passive-Defense of an air base or command through the employment of protection, deception, dispersion, concealment, and neutralizing enemy actions such as fire, etc, without the employment of active weapons, and without the expectation of launching a counterattack." * 2.

e. Domestic Emergency Plans. "Pertains to disaster and/or disturbance." * 3.

f. Emergency Plan White. "(EPW) is the title most frequently used by Army Commands and installations for plans covering domestic emergencies and disaster relief." * 4.

g. Disaster Relief Plans. "Pertains to the endangering or loss of life or property, either Government or civil, by war, pestilence, famine, fire, explosion, and other major calamities." * 5.

h. Alert Plan. A plan for notification of personnel, during normal and off duty hours, to assembly for accounting and briefing on courses of action to be taken.

i. Internal, External and Passive Defense are the plans which largely constitute the Air Base Defense Plans.

j. Disaster relief plans are generally included in Domestic Emergency Plans.

k. Squadron Defense SOP's will be concerned with the Alert Plan and the Internal and Passive Defense aspects of the Air Base Defense Plan directly affecting assigned personnel.

l. Special emphasis should be placed on differentiating between the many 'Plans" in order to preclude confusion.

7. SECURITY. Attention is invited to Par 8c, AFR 205-6B, dated 25 July 1951, which states, "CONFIDENTIAL. Normally a background investigation or National Agency Check will not be required prior to access to confidential information or material."

a. There is no Security requirement which will legislate against fullest indoctrination of all military personnel in Defense Plans and SOP's, except such personnel as may be pending discharge under

* 1. SAC Manual 205-2, Page 114, October 1952
* 2. SAC Manual 205-2, Page 9, October 1952
* 3. Ops Order 1-52, Page 15, 13 October 1952
* 4. Ops Order 1-52, Page 15, 13 October 1952
* 5. Ops Order 1-52, Page 15, 13 October 1952

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provisions of AFR 35-62.

b. The Squadron Alert SOP's need not be classified above restricted.

c. The Squadron Defense SOP's may be classified not to exceed CONFIDENTIAL, at the discretion of the Commander concerned.

d. SUMMARY. The preparation phase of the Wing Defense Plan is intended primarily as a guide to assist Bomb Wing Squadron Commanders in the preparation of Squadron Defense SOP's. The plan may also prove helpful to Wing Staff Directorates in preparation for the support of Squadrons. The execution phase will become an operations order when an alert is ordered, to be followed by the mobility plan and/or operations orders for evacuation or deployment.

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SECTION II

PREPARATION

1. ALERT. The following procedures should be developed, an action taken, in preparation for an alert, and maintained in a constant state of readiness. Details of an Alert plan for off duty hours should be carefully worked out to effect an initial formation with a minimum delay.

a. The Squadron Alert Officer will:

(1) Post in conspicuous places the Air Raid Warning Signals poster illustrating the accepted Western Air Defense Alert Signals. These signals will be utilized to sound an alert, regardless of the purpose for which the base may be alerted. Briefly the alert signals are:

(a) Yellow Alert: Three (3) fluctuating blasts of the Base Siren.

(b) Red Alert: The Wing Alert Officer will verify a Red Alert by telephone, on the squawk, or by runner if necessary.

(c) All Clear: One blast of the Base Siren and verification from the Wing Alert Officer by runner.

(2) In coordination with the Adjutant, prepare an Alert SOP for both normal and off duty hours. The Alert SOP should include alert procedures to be followed:

(a) During duty hours

(b) During off duty hours

(c) In the event of telephone failure

(3) Prepare an Alert Folder to be stored in, or near, the command post in a place known to a sufficient number of officers and airmen to insure that someone will be able to preform the duties of Alert Officer in his absence. This folder should contain:

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(4) Establish a system to make the Voice Telephone Authentication Table, Appendix 1, Annex E to the 12th AD Operations Plan for the Defense of March Air Force Base, (CONFIDENTIAL) readily available to the Alert Officer or Acting Alert Officer on Alert.

(5) Thoroughly familiarize Duty Officers and Squadron Charge of Quarters with alert procedures developed for off duty hours.

2. [illegible] DEFENSE. This procedure should be developed for the sole purpose of securing the Squadron with the least possible delay.

a. The Squadron Alert Officer will:

(1) Thru coordination with each section head, set up guard posts which will safeguard personnel, aircraft, materiel and classified matter.

(2) Aid the section heads in the preparation of special orders for each guard post.

(3) Develop challenging procedures to be used during an alert, to be included in the special orders of each guard. The personal recognition system will probably prove the simplest and most practical, reference par 12, b, SAC Reg 205-14, 13 Jun 52. Also see Wing SOP 205-1, 25 Jul 51.

(4) Publish an SOP for distribution to personnel who may be designated as guards, to include (1), (2) and (3) above. General Orders should also be included, reference FM 26-5, Interior Guard Duty, 7 Dec 50, which is still applicable to the Air Force.

(5) Establish a SOP which provides for storage of weapons such that they will be secure, yet readily available for personnel designated as guards. If no suitable racks or storage facilities are available for the major sections, plans should be made to give priority in the issuance of weapons to the personnel who are to perform guard duty.

(a) Weapons will not be loaded unless specifically ordered by the Wing Commander. See Wing Reg 205-10, 9 May 51.

(6) Insure that all personnel are thoroughly familiar with procedures for immediately securing the area and reporting any form of subversive attack to proper investigative personnel. Ref Par 13, AFR 205-5, 17 Jul 52.

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KODAK SAFETY FILM

3. PASSIVE DEFENSE. It is suggested that the Squadron ABC Officers and NCO's assist the Security and Alert Officer in the preparation of this squadron defense procedure.

a. The Squadron ABC Officer will:

(1) Insure that the Squadron ABC Officer and the two Squadron ABC NCO's are appointed by a Personnel Actions Memorandum, and have completed the 5b hour course as required by 15th Air Force Regulation 50-4, 4 Mar 52.

(2) Insure that the tactical squadron ABC NCO's understand that they are to report with the Squadron ABC Officer to the Base Defense Command Post, Bldg # T-638 upon the sounding of any alert, in compliance with Par 5b, (1), Annex F to the 12th AD Operations Plan for the Defense of March Air Force Base. The officer and two NCO's from each Tactical Squadron will make up one of the three required Area Survey Monitoring Teams. They will be directly responsible to the Base Defense Commander and designated as follows:

(a) 441st Bomb Squadron — Able One

(b) 442nd Bomb Squadron — Able Two

(c) 443rd Bomb Squadron — Able Three

(3) In the Field Maintenance Squadron, be responsible for the Decontamination Team. This team will be composed of one Officer and two ABC NCO's from the 320th Field Maintenance Squadron and two ABC NCO's from the 320th Periodic Maintenance Squadron. The Decontamination Team will report to the Base Command Post on the sounding of any alert in compliance with Par 5, b, (2), Annex F to the 12th AD Operations Plan for the Defense of March Air Force Base. This team will be designated as Baker One.

(4) Of the remaining Bomb Wing Squadrons, plan to report with the Squadron ABC NCO's to the Base Defense Commander to assist as required.

b. The Squadron Supply Officer will prepare a plan for the rapid issue of the following:

(1) Weapons-For guard duty and personal security

(2) Helmet-(complete) To reduce the incidence of head injuries from flying or falling projectiles, fragments and debris.

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(3) Gas masks-Since it is the primary protective measure against biological as well as chemical attacks.

(4) Full field equipment-should it become necessary.

c. Personnel whose dependents reside on March Air Force Base will thoroughly familiarize their dependents with Tab A, Appendix 3, Annex D, 12th AD Operations Plan for the Defense of March Air Force Base. The questionnaire, Tab B, need not be completed until specifically required.

d. Personnel responsible for classified material, in coordination with the Command Security Officer, will prepare a plan for the emergency disposition of classified material, reference Par 14, d, AF Reg 205-1. In accordance with Appendix 2, Annex C, Par 2, c, 12th AD Operations Plan for the Defense of March Air Force Base, the Base Security Officer will advise on procedures, including possible destruction. It should be made clear to all concerned that files will be destroyed only on the authenticated order of the Wing Commander.

e. Other Passive Defense measures will be introduced as changes to this plan when and if they become necessary or advisable.

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SECTION III

EXECUTION

1. ALERT AND INTERIOR DEFENSE. Practice Alerts will be frequent. Unless execution of 12th Air Division Operations Order 31-51 is specifically ordered, the general intent of an alert will be to practice, or actually meet local emergency situations, in which case an effective state of defense will be maintained with a minimum disruptive effect on the primary mission.

a. Yellow Alert During Duty Hours:

(1) Flight crews which are not preparing for take-off on normal training missions will draw weapons, helmets and gas masks and assemble in their respective briefing rooms. Security precautions will be taken in accordance with 15th AF Reg 205-6, 15 Jan 51.

(2) Flight crews scheduled for training missions will not be effected and will take off as scheduled.

(3) Normal take offs and landings will be in order unless specifically ordered otherwise by the Base Defense Commander.

(4) Maintenance crews will continue normal maintenance, after being properly armed and issued helmets and gas masks.

(5) Section heads will:

(a) Dispatch airmen selected for Alert Guard Duty to draw weapons, helmets, and gas masks, and report to the selected place from which they will be posted.

(b) Secure classified documents unnecessary to immediate operations in locked safes or approved locked cabinets.

(c) Dispatch remaining personnel to draw weapons, helmets, and gas masks, after which they will return to their normal duty stations.

(6) The Squadron Adjutant, who will act as Officer of the Guard, and the First Sergeant, who will act as Sergeant of the Guard, for Alert Guards posted by their Squadron will:

(a) Draw weapons, helmets, and gas masks, and proceed to the place at which Alert Guards are to report.

(b) Issue Special and General Orders for each post.

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(c) Informally post guards at double time.

(d) Report time guards were posted to the Squadron Alert Officer.

(e) Dispatch two runners to Wing Headquarters, Operations Section, to report to the Operations Chief Clerk that the Squadron is secure and stand by for further instructions.

(f) Inspect the Alert Guards as deemed necessary to effect maximum security.

(g) In the event the alert remains in effect for more than two (2) hours:

1. Thru coordination with Section heads concerned, set up a guard roster 24 hours in advance for four (4) hour tours of alert guard duty.

2. Arrange for late or early messing of relief guards as necessary.

3. Appoint airmen to perform the duties of Sergeant and Corporal of the guard for each shift.

4. Post two (2) additional guards to a roving patrol outside buildings and one (1) guard on each aircraft during hours of darkness or reduced visibility due to fog.

5. Incorporate a pass word and countersign recognition system if necessary to insure maximum security

6. Instruct the Squadron Duty Officer in his duties as Officer of the Guard during off duty hours. Par 1, a, (6), (g), 2, 4, and 5.

7. Instruct the Squadron Duty Officer to guard, or maintain a Guard, on the Alert phone, acting as Squadron Alert Officer in case of a Red Alert or all clear. See Par 5 and 6 below.

8. Relieve runners on duty at the Wing Command Post.

(7) The Squadron Alert Officer will:

(a) Proceed to his post of duty in the Squadron Command Post.

(b) Record events in the Alert Log.

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(c) When all sections have reported secure, call the Wing Command Post, extension 4276 or 4277 and report the following:

1. Phone number which is to be used for contacting the Squadron Command Post during the alert.

2. Time at which the Unit was secure.

3. Officers and airmen present for duty. During off duty hours, this report will be delayed until 80% of the present for duty strength has reported, and called in separately.

4. Number of immediate flyaways, if applicable

5. Number of delayed flyaways, if applicable

6. Number of crews standing by, if applicable

(d) Use applicable telephone authentication phrase to insure security of instructions or reports, as deemed necessary, See Appendix 1, Annex E, to the 12th Air Division Operations Plan for Defense of March Air Force Base, (CONFIDENTIAL).

(e) In the event of an extended alert, turn over the responsibility for guarding the alert phone and maintaining the Alert Log to the Squadron Duty Officer during off duty hours.

2. PASSIVE DEFENSE. The Squadron ABC Officers and NCO's will proceed as outlined in Section II, Paragraph 3a.

3. RED ALERT DURING DUTY HOURS. Normally, a Red Alert will be preceded by a Yellow Alert. If both alerts should come at the same time, or just the Red Alert, the procedures outlined above will be adhered to, and in addition Squadrons will:

a. Implement the execution of 12th Air Division Operations Order 31-51 (SECRET), when so ordered by the Wing Commander.

b. Dispose of Classified Documents, only on the authentication of the Wing Commander.

4. YELLOW ALERT DURING OFF DUTY HOURS.

a. Personnel residing on, or who may be on the Base, will proceed in uniform to their posts of duty as prescribed by their Squadron SOP.

b. Personnel residing off base will be recalled in accordance with the established SOP.

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5. RED ALERT DURING OFF DUTY HOURS. Procedures outlined in Par 3 and 4 above will be followed.

6. ALL CLEAR.

a. The Alert Officer will:

(1) Stand by the alert phone for verification from the Wing Alert Officer.

(2) Upon receipt of verification over the telephone or squawk box, or by the runners returning:

a. Notify the Officer of the Guard to relieve guards and return aircraft to the Security Forces.

b. Notify Squadron Sections

c. Close out Alert Log

d. Informally submit suggestions for improvement of Wing Alert procedures to the Wing Alert Officer. Negative reports are not required.

7. GENERAL.

a. With the exception of call directly concerning the Alert, use of the telephone will be held to a minimum.

b. Restricted Area Passes will be worn during the alert to aid in identification.

c. Personnel who will desire access to the Wing Headquarters Bldg should familiarize themselves with Wing SOP 205-1, 24 Jul 51.

d. Gas masks and helmets will be worn and weapons worn or carried during the alert, except for maintenance personnel, who may keep their alert gear close at hand should it interfere with the performance of assigned maintenance.

e. Ten (10) copies of current Squadron Defense SOP's will be forwarded to the Wing Alert Officer for inclusion as Annexes to the Wing Commander's and Staff Directorate's copies of the Wing Defense Plan.

(1) Changes will be forwarded in like number.

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CONFIDENTIAL SECURITY INFORMATION

320TH BOMBARDMENT WING, MADIUN

CONFIRMED POST ALERT LOG

Maintained by _____ Alert Officer

Alert Signal DATE TIME

Verified by Base _____

Units Secure	PHONE	TIME	OFFICERS	AIRMAN	IP	DF	CREWS
Hqs Building	____	____	_____	_____	_	_	_____
Hq Sq Section	____	____	_____	_____	_	_	_____
441st Bm Sqdn	____	____	_____	_____	_	_	_____
442nd Bm Sqdn	____	____	_____	_____	_	_	_____
443rd Bm Sqdn	____	____	_____	_____	_	_	_____
320th M & R Sq	____	____	_____	_____	_	_	_____
320th Fld Mt Sq	____	____	_____	_____	_	_	_____
320th Per Mt Sq	____	____	_____	_____	_	_	_____
320th M & E Sq	____	____	_____	_____	_	_	_____
Wing Secure GPC Notified		____	_____	_____	_	_	_____

RED ALERT
Squadrons Notified ____

OMNS ORDER
Squadrons Notified ____

ALL CLEAR
Verified, Sq Notified ____

1 Incl: #1

CONFIDENTIAL

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ANNEX INDEX

DEFENSE SOP's

A. Wing Headquarters

B. 441st Bombardment Squadron

C. 442nd Bombardment Squadron

D. 443rd Bombardment Squadron

E. 320th Air Refueling Squadron

F. 320th Field Maintenance Squadron

G. 320th Periodic Maintenance Squadron

H. 320th Armament And Electronics Squadron

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320TH BOMB WING REG # 123-1, DTD 1 DEC 52

SUBJ: "INSPECTION SYSTEM"

EXHIBIT "D"

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*Wg Reg 123-1
1 - 3

HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
March Air Force Base
California

CGD 1 December 1952

WING REGULATION)
:
NUMBER 123-1)

INSPECTION SYSTEM

1. PURPOSE: To augment the provisions of Air Force Regulation 123-1, 23 March 1952 and March Air Force Base Regulation 20-5, 20 November 1952, by outlining the duties and procedures of the Staff Sections in the conduct of inspections at wing level.

2. SCOPE: The provisions of this regulation apply to all units and staff sections of this command.

3. GENERAL:

a. By direction of Headquarters USAF, the Wing Inspection Section is no longer authorized this command. However, the need of an inspection system to keep the Wing Commander informed of the status of his command, is of paramount importance. Therefore, an inspection system is formulated, as outlined below, to be conducted by the Staff Sections and coordinated by the Deputy Wing Commander.

b. The specific types of inspections, with references and responsibilities therefor, are as follows:

(1) The Wing Staff Sections as directed herein will conduct Administrative, Materiel, and Operations and Training inspections on a quarterly basis.

(2) POM inspections will be conducted in accordance with SAC Regulation 20-2, 12 June 1952, by the transferring squadron and will be monitored by the Directors.

(3) Administrative Inquiries and Investigations will be conducted in accordance with AFR 120-3, AFM 120-3, and SAC Regulation 20-2, 12 June 1952, by the Director concerned and will be signed by the Wing Commander.

(4) Personal conference periods will be conducted by the Deputy Commander in accordance with SAC Regulation 20-2, 12 June 1952, and Fifteenth Air Force Regulation 123-3, 23 July 1952.

*This Regulation supersedes Wing Regulation 123-1, dated 13 Aug 1952.

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(5) Maintenance of Technical Orders files and Technical Order distribution will be in accordance with SAC Regulation 5-4, 5 November 1952, under the direction of the Maintenance Control Officer, and will be inspected at the time of the quarterly inspections.

(6) Case Reports will be submitted, when warranted, in accordance with paragraph 21, AFR 123-1, 28 March 1952, and SAC Regulation 20-2, 12 June 1952, by the Directorate concerned.

(7) Special Subjects will be referred to the appropriate Director, who will initiate action to correct any condition not up to standard and will submit a report to the Wing Commander indicating discrepancies and corrective action taken by all units.

(8) Processing of inspection reports made by higher headquarters will be in accordance with March Air Force Base Regulation 20-5, dated 20 November 1952.

4. RESPONSIBILITIES FOR QUARTERLY INSPECTIONS:

a. The Deputy Commander is responsible for the overall inspection system and will monitor all inspection activities and maintain a supervisory followup system incorporating a Cardex File.

b. The Director of Personnel, assisted by the Adjutant, will make all personnel and administrative inspections within this command.

c. The Director of Operations is responsible for all inspections of operations, communications, intelligence and training within this command.

d. The Director of Materiel will be responsible for all inspections of maintenance, armament and electronics, supply, mobility and related activities within this command.

e. The Comptroller will make inspections of management and organization functions within this command.

5. PROCEDURES:

a. Each Staff Section will select qualified personnel within their sections to conduct quarterly inspections.

b. Each Staff Section will prepare check lists, based on those supplied by higher headquarters and local research, for use in conducting inspections. Prior to each inspection, the Cardex File will be reviewed

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for past discrepancies and special subjects. Copies of these check lists will be maintained on file in respective staff sections.

c. The activity to be inspected will be notified one week in advance of the inspection, of the date of the inspection and the personnel on the inspection team. Inspection teams will report to the Unit Commander and/or Section Heads concerned prior to any inspection. Pre-inspection conferences will be held to inform the Unit Commander and/or Section Head of the purpose and scope of the inspection. Post-inspection critiques will be held to discuss the irregularities found during inspection.

d. A quarterly inspection schedule will be prepared by the Staff Directors and the Deputy Wing Commander jointly. This schedule will be sent to the organizations at the earliest practicable date and in no case later than one week prior to the inspection.

6. REPORTS OF INSPECTION:

a. The staff section concerned will prepare a report of discrepancies found during the inspection. The format will be in accordance with current directives pertaining to inspection reports. The report will be brief but not at the expense of clarity, and will include recommendations where warranted.

b. The inspection report will be signed by the Wing Commander and forwarded to the organization concerned for indorsement thereon. The original report and indorsement will be returned to the Command Section for review, followup instructions and filing. The staff section making the inspection will be furnished a copy for their files.

7. FOLLOWUP ON IRREGULARITIES AND DISCREPANCIES:

a. A visable, Cardex File will be maintained by the Deputy Commander. The following colored cards will be used for Directorates indicated:

(1)	Director of Personnel	White
(2)	Director of Operations	Green
(3)	Director of Materiel	Yellow
(4)	Comptroller	Pink

b. The subjects for the cards will be obtained from the following sources:

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(1) The Command Section.

(2) Any Staff Directorate.

(3) Publications or communications from higher authority.

(4) Major discrepancies from inspections and/or staff visits from higher headquarters.

(5) Command and/or special subjects.

(6) Major discrepancies from inspections and/or staff visits from within the command.

c. Target and followup dates will be posted to each card as appropriate. A brief resume will be posted to the cards by the respective staff section following quarterly inspections or scheduled supervisory staff visits.

8. Followup on irregularities and discrepancies will be made through the medium of scheduled supervisory staff visits. These staff visits will be scheduled by the Deputy Wing Commander and conducted by the appropriate staff agency. A brief, written report will be made to the Wing Commander following each visit. Copies of the report will be kept on file in the office of the interested staff agency and the Deputy Wing Commander.

BY ORDER OF COLONEL BRIGGS:

JULIAN M. HEXUM
Captain, USAF
Adjutant

OFFICIAL:

WOI N. MILLER
Captain, USAF
Asst Adjutant

DISTRIBUTION "B"

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320TH [illegible] WING SECURITY BULLETIN # 1

DATED 8 DECEMBER 1952

EXHIBIT "2"

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HEADQUARTERS, 320TH BOMBARDMENT WING, L [illegible]
March Air Force Base
California

320 COMM 319.1 8 December 1952

SUBJECT: Security Bulletin # 1

TO: Commanding Officer, Headquarters Squadron Section
Commanding Officer, 441st Bombardment Squadron
Commanding Officer, 442nd Bombardment Squadron
Commanding Officer, 443rd Bombardment Squadron
Commanding Officer, 320th Air Refueling Squadron
Commanding Officer, 320th Armt and Elect Squadron
Commanding Officer, 320th Periodic Maintenance Squadron
Commanding Officer, 320th Field Maintenance Squadron

1. PURPOSE. This bulletin will be published weekly, or as necessary, for the purpose of disseminating security policies.

2. SCOPE. Information and policies outlined in this publication will be applicable to Squadrons of the 320th Bombardment Wing.

3. GENERAL. Current Security directives and recent incidents will be briefed for ready reference to assist the Squadron Commanders in their security responsibilities as outlined in Par 4, SAC Reg 205-11, dated 16 August 51. This bulletin will replace the Wing Security Information Letters formerly published.

4. PROCEDURE.

a. Necessary action will be initiated upon receipt of each bulletin.

b. A reference file of Bulletins will be kept by the Squadron Security Officer in his working file of directives.

c. These Bulletins will be made a special subject by the Wing Security Officer on Wing Inspections.

BY ORDER OF COLONEL BRIGGS.

DISTRIBUTION "D"
minus Base Distribution

JULIAN H. [illegible]
Captain, USAF
Adjutant

Encl #2

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320TH BMB [illegible] SOP 205-2

DATED 22 DECEMBER 1952

SUBJ: SECURITY

EXHIBIT "F"

[redacted]

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RESTRICTED

SECURITY INFORMATION

* SOP 205-2
1-3

HEADQUARTERS, 320TH BOMBARDMENT WING, MEDIUM
March Air Force Base
California

320 ODCU

22 December 1952

STANDING OPERATING)
:
PROCEDURE 205-2)

SECURITY

Base Defense Plan for Wing Headquarters Personnel

1. PURPOSE: The purpose of this SOP is to acquaint personnel on duty within 320th Bombardment Wing (M) Headquarters Building with their duties during an alert.

2. ALERT SIGNALS:

a. Yellow Alert: Three (3) fluctuating blasts of the Base Siren.

b. Red Alert: The Wing Alert Officer will verify a Red Alert within the Headquarters Building by runner.

c. All Clear: One long blast of the Base Siren and verification from the Wing Alert Officer by runner.

3. [illegible] ALERT [illegible] DUTY HOURS:

a. Section Heads will:

(1) Furnish the number of men indicated for Alert Guard Duty:

SECTION	NUMBER OF MEN
Adjutant General	2
Operations	2
Personnel	1
Materiel	1
Comptroller	1

(2) Insure that personnel selected for guard duty are thoroughly familiar with the challenging proceedure outlined in 106th Bombardment Wing SOP 205-1, dated 24 July 1951.

(3) Dispatch airmen selected for Alert Guard Duty to draw their weapons and report to the Wing Adjutant at the Classified Documents Section.

Incl #3

* Supersedes SOP 205-2, 27 Oct 52

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SECURITY INFORMATION

(4) Secure Classified Documents unnecessary to immediate operations in locked safes or approved locked cabinets.

(5) Dispatch remaining personnel to draw weapons, after which they will return to their normal duty stations.

b. The Wing Adjutant will:

(1) Proceed to the Classified Documents Section where Alert Guards will be reporting.

(2) Appoint the Wing Sergeant Major, or other senior NCO, to act as Sergeant of the Alert Guard.

(3) Issue Special Orders to include:

(a) Posting of each guard, see (4) below

(b) Instructions that weapons will not be loaded unless specifically ordered by the adjutant.

(c) Challenging procedures as outlined in Wing SOP 205-1, dated 24 July 1951.

(d) That entrance # 3, the door nearest Operations, will be the only entrance to remain open during the alert.

(4) Post Alert Guards as follows:

(a) One (1) guard at the rear door to the Wing Commanders Office.

(b) One (1) guard at each of the four main entrances to the Wing Headquarters Building.

(c) One (1) guard at the entrance to the Classified Documents Section.

(d) One (1) guard at the outside entrance to the Intelligence Section.

(5) Report to the Wing Alert Officer, who will be on duty just outside the door to the office of the Director of Operations, the time which all alert guards were posted and the Wing Headquarters Building was secure.

(6) Inspect the Alert Guards as deemed necessary to effect maximum security.

( ) In the event the alert remains in effect for more than two (2) hours:

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(a) Thru coordination with the Hqs Sedn Section Head, set up a guard roster 24 hours in advance for four (4) hour tours of alert guard duty.

(b) Arrange for late or early messing of relief guards as necessary.

(c) Appoint airmen to perform the duties of Sergeant and Corporal of the guard for each shift.

(d) Post two (2) additional guards to a roving patrol outside the Headquarters Building during the hours of darkness, or in case of fog.

(e) Incorporate a pass word or personal recognition system, as outlined in Par 12b (1) SAC Reg 205-14, dated 13 June 52, if necessary to insure maximum security.

(f) Instruct the Staff Duty Officer in his duties as Officer of the Guard during off duty hours, Par 3b (3), (4), (5) and (7) above.

(g) Instruct the Staff Duty Officer to guard, or maintain a Guard, on the Alert phone, acting as Wing Alert Officer in case of a Red Alert or all clear. See Par 6 & 7 below.

(h) Relieve runners on duty at the Ground Forces Command Post.

c. The Wing Alert Officer will:

(1) Proceed to his post of duty during the alert, which will be just outside the door to the office of the Director of Operations.

(2) Accept verification of the alert from the Ground Force Commander over Alert phone # 11, located on top of the book case just outside of the door to the Office of the Director of Operations.

(3) Record events and times Unit check in secure over telephones, 4276 or 4277, or by runner, in the log which will be in a folder under the Alert phone.

(4) As the Units check in, the Alert Officer will request and record the telephone number each Unit will desire called to verify the Red Alert or the All Clear.

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RESTRICTED SECURITY INFORMATION

(5) Call the Ground Force Commander over the Alert phone giving the time the 320th Bombardment Wing was secure.

(6) Pass reports from the Tactical Squadrons to the Director of Operations to include:

(a) Number of immediate flyaways

(b) Number of delayed flyaways

(c) Number of crews standing by

(7) Use applicable telephone authentication phrase to insure security of instructions or reports. See Appendix 1, Annex E, to the 12th Air Division Operations plan for Defense of March Air Force Base, dated 20 December 1951. (CONFIDENTIAL)

(8) Dispatch two (2) runners to the Ground Force Commander in Building # T-630, to confirm that the Wing is secure and stand by in case of telephone failure, or until the All-Clear.

(9) Keep the Commanding Officer, 320th Bombardment Wing, informed of the progress of the Alert or any unusual incidents.

(10) Inform the Sections within the Headquarters of significant developments.

(11) In the event of an extended Alert, turn over the responsibility for guarding the Alert Phone and maintaining the Alert Log to the Staff Duty Officer during off duty hours.

c. The Operations Chief Clerk will:

(1) Intercept the runners reporting to the Wing Command Post outside entrance # 3.

(2) Form runners inside the Headquarters Building against the wall of the Southeast Wing Hall in case of inclement weather.

(3) Record names and time of reporting their Unit secure as runners report.

(4) Maintain a quiet orderly formation of inside the Building.

(5) Dispatch one runner to stand by the Wing Alert Officer for further instructions.

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f. Civilian employees will remain at their posts of duty.

4. RED ALERT DURING DUTY HOURS: Normally, a Red Alert will be preceded by a Yellow Alert. If both Alerts should come at the same time, or just the Red Alert, the procedures outlined above will be adhered to, and in addition Section Heads will:

a. Implement the execution of 106th Bombardment Wing Operations Order 31-61 (SECRET), when so ordered by the Wing Command Post.

b. Destroy Classified Documents, only when ordered to do so by the Wing Command Post.

c. Relay orders from the Command Post for civilian employees to leave the Base.

5. YELLOW ALERT DURING OFF DUTY HOURS: Since it is unlikely that many Officers will be immediately available in the event of an Alert during off duty hours, it will be the responsibility of the Staff Duty Officer, or Senior Headquarters Officer present, to assign available Officers to carry out such specific duties as may be necessary until the arrival of Officers regularly assigned those duties.

a. The Staff Duty Officer, or Senior Officer present, will:

(1) Call the Ground Force Commander, using the Alert phone, to verify the Alert.

(2) Call the Wing Commander, to inform him of the situation.

(3) Notify the Wing Headquarters Building Charge of Quarters to recall Key Personnel.

(4) Notify the Headquarters Squadron Section Charge of Quarters to recall all other assigned personnel.

(5) Check the guards designated by the Headquarters Squadron Section to insure that they are posted in accordance with Par 3b, (3), (4), (6) and (7).

(6) Guard the Alert phone and maintain the log which will be under the phone.

(7) Perform such other duties for the Adjutant and Wing Alert Officer as may be necessary, in accordance with this SOP, until the arrival of assistance.

b. The Headquarters Building Charge of Quarters will:

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(1) Perform the duties outlined in Par 5a above, in the absence of the Staff Duty Officer, or other Headquarters Officer, until the arrival of an Officer of this Headquarters.

(2) Assist in the performance of the duties in Par 5a above as directed when the first Officer arrives.

6. RED ALERT DURING OFF DUTY HOURS: Follow the procedure outlined in Par 4 above.

7. ALL CLEAR: The Alert Officer will:

a. Stand by the Alert phone for verification from the Ground Force Commander.

b. Upon receipt of verification, dispatch runners to their respective organizations to confirm the all clear.

c. Dispatch a runner to all Headquarters Sections to verify the all clear.

d. Call all Squadrons to verify the all clear.

e. Close out the Alert Log.

8. GENERAL:

a. The Command Post will be established in the office of the Director of Operations upon receipt of an alert.

b. The Wing Alert Officer will be responsible that:

(1) Alert logs are kept in a folder, together with this SOP, under the Alert Phone.

(2) A narrative report is submitted to the Commanding Officer, 320th Bombardment Wing after each alert.

c. The Headquarters Section Squadron Head will be responsible that procedures are included in the Headquarters Squadron Section Charge of Quarters instructions which will:

(1) Effect the most rapid Security of the Wing Headquarters Building, in the event of an Alert during off duty hours.

(2) Make possible the expeditious recall to duty of all assigned personnel. (Personnel designated as Key Personnel will be recalled by the Wing Headquarters Building Charge of Quarters.

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d. The Adjutant will:

(1) Include an SOP for the recall of Key Personnel in the SOP for the Staff Duty Officer and the Headquarters Building Charge of Quarters.

(2) Include this SOP in the Instructions Book for the Staff Duty Officer and the Headquarters Building Charge of Quarters.

e. Restricted Area Passes will be worn by personnel to aid in their identification during the Alert.

f. Personnel assigned to this Headquarters will report to their posts of duty as soon as possible after the sounding of an alert.

g. Telephones will be utilized a minimum during the Alert.

h. Personnel assigned to duties within the Headquarters Building will be thoroughly familiar with the provisions of this SOP in preparation for an alert.

i. Key personnel, as listed by the Adjutant, will report a telephone number to the Main Headquarters Building Charge of Quarters at which they may be reached during off duty hours.

BY COMMAND OF GENERAL BIGGS:

OFFICIAL:

JULIAN H. [illegible]
Captain, USAF
Adjutant

[illegible]
JULIAN H. [illegible]
Captain, USAF
Adjutant

DISTRIBUTION:
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320TH AAO, SUBJ: ANALYSIS OF THE UNIT LEADER-

SHIP EFFECTIVENESS AND MORALE RATINGS

DATED 16 JANUARY 1953

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Unit Leadership Effectiveness and Morale Rating System Dec		Hq Sq 22d Bomb Wg			2d Bomb Sq			19th Bomb Sq			33d Bomb Sq			22d A&E Maint Sq			22d Fld Maint Sq			22d Pdo Maint Sq			22d Mod Sq			22d Air Ref Sq		
# Of Offenses		O	N	D	C	N	D	C	N	E	O	N	D	C	N	D	C	N	D	C	N	D	C	N	D	C	N	D
Category	PED STD	169	164	148	198	159	151	185	166	149	178	141	138	235	233	278	239	217	255	114	92	129	346	395	435	264	300	312
Security Violations	60	0	0	0	0	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	1	1	0	0	0	0	0	0
AWOL	130	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	1	2	0	1	0
Serious Incidents	50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Drunk and/or Disorderly	60	1	0	0	1	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	1	0	2	0	0	0
Uniform Violations	20	0	1	0	0	4	0	0	2	0	2	0	0	0	3	0	0	2	0	0	1	0	0	3	0	1	3	1	4
Minor Accidents (other)	20	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	1	1	1	0	1	0	0	0	0	0	1
Major Accidents (other)	50	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	1
Moving Traffic Vicls.	50	0	2	1	2	1	0	2	1	0	2	0	1	1	2	1	2	1	0	0	2	0	0	1	0	4	0	0
Drivin. Drunk	50	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Major Accidents Veh.	50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Minor Accidents Veh.	20	0	1	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	1	0	0	0	1	0	0	1	1	0
Part IV Reenlistments D		1	2	3	4	5	0	1	0	4	2	1	4	6	1	3	5	8	4	5	4	0	1	0	0	3	0	0
Regular	50 R	1	1	1	0	1	0	1	0	1	0	1	2	1	1	0	1	1	0	1	3	0	0	0	0	2	0	0
Reserve Reenlistments	D	3	2	7	1	1	5	1	5	5	2	0	4	1	0	4	5	2	5	1	1	6	2	0	0	3	0	1
	50 R	0	1	1	0	0	2	1	1	0	0	0	1	0	0	3	0	0	0	0	1	1	0	0	0	0	0	1
Air National GuardReen	D	1	1	0	1	0	1	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0
	50 R	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Member CO Club	30 E	69	64	50	75	53	29	66	57	37	66	47	29	58	52	57	62	59	57	38	24	16	44	45	52	81	92	117
	M	60	39	47	75	39	24	66	52	31	41	17	15	58	52	57	62	59	50	34	17	11	16	20	20	68	76	104
Delinq MPC's	60	1	0	0	1	1	1	2	0	0	3	3	1	1	0	0	0	0	0	1	0	0	1	1	0	28	4	0
Mornin. Report Errors	70	7	3	2	3	8	5	16	3	11	5	3	12	6	0	2	6	1	0	4	7	6	7	2	1	5	3	3

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Unit leader ship Effectiveness and Morale Having System		Hq Sq Sec 320th Bm Wg			441st Bm Sq			442d Bm Sq			443d Bm Sq			320th A & E Maint Sq			310th Fld Maint Sq			320th Pdc Maint Sq			320th Med Sqp.			326 Air Ref. Sc		
# Of Offenses	December	O	N	D	O	N	D	O	N	D	O	N	D	O	N	D	O	N	D	O	N	D	O	N	D	O	N	D
Category					215	203	211	203	220	236	213	214	208	228	228	226	261	265	251	104	127	210	123	125	113	159	166	210
A. Security Violations	90	0	0	0	1	0	1	2	1	6	1	1	0	0	2	0	0	0	0	0	0	0	0	0	0	2	0	0
B. AWOL	130	1	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
C. Serious Incidents	90	0	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
D. Drunk and/or Disorderly	60	0	1	1	0	0	0	0	0	1	2	1	0	1	2	0	0	0	0	0	0	0	0	0	1	0	0	3
E. Uniform Violations	20	2	0	0	1	1	0	2	1	0	2	2	0	1	4	0	0	1	0	2	1	0	0	0	0	0	0	0
A. Minor Accidts (other)	20	0	0	0	2	0	1	0	1	0	1	3	0	2	3	0	2	2	0	1	1	1	1	0	0	1	1	0
B. Major Accidts (other)	50	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
A. Moving Traffic Violation	50	0	0	0	2	2	1	3	3	0	3	0	0	1	2	1	3	0	4	1	1	2	0	1	0	0	0	0
B. Driving Drunk	90	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0
C. Major Accidents Vehicle	50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
D. Minor Accidents Vehicle	20	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	0	0	2	0	0	0	0	0
Part IV Reenlistments		2	4	4	3	0	1	2	2	2	1	1	3	0	4	1	4	1	2	0	2	1	0	1	0	1	0	3
A. Regular	50	1	3	3	0	0	0	0	1	1	0	0	0	0	4	0	0	0	0	0	2	1	0	0	0	1	0	2
B. Reserve Reenlistments	70	2	0	1	2	1	2	1	2	5	0	3	2	4	2	3	10	3	0	0	5	2	0	0	0	1	2	2
	60	0	0	1	0	0	1	0	0	1	0	3	0	1	0	1	0	0	0	0	1	0	0	0	0	1	0	0
C. Air Nat'l Guard Reen.		0	0	0	3	33	0	5	10	1	1	8	0	0	6	6	1	0	14	0	0	0	1	3	0	1	5	0
	60	0	0	0	0	2	0	0	0	1	0	1	0	0	0	1	0	0	1	0	0	0	0	1	0	1	0	0
A. Members NCO Club		64	52	56	51	47	52	50	49	48	47	47	45	67	72	70	66	61	51	23	20	21	19	19	21	55	60	71
	30	24	24	28	22	8	22	29	16	28	33	24	28	39	31	40	41	19	21	15	12	21	9	8	14	25	17	26
A. Delinquent MPC's	60	9	0	0	1	0	0	1	0	0	0	0	0	3	4	0	0	0	0	2	0	0	0	0	0	5	1	0
B. Morn. Report Errors	70	34	7	1	3	1	2	3	3	3	5	1	4	13	3	3	2	2	4	16	5	3	3	1	0	7	2	1

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Unit Leadership Effectiveness and Morale Rating System December			Hq Sq Sec 807th ABGp			807th Supply Sq			807th Mtr Veh Sq			807th AP Sq			807th Instl Sq			807th Fd Sv Sq			807th Cps Sq			52nd AF Band		
# Of Offenses			C	N	D	C	N	D	C	N	D	C	N	D	C	N	D	C	N	D	C	N	D	C	N	D
Category	PED STR		471	517	444	357	366	374	264	276	270	382	396	390	322	326	340	558	601	598	435	443	434	37	38	32
A. Security Violations	60		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	1	0	0	0
B. AWOL	130		2	5	3	6	1	0	1	1	1	0	1	1	2	3	2	11	14	10	2	3	1	0	0	0
C. Serious Incidents	90		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
D. Drunk and/or Disorderly	60		1	1	1	4	4	1	1	1	0	0	0	0	4	2	1	9	3	5	5	2	0	0	0	0
E. Uniform Violations	20		5	3	1	1	3	0	1	4	1	0	0	0	1	3	2	3	2	0	8	3	2	0	0	0
A. Minor Accidents (other)	20		0	0	0	2	4	4	1	3	0	0	0	2	4	1	3	7	12	15	0	1	5	0	0	0
B. Major Accidents (other)	50		0	0	0	0	0	0	1	0	0	1	1	0	0	1	0	0	1	0	0	0	0	0	0	0
A. Moving Traffic Violations	50		2	2	2	2	0	5	3	2	5	0	0	0	4	3	2	8	5	2	4	0	2	0	0	1
B. Driving Drunk	90		0	0	0	0	0	1	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0
C. Major Accidents Vehicle	50		0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0	0
D. Minor Accidents Vehicle	20		1	0	0	0	2	1	1	1	0	1	1	0	2	0	0	0	0	0	0	0	3	0	0	0
Part IV Reenlistments		D	8	4	3	1	4	5	3	0	1	3	1	4	2	2	0	1	2	4	6	7	6	1	0	1
A. Regular	50	R	1	2	2	1	0	2	0	0	0	0	0	0	0	0	0	0	1	2	1	0	4	1	0	1
		D	6	4	8	2	1	3	0	2	12	0	0	1	1	1	6	1	0	0	2	4	5	0	0	0
B. Reserve Reenlistments	50	R	1	1	1	0	0	1	0	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
		D	3	4	0	2	15	0	1	10	0	1	3	0	3	3	1	0	1	0	3	2	1	1	10	0
C. Air National Guard Reen.	50	R	0	0	0	0	2	0	0	0	0	0	2	0	1	0	1	0	0	0	0	1	1	1	1	0
		E	107	128	133	122	109	115	64	62	65	49	50	51	60	67	63	75	68	83	139	141	134	5	4	2
A. Members NCO Club	30	M	84	101	95	54	94	92	64	61	61	35	42	28	49	55	47	68	68	76	52	40	39	5	1	1
A. Delinquent MPQ's	60		14	0	0	2	5	5	10	4	3	8	3	6	40	8	0	71	6	4	3	6	0	0	0	0
B. Morning Report Errors	70		7	3	3	14	2	2	9	2	0	7	3	2	15	4	1	11	1	0	13	4	1	8	4	0

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Unit Leadership Effectiveness and Morale Rating System December			3933d RBS Sq			42d Air Res Sq			March Flt Sv Ctr			9th Weather Sq			1907th AACS Sq		
# Of Offenses			O	N	D	O	N	D	O	N	D	O	N	D	O	N	D
Gategory	PFD	STR	69	70*	65	143	144	129	64	57	57	57	58	51	180	177	161
A. Security Violations		60	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B. AWOL		130	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
C. Serious Incidents		90	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
D. Drunk and/or Disorderly		60	0	0	0	0	0	1	0	0	0	0	0	0	0	1	1
E. Uniform Violations		20	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
A. Minor Accidents (other)		20	0	0	0	1	2	1	0	0	0	1	0	0	0	0	0
B. Major Accidents (other)		50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
A. Moving Traffic Violations		50	0	1	1	1	0	0	1	0	1	0	0	0	1	0	1
~~D.~~ Driving ~~Drunk~~		~~90~~	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
C. Major Accidents Vehicle		50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
D. Minor Accidents Vehicle		20	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0
PART IV Reenlistments		D	2	1	1	2	1	10	4	0	2	0	1	2	17	15	36
A. Regular	50	R	2	0	0	0	0	0	0	0	1	0	0	0	3	0	2
		D	0	0	0	0	1	0	0	0	0	0	0	0	0	1	1
B. Reserve Reenlistments	50	R	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
		D	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
C. Air National Guard Reen.	50	R	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		~~E~~	25	27	29	64	65	67	20	21	22	26	19	21	61	54	52
A. Members NCO Club	30	M	25	21	24	58	63	46	14	6	4	12	9	8	33	21	20
A. Delinquent MPO's		60	0	0	0	1	0	0	NR	NR	NR	0	0	0	1	0	0
B. Morning Report Errors		70	6	2	0	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM- DEC Page 1		3933 RBS Sq 1		523 Band Sq 2		22d A&E Maint Sq 3		22d Air Ref Sq 4		320th Med Gp 5		320th Pdc Maint Sq 6		Hq Sq 22d Bomb Wg 7		320th Air Ref Sq 8		22d Pdc Maint Sq 9	
CATEGORY	PFD Str Pts Allt	68		36		249		292		120		114		160		178		112	
Part I Disciplinary Offenses		No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	0	60	0	60	1	56.9	0	60 .	0	60	0	60	0	60	2	46	3	30
b. AWOL	130	0	130	0	130	0	130	1	108.3	0	130	0	130	0	130	0	130	0	130
c. Serious Incidents	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90
d. Drunk and/or Disorderly	60	0	60	0	60	0	60	0	60.	1	44	0	60	1	46.	3	18	0	60
e. Uniform Violations	20	0	20	0	20	3	20	4	16.7	0	20	3	16	1	19.3	0	20	1	18.7
Part II Ground Safety																			
a. Minor Accidents (Other)	20	0	20	0	20	0	20	1	20	1	18.7	3	16	0	20	2	18.7	2	17.4
b. Major Accidents (Other)	50	0	50	0	50	1	40	1	42	0	50	0	50	0	50	0	50	0	50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	2	20	1	33.3	4	16.7	4	20.8	1	36.7	4	8.3	3	15	0	50	2	23.4
b. Driving Drunk	90	0	90	0	90	1	72	0	90	0	90	1	66	0	90	0	90	0	90
c. Major Accidents Vehicle	50	0	50	0	50	0	50	0	50	0	50·	0	50	0	50·	0	50	0	50
d. Minor Accidents Vehicle	20	0	20	0	20	1	20	2	20	2	17.4	0	20	1	19.3	0	20	0	20
Part IV Reenlistments		D R		D R		D R		D R		D R		D R		D R		D R		D R	
a. Regular	150	4 2	135	2 2	120	10 2	90	3 2	150	1 0	60	3 3	150	6 3	90	4 3	120	9 4	105
b. Reserve and ANG		0 0		11 2		5 3		4 1		4 1		7 1		14 2		11 2		8 2	
c. % Term ANG & Res/ % Reenlmt		0/50%		85/31%		33/33%		57/43%		80/20%		70/40%		10/25%		73/33%		47/45%	
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	81 70	0	11 7	0	167 167	30	284 251	0	59 31	0	64 48	0	183 146	0	186 68	0	78 62	0
Part VI Administration																			
a. Delinquent MPO's	60	0	60	0	60	1	56.9	32	0	0	60.	2	40	1	53	6	18	1	50
b. Morning Report Errors	70	8	70	12	21	7	70	11	70	4	58.4	24	21	12	42	10	51.4	17	28
TOTAL POSSIBLE POINTS		950		950		950		950		950		950		950		950		950	
TOTAL POINTS EARNED		875		824.3		822.5		798.1		785.2		777.3		774.6		772.1		762.5	
% OF POSSIBLE PO S		92.1		86.77		86.5		84.01		82.65		81.82		81.54		81.27		80.26	

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[illegible] EFFECTIVENESS AND HONOR RATING SYSTEM DEC Page 2	PFD Str Pts Alltd	9th Weather Sq 10		33d Bomb Sq 11		19th Bomb Sq 12		22d Medical Gp 13		442d Bomb Sq 13		320th Fld Maint Sq 14		42[illegible] Air Res Sq 15		March Flt Sv Ctr 16		22d Fld Maint Sq 17	
CATEGORY		55		164		167		392		220		259		139		59		237	
Part I Disciplinary Offenses		No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	0	60	0	60	1	53	0	60	3	50.6	0	60	0	60	0	60	0	60
b. AWOL	130	0	130	0	130	0	130	3	91	0	130	1	108.3	0	130	0	130	2	78
c. Serious Incidents	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90
d. Drunk and/or Disorderly	60	0	60	2	32	0	60	3	42	1	48	0	60	1	44	0	60	0	60
e. Traffic Violations	20	0	20	2	18.7	2	18.7	3	20	3	20	1	20	0	20	0	20	2	20
Part II Ground Safety																			
a. Minor Accidents (Other)	20	1	18	1	19.3	1	19.3	0	20	1	20	1	16.7	4	12	0	20	2	20
b. Major Accidents (Other)	50	0	50	0	50	0	50	0	50	2	30	0	50	0	50	0	50	0	50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	0	50	3	15	3	15	1	45	6	10	7	11.1	1	36.7	0	20	3	20
b. Driving Drunk	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	1	72
c. Major Accidents Vehicle	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50
d. Minor Accidents Vehicle	20	0	20	0	20	1	19.3	1	20	0	20	1	20	0	20	2	16	0	20
Part IV Reenlistments		D R		D R		D R		D R		D R		D R		D R		D R		D R	
a. Regular	150	3 0	7.5	7 3	105	5 2	45	1 0	7.5	6 2	30	7 0	7.5	13 0	7.5	6 1	7.5	17 2	7.5
b. Reserve and ANG		0 0		7 1		17 2		3 0		24 2		28 1		1 1		0 0		12 0	
c. % Term ANG & Res/% Reenlmt		0/0%		50/29%		77/18%		75/0%		80/13%		80/3%		7/7%		0/17%		41/7%	
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	69 29	0	42 73	0	160 149	9	141 56	0	147 73	0	178 81	0	99 67	0	62 54	0	178 178	30
Part VI Administration																			
a. Delinquent MPC's	60	0	60	7	165	2	46	2	60	1	56.9	0	60	1	50		NR	0	60
b. Morning Report Errors	70		NR	20	35	30	21	10	70	9	70	8	70		NR		NR	7	70
TOTAL POSSIBLE POINTS			880		950		950		950		950		950		880		820		950
TOTAL POINTS EARNED			705.5		731.5		716.3		715.5		715.5		713.6		660.2		613.5		707.5
% of POINTS EARNED			80.17		77.00		75.40		75.32		75.32		75.12		75.02		74.82		74.47

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM- DEC Page 3		441st Bomb Sq 18		1907 AACS Sq 19		320th A&E Maint Sq 20		807th A P Sq 21		2d Bomb Sq 22		443d Bomb Sq 23		Hq Sq Sec 807thADG 24		Hq Sq 320th Bomb Wg 25		807th Mtr Veh Sq 26	
CATEGORY	FFD Str	216		173		227		389		169		212		47[illegible]		160		270	
Part I Disciplinary Offenses	Pts Allts	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	2	53.8	0	60	2	53.8	0	60	1	53	2	53.8	0	60	0	60	0	60
b. AWOL	130	1	104	0	130	0	130	2	104	0	130	1	104	10	35.7	1	[illegible]	2	65
c. Serious Incidents	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	[illegible]	0	90
d. Drunk and Disorderly	60	0	60	2	32.	3	24	0	60	1	46	3	24	3	54	2	[illegible]	2	40
e. Traffic Violations	20	2	20	1	19.3	5	12	0	20	4	14	4	16	9	10.3	3	[illegible]	3	10
Part II Ground Safety																			
a. Minor Accidents (Other)	20	3	20	0	20	5	12	2	20.	0	20	4	16	0	20	1	[illegible]	4	16.7
b. Major Accidents (Other)	50	0	50	0	50	0	50	2	42.2	0	50	0	50	0	50	0	[illegible]	1	42
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	5	13.4	2	26.6	4	16.7	0	50	3	15	3	20	6	22.5	0	30	10	7.7
b. Driving Drunk	90	0	90	0	90	1	72	1	81	1	69	0	90	0	90	0	90	0	90
c. Major Accidents Vehicle	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50
d. Minor Accidents Vehicle	20	0	20	0	20	0	20	2	20	0	20	1	20	1	20	1	[illegible]	2	20
Part IV Reenlistments		D R		D R		D R		D R		D R		D R		D R		D R		D R	
a. Regular	150	4 0	7.5	68 5	7.5	5 4	90	8 0	7.5	9 1	45	5 0	7.5	15 5	60	9 [illegible]	45	4 0	7.5
b. Reserve and ANG		11 3		2 0		21 3		5 2		9 2		14 1		25 3		30 [illegible]		25 2	
c. % Term ANG & Res/%Reenlmt		91/7%		3/7%		81/27%		38/15%		50/17%		74/5%		63/20%		7[illegible]		86/7%	
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	160 51	0	167 74	0	209 110	0	150 105	0	157 138	0	139 85	0	368 280	0	176 [illegible]	0	191 136	2 1
Part VI Administration																			
a. Delinquent MPC's	60	1	56.9	1	53	7	22	17	15.3	3	40	0	60	14	24	9	13.5	17	10.9
b. Morning Report Errors	70	6	70		NR	19	56	12	70	16	35	10	70	13	70	32	19.3	11	70
TOTAL POSSIBLE POINTS		950		880.		950.		950.		95 0		950		950		950		950	
TOTAL POINTS EARNED		705.6		648.4		638.5		690.0		677.0		671.3		659.7		657.4		600.8	
% of POSSIBLE POINTS		[illegible]		73.68		72.53		72.63		71.26		70.66		69.44		69.20		63.24	

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UNIT [illegible] EFFECTIVENESS AND MORALE RATING SYSTEM DEC Page 4

CATEGORY	PED Str Pts Allto	807th Cps Sq 27		807th Supply Sq 28		807th Food Sv Sq 29		807th Instal Sq 30	
		438		366		586		329	
Part I Disciplinary Offenses		No	Points	No	Points	No	Points	No	Points
a. Safety Violations	60	3	60	0	60.	0	60	0	60.
b. AWOL	130	6	52	7	40.7	35	0	7	34.5
c. Serious Incidents	90	0	90.	0	90	0	90.	0	90
d. Drunk and/or Disorderly	60	7	21.3	9	14	17	11.8	7	16
e. Security Violations	20	13	7.6	4	18	5	20	6	12
Part II Ground Safety									
a. Minor Accidents (Other)	20	6	16	10	9.3	34	0	8	10.
b. Major Accidents (Other)	50	0	50	0	50	1	50	1	43.3
Part III Veh Accident Prevention									
a. Moving Traffic Violations	50	6	20	7	15.6	15	11.2	9	10
b. Driving Drunk	90	0	90.	1	81	0	90	1	78.
c. Major Accidents Vehicle	50	1	46.7	0	50	0	50	1	43.3
d. Minor Accidents Vehicle	20	3	20	3	20	0	20	2	20
Part IV Reenlistments		D R		D R		D R		D R	
a. Regular	150	19 5	15	10 3	45	7 3	60	4 0	45
b. Reserve and ANG		17 2		23 3		2 0		15 3	
% Term ANG & Res/% Reenlmt		47/19%		70/18%		22/33%		79/16%	
Part V NCO Mess		E M		E M		E M		E M	
a. Members NCO Mess	30	414 31	0	346 240	0	226 212	12	190 151	0
Part VI Administration									
a. Delinquent MPO's	60	9	38.	12	21	81	0	48	0
b. Moring Report Errors	70	18	65.4	18	63	12	70	20	61
c. C & A List Errors									
TOTAL POSSIBLE POINTS			950.		950.		950.		950.
TOTAL POINTS EARNED			592.0		577.6		545.6		523.1
% Of POINTS EARNED			62.32		60.80		57.37		55.06

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OFFICE OF THE COMPTROLLER
HEADQUARTERS 320TH BOMBARDMENT WING (M)
March Air Force Base
California

320 AAC 16 January 1953

SUBJECT: Analysis of The Unit Leadership Effectiveness and Morale Ratings

TO: Commanding Officer
320th Bombardment Wing (M)
March Air Force Base
California

I. General

An analysis covering a three month period, October, November and December has been prepared by this office. The figures have been compiled and recorded under the provisions of 12th Air Division letter subject: Unit Leadership and Morale Rating dated 8 May 1952. Ratings are based on a maximum of 950 points. December ratings are also based on a combination of October-November-December which is a three month moving average. The scores are based on a percentage of maximum points obtainable.

II. Analysis

WING HEADQUARTERS

The scores and standings for this three month period are as follows:

	Score	Standing in Base	Standing in Wing
October	63.2	20	7
November	60.9	27	9
December	63.2	25	9

441ST BOMBARDMENT SQUADRON (M)

The scores and standings of the squadron for the three month period are as follows:

	Score	Standing in Base	Standing in Wing
October	71.6	8	3
November	73.9	14	5
December	74.3	18	6

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Subject: Analysis of December Unit Leadership Effectiveness and Morale Rating

442D BOMBARDMENT SQUADRON (M)

The scores and standings of the squadron for the three month period are as follows:

	Score	Standing in Base	Standing in Wing
October	71.0	9	4
November	67.6	19	6
December	75.3	13	4

443D BOMBARDMENT SQUADRON (M)

The scores and standings of the squadron for the three month period are as follows:

	Score	Standing in Base	Standing in Wing
October	53.9	28	9
November	66.5	22	8
December	70.7	23	8

320TH ARMAMENT AND ELECTRONICS MAINTENANCE SQUADRON

The scores and standings of the squadron for this three month period are as follows:

	Score	Standing in Base	Standing in Wing
October	63.6	19	6
November	67.2	20	7
December	73.5	20	7

320TH FIELD MAINTENANCE SQUADRON

The scores and standings of the squadron for the three month period are as follows:

	Score	Standing in Base	Standing in Wing
October	70.1	13	5
November	75.5	10	3
December	75.1	14	5

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Subject: Analysis of December Unit Leadership Effectiveness and Morale Rating

320TH PERIODIC MAINTENANCE SQUADRON

The scores and standings of the squadron for the three month period are as follows:

	Score	Standing in Base	Standing in Wing
October	61.5	22	8
November	79.2	6	2
December	81.8	6	2

320TH MEDICAL GROUP

The scores and standings of the group for the three month period are as follows:

	Score	Standing in Base	Standing in Wing
October	75.2	6	2
November	86.7	2	1
November	82.7	5	1

320TH AIR REFUELING SQUADRON

The scores and standings of the squadron for the three month period are as follows:

	Score	Standing in Base	Standing in Wing
October	75.8	4	1
November	74.6	13	4
December	81.3	8	3

III. Comments

The Wing overall average which has been showing a steady increase amounted to 67.3% for October, 72.6% for November and 75.3% for December. Discrepancies are still caused primarily by the reenlistment, NCO mess membership and administration factors. This should be the last rating for NCO mess membership and the reenlistment and administration factors are showing improvement.

There were 31 squadrons competing in the three month period.

ELLIOTT A. FERDON
Lt. Col., USAF
Comptroller

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MONTHLY ANALYSIS REPORT

RCS 15-U2, FOR DECEMBER 1952

EXHIBIT "I"

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SECURITY INFORMATION
CLASS: SECRET
AUTH : CO 320th BW
DATE : 16 Jan 1953
INITS:

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320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

320 AAC 16 January 1953

SUBJECT: Monthly Analysis for December 1952 (RCS: 15-U2)

SECTION I

SUMMARY OF SCORES

	Max Score	320 MBW Forecast Scores December	106 MBW Scores November	SAC MBW Averages Scores November	MBW Best Scores in SAC November	MBW Lowest Scores in SAC Novemb
PERSONNEL	220	84.3	94.8	101.8	124.0	77.0
1. Manning in Required Specialities						
a. Officers	25	15.0	15.0	18.6	25.0	15.0
b. Airmen	45	4.5	4.5	11.0	31.5	4.5
2. Formation of Crews	20	20.0	20.0	20.0	20.0	20.0
3. AWOL Rate	30	30.0	30.0	26.0	30.0	9.0
4. Ground Safety	25	3.8	11.3	17.6	25.0	7.5
5. Reenlistment Rate	40	2.0	2.0	2.0	2.0	2.0
6. Personnel Records	15	9.0	12.0	9.5	15.0	6.0
7. Mobile Tng Det Util	20	NR	NR	NR	NR	NR
MATERIEL	140	99.4	98.2	88.7	100.0	72.3
1. Sorties Del as a % of Required	60	60.0	58.2	59.8	60.0	58.2
2. TOC Rate	40	NR	40.0	28.9	40.0	12.2
3. Flyaway Kits	40	39.4	NR	NR	NR	NR
USCM & FLYING SAFETY	120	120.0	116.0	102.4	120.0	86.9
1. USCM	80	80.0	76.0	71.2	80.0	46.9
2. Flying Safety	40	40.0	40.0	39.1	40.0	36.0

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Subject: Monthly Analysis for December 1952

SECTION I

SUMMARY OF SCORE (Cont'd)

	Max Score	320 MBW Forecast Scores December	106 MBW Scores November	SAC MBW Averages Scores November	MBW Best Scores in SAC November	MBW Lowest Scores in SAC November
OPERATIONS	520	466.0	414.8	338.8	473.6	85.2
1. Training Minimums	200	200.0	196.6	160.1	200.0	34.4
2. RBS Radar Bomb	50	49.0	46.0	45.0	50.0	23.[illegible]
3. RBS Visual Bomb	35	31.5	32.2	27.8	33.6	14.[illegible]
4. Night CelestialNav	25	25.0	25.0	25.0	25.0	25.0
5. ECM Proficiency	45	40.5	NR	42.0	45.0	31.5
6. Cruise Control	20	20.0	20.0	19.9	20.0	18.[illegible]
7. Camera Gunnery	25	NR	NR	NR	NR	NR
8. Scored Crews	50	50.0	50.0	45.3	50.0	30.0
9. Combat Ready Crews	50	50.0	45.0	33.4	50.0	2.5
10. Physical Condition	20	NR	NR	NR	NR	NR

The Wing scored a total of 769.7 points (86.0%) out of a possible 895 points. A comparison of the percent of possible points earned in each major category during the quarter ending December is shown below:

Category	% possible points Oct	% possible points Nov	% possible points Dec
Personnel	46.1%	47.4%	41.2%
Materiel	90.1%	98.2%	99.4%
USCM & Flying Safety	96.7%	96.7%	100.0%
Operations	NR	96.5%	98.1%
TOTAL	71.0%	85.2%	86.0%

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Subject: Monthly Analysis for December 1952

OPERATIONS

	Max Score	320th BW	441st BS	442d BS	443d BS
1. Training Minimums	200	200.0	200.0	200.0	200.0
2. RBS Radar Bomb Acc	50	49.0	50.0	47.0	43.0
3. RBS Visual Bomb Acc	35	31.5	33.6	26.6	35.0
4. Night Celestial Nav	25	25.0	25.0	25.0	25.0
5. ECM Proficiency	45	40.5	45.0	27.0	40.5
6. Cruise Control Prof	20	20.0	20.0	20.0	20.0
7. Camera Gunnery	25	NR	NR	NR	NR
8. Scored Crews	50	50.0	50.0	50.0	50.0
9. Combat Ready Crews	50	50.0	50.0	50.0	50.0
10. Physical Condition	20	NR	NR	NR	NR
TOTAL	520	466.0	473.6	445.6	463.5
Total Possible Score		475.0	475.0	475.0	475.0
% of Possible Score		98.1%	99.7%	93.8%	97.6%

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SECRET SECURITY INFORMATION

Subject: Monthly Analysis for December 1952

SECTION II

PERSONNEL

1. Manning in Required Specialities

a. Officers (25 points) (15.0 points earned)

(1) The status of officer manning as of 31 December 1952 was as follows:

	320th Bomb Wing
No. Officers Required	352
No. Officers "IRS"	310
Percent "IRS"	88.1%
Points	15.0

b. Airmen (45 points) (4.5 points earned)

(1) The status of airmen manning as of 31 December 1952 was as follows:

	320th Bomb Wing
No. Airmen Required	1463
No. Airmen "IRS"	1045
Percent "IRS"	71.4%
Points	4.5

2. Formation of Crews (20 points) (20.0 points earned)

a. The 40 crews assigned to the 320th Bomb Wing as of 31 December 1[illegible] represent the maximum number of crews that could be formed from present resources.

b. Forty-one (41) crew changes were made during December. Twenty (2[illegible]) due to transfers, ten (10) due to discharges, two (2) due to personnel being grounded, two (2) due to personnel being TDY and the remaining seven (7) were made to place more qualified personnel on combat ready crews and crews working toward combat ready status.

3. AWOL Rate (30 points) (30.0 points earned)

a. The comparative scoring for the calendar quarters ending 30 November and 31 December 1952 are as follows:

	November	December
No. AWOL's 320th Bomb Wing	5	7
AWOL Rate	1.0	1.4
Points	30.0	30.0

b. There were two (2) AWOL's in the Wing during the month of December. One (1) occurred in the Headquarters Section and one (1) in the 441st Bomb Sq.

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SECTION II

PERSONNEL (Cont'd)

4. Ground Safety (25 points) (3.8 points earned)

a. The comparative scoring for the calendar quarters ending 30 November and 31 December 1952 are as follows:

	November	December
Accident Cost Index (Ag)	2.14	4.11
Ground Safety Index (Wg)	9.64	11.90
Percent of maximum score	45%	15%
Points	11.3	3.8

5. Reenlistment Rate (40 points) (2.0 points earned)

a. The comparative scoring for the calendar quarters ending 30 November and 31 December 1952 are as follows:

	November	December
Reenlistments	29	38
Terminations Eligible for Reenlistment	217	219
Reenlistment Rate	13.4%	17.4%
Terminations that were USAFR & ANG	174	176
% Terminations USAFR & ANG	80.2%	80.4%
Percent of maximum score	5%	5%
Points	2.0	2.0

6. Personnel Records (15 points) (9.0 points earned)

a. This item is rated on the percent completeness of the Wing's Officer and Airmen Classification and Audit Lists. A separate percentage is computed for each category (officer & airmen) with the lower percentage being used to determine the points received.

b. Computation is as follows:

Officers

No. asgd - (397) x possible entries (13) = 5039

$$\frac{\text{No. Actual entries} - 4997}{\text{No. Possible entries} - 5039} = 99.17\% \text{ complete}$$

Airmen

No. asgd (1488) x possible entries (11) = 16368

$$\frac{\text{No. Actual entries} - 16278}{\text{No. Possible entries} - 16368} = 99.45\% \text{ complete}$$

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Subject: Monthly Analysis for December 1952

SECTION II

PERSONNEL (Cont'd)

6. Personnel Records (Cont'd)

c. The lowest percentage exists in the Officer category (99.17%) thereby giving the Wing 60% of the score or 9.0 points.

7. Mobile Training Detachment Utilization (20 points) (Not Rated)

a. Not rated per SAC directive.

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SECTION III

MATERIEL

1. Sorties Delivered as a % of Required (60 points) (60.0 points earned)

a. During the month of December 1952 all sorties required were delivered establishing the following ratio:

$$\frac{\text{Total No. Sorties Delivered - 131}}{\text{Total No. Sorties Required - 131}} = 100\% = 60.0 \text{ points}$$

b. Twenty-three (23) sorties were required for Unit Simulated Combat Mission on 18 December 1952 and were delivered.

2. Technical Order Compliance (40 points) (Not Rated)

a. Not rated per SAC directive.

3. Flyaway Kits (40 points) (39.4 points earned)

a. The percent completeness of squadron flyaway kits as of 1 January 1953 is:

	320th BW	441st BS	442d BS	443d BS
Percent Complete	98.4%	98.4%	98.7%	98.0%

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Subject: Monthly Analysis for December 1952

SECTION IV

UNIT SIMULATED COMBAT MISSION AND FLYING SAFETY

1. Unit Simulated Combat Mission (80 points) (80.0 points earned)

a. The Wing is scored on the results of the Unit Simulated Combat Mission that was flown 18 December 1952:

b. Computation for the score is as follows:

(1) $\frac{\text{Aircraft Effective} - 23}{\text{Aircraft Airborne} - 23} = 100\% - 60.0$ points

(2) $\frac{\text{Aircraft Completing Mission} - 22}{\text{Aircraft Airborne} - 23} = 95.6\% - 20.0$ points

(3) $\frac{\text{Aircraft Airborne} - 23}{\text{Aircraft Required} - 23} = 100\% - 1.00$ Adjustment Factor

(4) Mission Effectiveness Score (60.0 + 20.0) x 1.00 = 80.0 points

2. Flying Safety (40 points) (40.0 points earned)

a. No accidents were reported during the quarter ending 31 December [illegible] therefore the Wing earns maximum score.

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SECTION V

OPERATIONS

1. Training Minimums (200 points) (200.0 points earned)

a. As of 31 December 1952 there were 17 Combat Ready Crews which were to be scored for the quarter. Three (3) Combat Ready Crews were not required to meet training minimums for the reasons indicated:

441st Bomb Sq - R-03 - Wg Standboard Crew
442d Bomb Sq - R-31 - Sq Instructor Crew
443d Bomb Sq - R-57 - Sq Instructor Crew

b. Of the remaining 14 Combat Ready Crews, the following accomplished 100% of the training minimum requirements:

441st BS		442d BS	443d BS
R-12	R-21	R-02	R-49
R-15	R-30	R-38	R-58
R-16	R-66	R-41	R-61
R-18		R-46	

c. Computation for score is as follows:

Number of Crews responsible - 14
Number of Crews attaining 100% of requirements - 14

Average number of aircraft available - 31.2
Average number combat ready crews available - 29.7

Crew to aircraft ratio - .95
Adjustment Factor - 1.000

Unadjusted Wing percentage score

$$\frac{14 \times 100\%}{14} = \frac{1400}{14} = 100\%$$

Tentative Point Score

100% x 200 = 200

Adjusted Point Score

200 x 1.000 = 200.0 points

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SECURITY INFORMATION

Subject: Monthly Analysis for December 1952

SECTION V

OPERATIONS (Cont'd)

2. RBS Radar Bombing Accuracy (50 points) (49.0 points earned)

a. Computation is for the period September, November and December:

	320th BW	441st BS	442d BS	443d BS
Number of Runs	174	70	60	44
Proficiency Index	59.0	64.7	56.5	53.4
Points	49.0	50.0	47.0	43.0
CEA (Dec only)	2278	1867	2687	2280
CEP (Dec only)	1635	1450	2320	1645

3. RBS Visual Bombing Accuracy (35 points) (31.5 points earned)

a. Computation is for the period September, November and December:

	320th BW	441st BS	442d BS	443d BS
Number of Runs	143	51	61	31
Proficiency Index	55.2	57.5	48.2	65.2
Points	31.5	33.6	26.6	35.0
CEA (Dec only)	705	465	854	479
CEP (Dec only)	560	500	620	450

4. Night Celestial Navigation Proficiency (25 points) (25.0 points earn

a. Computation is for the period September, November and December:

	320th BW	441st BS	442d BS	443d BS
Number of Legs	54	22	12	20
CEA	7.6	6.5	8.2	8.5

5. ECM Proficiency (45 points) (40.5 points earned)

a. Computation is for the period September, November and December:

b. ADC TAC Record Runs

	320th BW	441st BS	442d BS	443d BS
No. ADC TAC Rec Runs	76	26	23	27
Sum points 1st Dist	114	61	21	32
Sum points 2d Dist	147	68	24	55
Sum points 3d Dist	195	83	37	75
% Effective	42.9%	58.2%	25.5%	42.9%

Wing: $\frac{456}{76 \times 14} = 42.9\%$

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Subject: Monthly Analysis for December 1952

SECTION V

OPERATIONS (Cont'd)

5. ECM Proficiency (Cont'd)

c. Simulator ECM Record Runs

	320th BW	441st BS	442d BS	443d BS
No. Runs Util AN/APT-1	106	39	30	37
No. Runs Util AN/APT-4	75	28	25	22
No. Runs Util AN/ARQ-8	104	39	29	36
Sum points 1st Freq	659	252	182	225
Sum points 2d Freq	669	238	190	241
% Effective	77.7%	77.0%	73.8%	81.8%

Wing: $\frac{1328}{285 \times 6} = 77.7\%$

d. ECM Spot Jammings

	320th BW	441st BS	442d BS	443d BS
Spot	209	70	60	79
No. points	787	269	190	328
% Effective	75.3%	76.8%	63.3%	83.0%

Wing: $\frac{787}{209 \times 5} = 75.3\%$

e. Computation for Wing is as follows:

Overall ECM Effectiveness: $\frac{42.9\% + 77.7\% + 75.3\%}{3} = 65.3\% = 90\%$ c.

6. Cruise Control Proficiency (20 points) (20.0 points earned)

a. Computation is for the period September, November and December:

	320th BW	441st BS	442d BS	443d BS
Number of Missions	80	29	21	30
Average % Error	.60%	.30%	.75%	.80%
Points	20.0	20.0	20.0	20.0

7. Camera Gunnery (25 points) (Not Rated)

a. Not rated per SAC directive.

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Subject: Monthly Analysis for December 1952

SECTION V

OPERATIONS (Cont'd)

8. Scored Crews (50 points) (50.0 points earned)

a. The following crews were rated as scored crews:

441st BS		442d BS	443d BS
R-03	R-18	R-02	R-49
R-12	R-21	R-31	R-57
R-15	R-30	R-38	R-58
R-16	R-66	R-41	R-61
		R-46	

9. Combat Ready Crews (50 points) (50.0 points earned)

a.

	320th BW	441st BS	442d BS	443d BS
Number of Crews Auth.	30	10	10	10
Number CR Crews	30	10	10	10
Points	50.0	50.0	50.0	50.0

10. Physical Conditioning (20 points) (Not rated)

a. Not rated per SAC directive.

Loran D. Briggs
LORAN D. BRIGGS
Colonel, USAF
Commanding

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33 PHOTOGRAPHS OF TILE

R-4360 ENGINE BUILD-UP LINE

EXHIBIT "J"

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SECURITY INFORMATION

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Moving R 4360 Engine and Container into position for purpose of removing engine from container. The lid and engine are removed by means of an electric hoist.

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Releasing dehydrated air from engine container prior to removing container lid.

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SECURITY INFORMATION

Removing bolts from engine container so the container lid may be removed.

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SECURITY INFORMATION

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Removing lid from container.

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SECURITY INFORMATION

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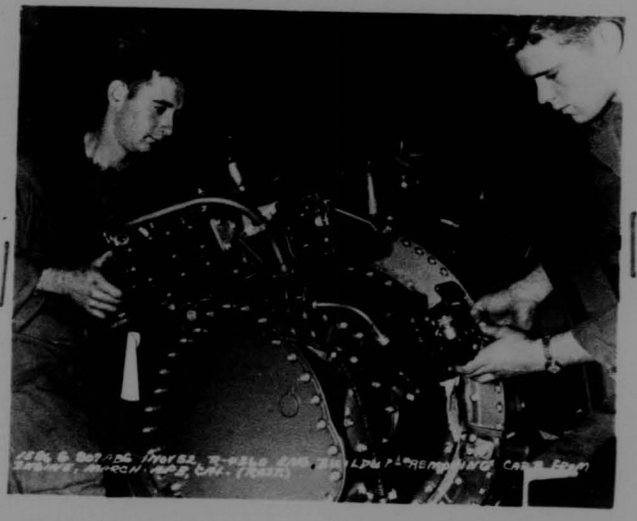

Removing carburetor from engine to be built up and stored in carburetor shop until engine build up is completed.

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SECURITY INFORMATION

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Removing attachments from engine container before engine is removed.

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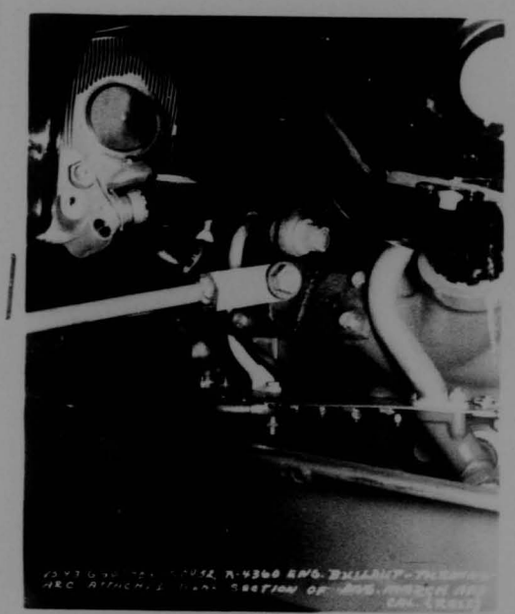
RESTRICTED SECURITY INFORMATION



Attaching turning arc to rear section of engine for removal from container.

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SECURITY INFORMATION

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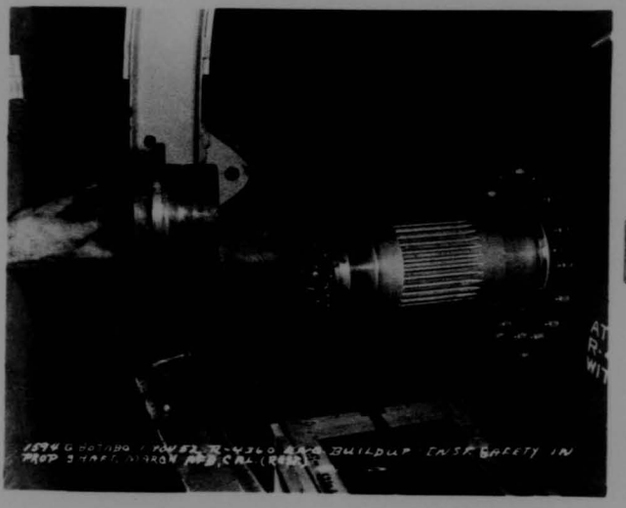

Installing safety in the propeller shaft prior to attaching turning arc to front section of the engine.

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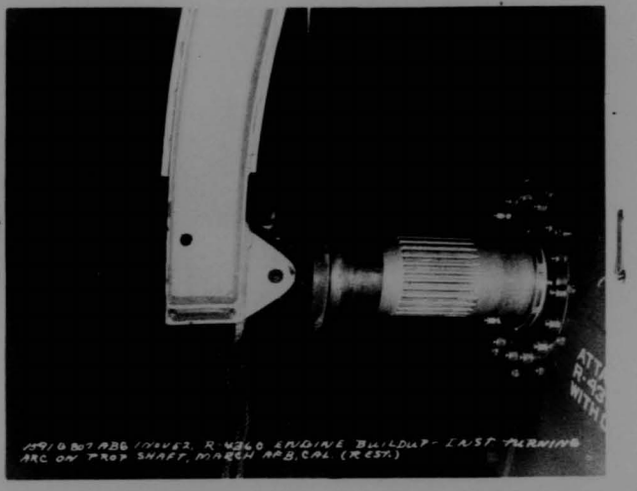

Turning Arc attached to the propeller shaft of the engine ready to hoist engine from container.

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RESTRICTED SECURITY INFORMATION

Turning Arc attached to fromt and rear of engine removing engine from the can.

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RESTRICTED SECURITY INFORMATION

Removing container side supports after engine is removed from the can.

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RESTRICTED SECURITY INFORMATION

Removing nose container support after engine is removed from container.

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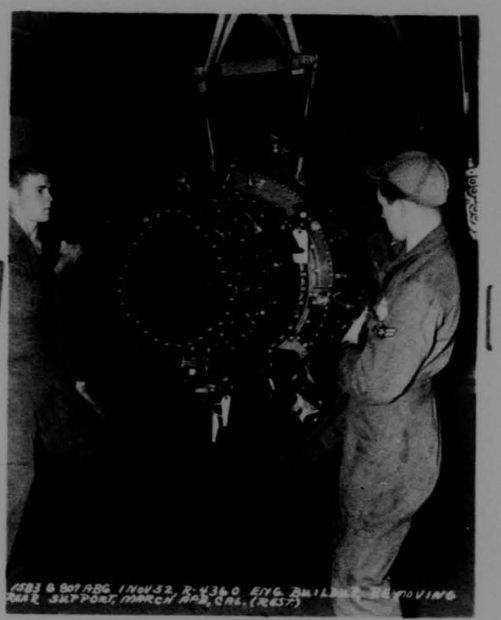

Removing rear support after engine is removed from container.

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RESTRICTED SECURITY INFORMATION

Basic engine being hoisted for installation on vertical build-up stand.

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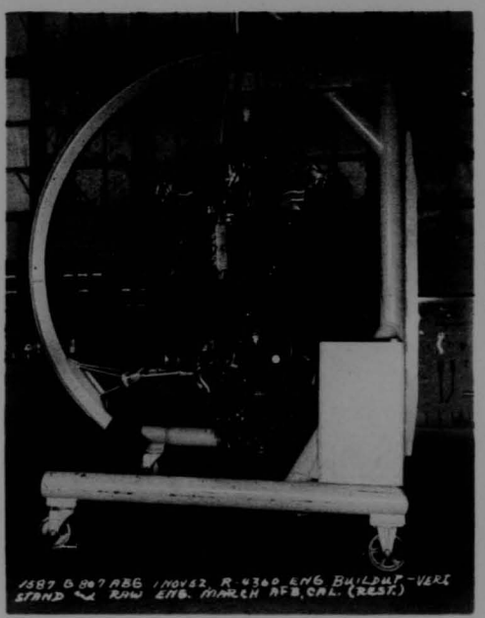

Engine being installed into vertical build-up stand. Also view showing turning arc attached.

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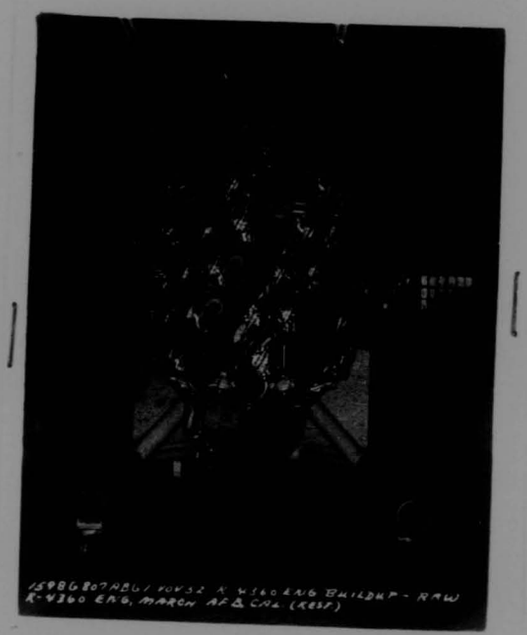

Engine installed on vertical build-up stand. Engine can be rotated around as work is accomplished.

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Propeller control line installed.

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Tonque pressure transmitter line installed.

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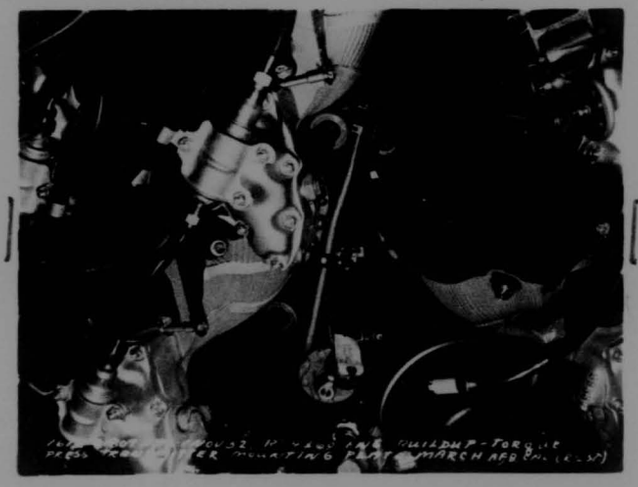

Torque pressure transmitter mounting plate on engine.

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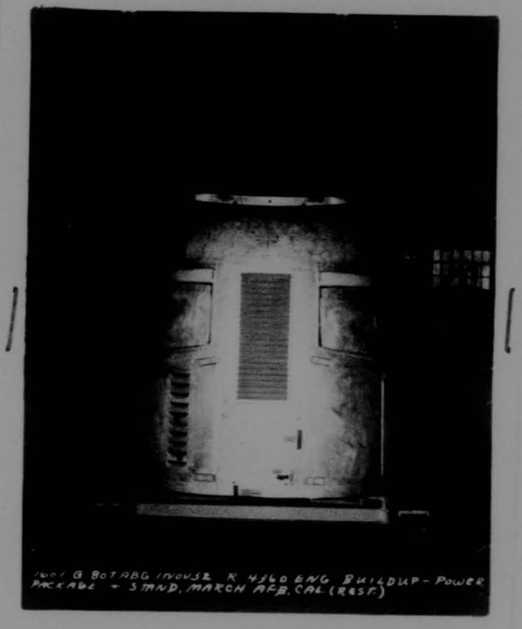

Power package installed on power package stand viewing bottom portion with cowling installed.

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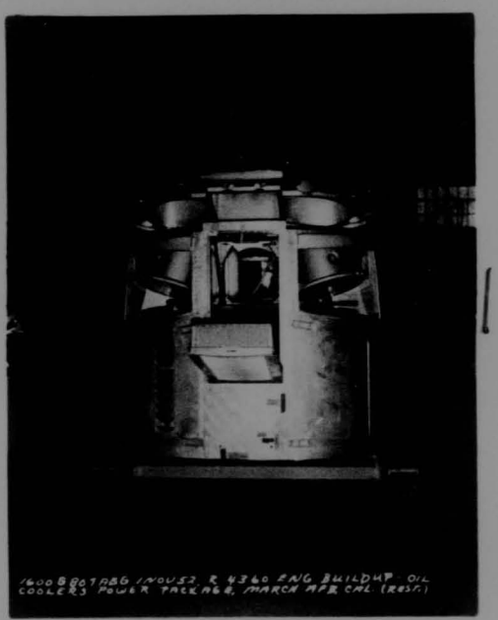

Power package showing oil coolers installed.

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Power package uncowled showing oil tank.

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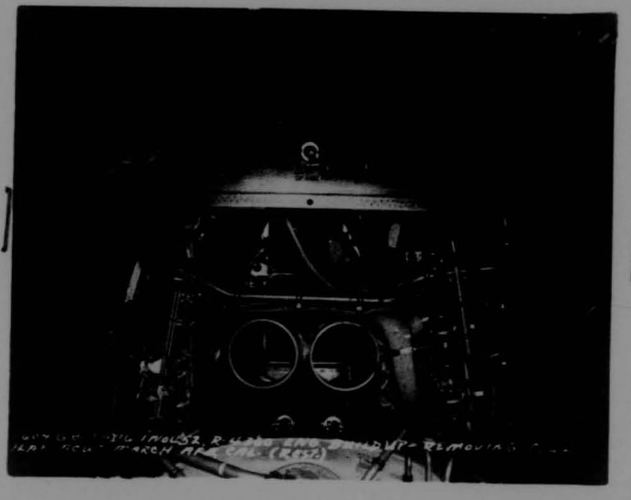

Power package uncowled during build-up.

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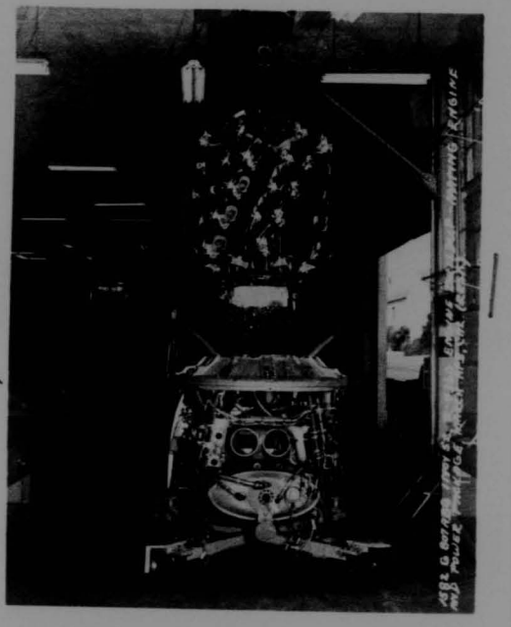

Engine and power package ready for mating

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Engine and power package mated, ready for final build-up.

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Power package showing Air Seal installed.

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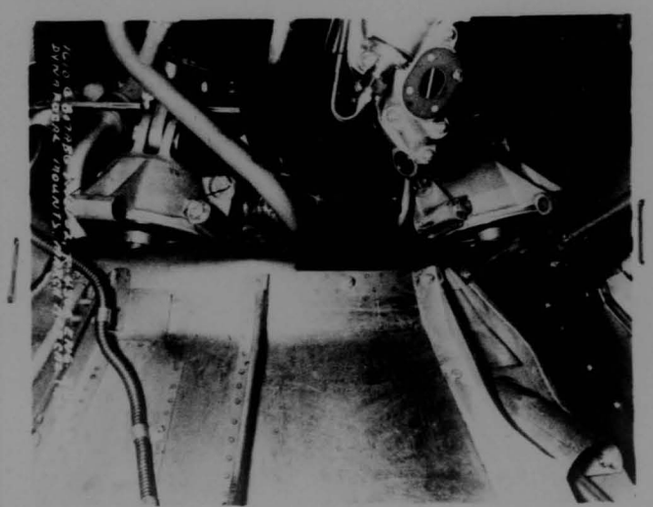

Engine and power package mated showing dynafocal mounts.

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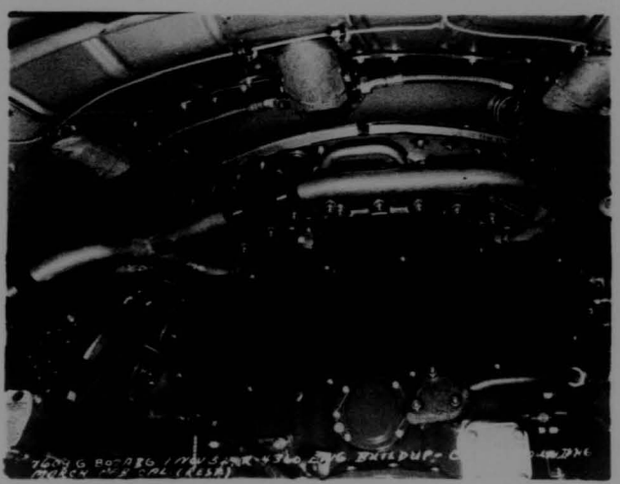

Engine mated showing carburetor mounting and impeller.

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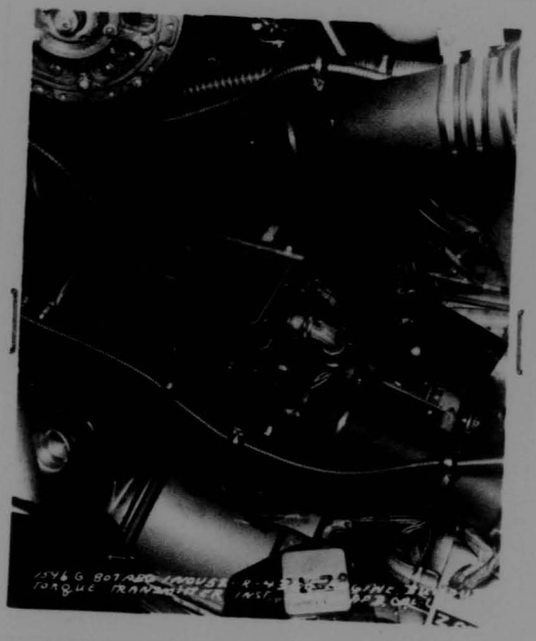

Torque transmitter installed on power package.

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Oil pressure line installed on mated engine and power package.

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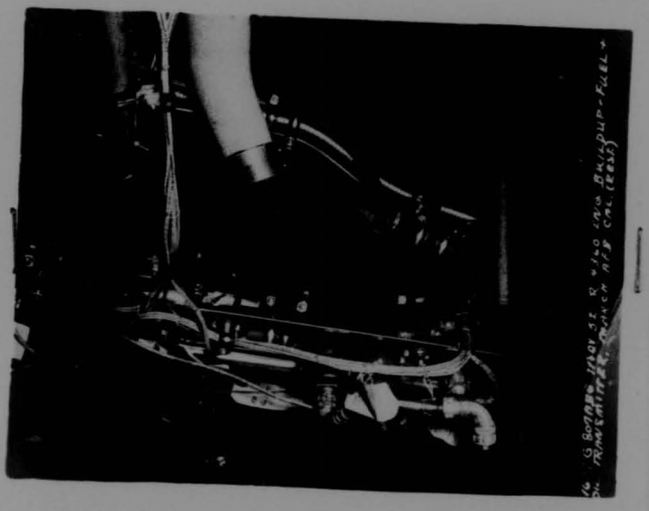

Fuel and oil pressure transmitter installed on power package.

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Propeller feathering and pressure line installed.

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SECURITY INFORMATION

Booster coils installed on engine.

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LETTER, 320 GAC, SUBJ: FLYING SAFETY,

DATED 10 DECEMBER 1952

EXHIBIT "F"

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HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
March Air Force Base
California

320 ODC

SUBJECT: Flying Safety

TO: See Distribution

1. For the past few months the 320th Wing has had an excellent flying safety record. It is my utmost desire that we extend this record for many, many more months. Outlined below are some of the policies I wish put into effect immediately to help achieve this goal.

a. With the coming of winter months it is all important that the instrument flying capability of our aircraft commanders be improved. Every winter without exception the Strategic Air Command has lost some aircraft due to poor instrument flying technique. Because of the deteriorating weather and the local terrain in the vicinity of March Field, we cannot afford to have aircraft commanders incapable of flying precise instruments. I wish that the following steps be taken immediately:

(1) Each mission will be terminated by a precise instrument descent on the Ontario Radio Range Station, followed by two practice GCA's whenever the weather is VFR and GCA is in operation.

(2) We have recently checked out many new aircraft commanders In order to be certain that we do not over extend the weakest of these aircraft commanders, they will not make any approaches to March Field when the ceiling is below 1,000 feet, until such time as they have completed eight (8) flights as aircraft commander without an Instructor Pilot aboard.

(3) I want to caution all aircraft commanders to use discretion in making approaches to March AFB during forthcoming winter months. There is no necessity because an A/C has a Green Card to try an approach with a 200 foot ceiling and low visibility just for the sake of landing at March at the termination of a mission. I want all aircraft commanders cautioned that when the weather is very low to proceed to a suitable alternate rather than to try a GCA when the weather is extreme.

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(4) On all missions where time and training permit, a hood will be carried and both the aircraft commander and the pilot will practice one hour of instrument flying wherever it is best suited to the mission.

(5) In the past there may have been a tendency on the part of the Wing Instrument Examiners to be a little lenient on the inexperienced and out of practice personnel with regard to instrument checks. It is my desire that henceforth all instrument checks completed within this Wing be complete and within the tolerances set up by Air Force standards.

b. During the past few months we have lost many of our more experienced maintenance personnel. They have been replaced in many cases by relatively inexperienced personnel. These inexperienced personnel are trying very hard to learn to be good aircraft mechanics. It is necessary that we take action to properly train these personnel and to assure that the work they accomplish is thorough. To aid the training of these inexperienced maintenance personnel I desire the following:

(1) Flight crews will preflight their aircraft more thoroughly than called for in published SOP's and SAC Manuals. By this I mean thoroughly checking such items as sump plugs being safetied, oil hose clamps being thoroughly tightened, proper clearance on brakes, and an especially good visual check of the engines. It do not mean that if an engine has a mag drop slightly over 50 RPM that I consider this dangerous and it should be aborted, or that we deviate from our past policies, but rather that we ascertain prior to getting in the aircraft that it is mechanically in safe flying condition.

(2) The flight crew will always make a note of discrepancies when preflighting the aircraft in order to bring them to the attention of supervisory maintenance personnel to aid in the general training of all maintenance personnel.

(3) All maintenance supervisors and inspectors must be very alert in observing, supervising, and inspecting the work of our more inexperienced maintenance personnel Deficiencies noted should be pointed out to the maintenance personnel immediately, and the various maintenance supervisors should critique all people within the section as soon as possible on deficiencies noted.

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320 ODC
Subject: Flying Safety

2. It is my desire that all personnel concerned be made aware of these policies listed above, and that we do our utmost to continue with accident free flying.

Loran D. Briggs
LORAN D. BRIGGS
Colonel, USAF
Commanding

DISTRIBUTION:

15 on Sqd CO
3 on Staff Section

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320TH [illegible], UNIT TRAINING BULLETIN # 1

DATED 10 DECEMBER 1952

EXHIBIT "L"

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HEADQUARTERS, 320TH BOMBARDMENT WING, MEDIUM
March Air Force Base
California

320 CDT 10 December 1952

SUBJECT: Unit Training Bulletin # 1

TO: Commanding Officer
320th Air Refueling Squadron
320th Bombardment Wing, Medium
(See Distribution)

1. An Indoctrination Program has been set up for the eight (8) incoming crews of the 320th Air Refueling Squadron arriving early December 1952.

2. This Indoctrination covers, at least in part, the training requirements of 15th Air Force Reg 50-26. However, it is primarily intended to serve as an Indoctrination to help the newly assigned crew members orient themselves with respect to the Strategic Air Command, 15th Air Force, and March Air Force Base.

3. All lectures will be held at times indicated on Inclosure # 1 in Base Theater # 2. The exception to this will be the Intelligence Briefing, 1300 to 1700, Friday 19 Dec 52, which will be held in the Wing Briefing Room, Building # T-239.

4. Lectures will be of approximately 50 minutes duration. Where two lectures are scheduled for the same hour, each lecture will be of approximately 25 minutes duration.

5. Crews will sit by crews in the front center seats, with crew # 13 AO on the front row and the remaining crews in order behind it.

6. Aircraft Commanders will properly account for their crews during this Indoctrination Program, reporting absentees daily as prescribed by the Commanding Officer, 320th Air Refueling Squadron.

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7. In the event that no instructor has appeared 15 minutes after the scheduled hour for a lecture, crew members will be free to take a break until the next scheduled hour.

8. 320th Air Refueling Squadron Training Officer will take full credit for and duly report this training.

9. The Unit Security Officer will insure compliance with 15th Air Force Regulation 205-6, dated 15 Jan 51.

10. The Unit Supply Officer will draw ammunition and cleaning supplies.

11. Personal Affairs and the Dental Clinic may be cleared as scheduled by crew members who may not have completed a Base Clearance.

12. Personnel will bring Personal Records necessary to completion of a Personal Affairs Statement to the lectures scheduled 0900 and 1000 hours Tuesday 16 Dec 52.

13. It is believed that personnel will prefer to drive to the pistol range in privately owned vehicles. Crews will report to the 320th Air Refueling Squadron Orderly Room 1200 hours, 17 Dec 52, for instructions concerning the issue of weapons and the route to the range. It is suggested that each Aircraft Commander insure that his crew members have transportation, and that the cars proceed in convoy.

14. If possible, arrangements will be made for crews to attend a public trial at 1500 Thursday, 18 Dec 52 in the Base Courts and Boards Room, Building # T-508, in lieu of the scheduled Military Justice lecture. This will be confirmed by 1300 hours, 18 Dec 52.

BY ORDER OF COLONEL BRIGGS:

JULIAN M. HEXUM
Captain, USAF
Adjutant

DISTRIBUTION:
1 ea crew member
10 320 Air Refueling Sq
30 Wing Unit Trng Office

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MONDAY 15 DEC 52

THEATER # 2

TIME	SUBJECT
0800	Welcoming Address Colonel Hye, Deputy CO, 320th Bombardment Wing (M)
0805	Welcoming Address Lt Col Ireland, CO, 320th Air Refueling Squadron
0900	SAC Organization and Mission Lt Col Nichols, Dir of Operations, 320th Bomb Wing (M)
1000	Security A/1C Waldeck, Base Security Forces
1100	Ground Safety Mr. Lagerstrom, Engineer
1200	DINNER
1300	Practical Ethics Chaplain Eilenbogen
1400	ABC Warfare Lecture S/Sgt Cormier, Base ABC School
1500	Fire Hazard and Prevention T/Sgt Clark, Fire Marshal's Office
1600	Physical Conditioning-Building # 803 Crews MO 13 AO and MO 14 AO

TUESDAY 16 DEC 52

THEATER # 2

[illegible]	California Vehicle Code Officer Linticum, California State Highway Patrol
0900	Personal Affairs Capt Green, Base Personal Affairs Office
1000	Personal Affairs Capt Green, Base Personal Affairs Office
1100	Casualty Assistance Capt Green, Base Personal Affairs Office
1200	DINNER
1300	Air Force Aid Society T/Sgt Clark
1325	American Red Cross Mr. Schouten, Field Director
1400	Base Exchange Mr. Cavanaro, Civilian Manager

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TUESDAY 16 DEC 52 Cont'd

THEATER # 2

TIME	SUBJECT
1425	Commissary Capt Wood, Commissary Officer
1500	Physical Training Capt Followell, Asst Base Training Officer
1525	Recreation Capt Brock, Personnel Services
1600	Physical Conditioning-Building # 803 Crews MO 15 AO and MO 16 AO

WEDNESDAY 17 DEC 52

THEATER # 2

0800	Personal Health and Hygiene Lt Col Englehart, Wing Flight Surgeon
0900	Moral and Religious Education Base Chaplain
1000	Regulations of Personal Interest
1100	DISMISS
1200	Range Firing for Qualification Crews will report to the 320th Air Refueling Squadron Orderly Room

THURSDAY 18 DEC 52

0800	Dental Check-Building # T-502
1100	Physical Conditioning-Building # 803 Crews No 17 AO and MO 18 AO Crews will report earlier if Dental Checks are completed.
1200	DISMISS

THEATER # 2

1300	Leadership (AFM 35-15) Sgt Hurd
1400	Leadership (AFM 35-15) Sgt Hurd
1500	Military Justice Lecture Wing Legal Office
1600	Physical Conditioning-Building # 803 Crews MO 19 AO and MO 20 AO

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FRIDAY 19 DEC 52

THEATER # 2

0900 USAF Management Improvement Program
Mr. Johnson, Base Manpower

0930 Shots
Sgt Elam, Hangar # 6

1200 [illegible]

1300 Intelligence Briefing
Wing Briefing Room Building # T-259

SATURDAY 20 DEC 52

Squadron Duties as directed by Squadron Commander

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320TH CAOU, UNIT TRAINING BULLETIN # 3

DATED 12 DECEMBER 1952

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HEADQUARTERS, 320TH BOMBARDMENT WING, MEDIUM
March Air Force Base
California

320 COMM 353 12 December 1952

SUBJECT: Unit Training Bulletin # 3

TO: Commanding Officer, 320th Air Refueling Squadron
Commanding Officer, 320th Periodic Maintenance Squadron

1. The following is a general breakdown of areas covered by the KC-97 written evaluation and includes a general outline of training required, when it will be given and by whom, in order to best train our weaknesses revealed.

a. CO^2 and O^2 System:

(1) Training will be given by Squadron Personnel:

(a) What to look for at the inspection of the system
(b) Location of valves and bottles
(c) Removal and installation
(d) Weight and date check
(e) Operation of selector direction valves
(f) Purpose of rod and hollow disc's
(g) How to properly fill the O^2 System
(h) Servicing of the crew and troop O^2 supply
(i) How to check for leaks
(j) Gages for correctness

b. Landing Gear and Brakes:

(1) Training will be given by Squadron Personnel:

(a) How to check the fluid level
(b) Proper way to expell strut pressure
(c) Identification of proper schreader valves
(d) Proper strut inflation
(e) Types of tires
(f) Where and when to grease
(g) How to check brakes and clearances
(h) Removal of wheels and brakes
(i) Adjustments of wheel bearings
(j) Proper retraction test
(k) Alignment check

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c. Moveable Surfaces:

(1) Training will be given by Squadron Personnel:

(a) Removal and installation of flaps, rudders, elevators and ailerons
(b) Greasing of jack screws
(c) Adjustments of limit switches
(d) Cable tensions and adjustments

d. Turbosupercharger:

(1) Training will be given by the MTD, a five (5) day course, included with the engine course

e. Fuel System:

(1) Training will be given by MTD, a five (5) day course included in the A. P. G. course

f. Hydraulic System:

(1) Training will be given by the MTD
(2) Additional training to be given by Squadron Personnel:

(a) Location of all units
(b) Proper servicing
(c) How to check and service the reservoirs
(d) How to check accumulators
(e) Checking the service and emergency brake system
(f) Nose gear steering
(g) Rudder boost system

g. Ground Handling:

(1) Training will be given by Squadron Personnel:

(a) Safety precautions
(b) Towing
(c) Starting engines
(d) Parking
(e) Anchoring and mooring
(f) Servicing
(g) Engine run-up
(h) Pre-dock inspections

h. Auxiliary Power Plant:

(1) Training will be given by Squadron Personnel:

(a) Electrical and manual starting
(b) Servicing
(c) Operation
(d) Fuel Source

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i. Paperwork and Ordering Parts Tech Orders:

(1) Will be taught by Squadron Personnel

j. Exhaust System:

(1) Training will be given by Squadron Personnel:

(a) Tightening of clamps
(b) Removal and installation of collector headers
(c) Exhaust system testing

k. Cabin pressurizing and heating:

(1) Training will be given by the MTD, included in the five (5) day A. P. G. course
(2) Additional training given by Squadron Personnel:

(a) Ground Operation
(b) Location of units
(c) Trouble shooting

l. A. D. F. system:

(1) Training will be given by Squadron Personnel:

(a) Location of units
(b) Servicing
(c) Operation

m. I. F. F. system:

(1) Training will be given by the MTD:

(a) Three (3) day course

n. Electrical:

(1) Training will be given by the MTD:

(a) Five (5) day course

o. Propeller:

(1) Training will be given by the MTD
(2) Additional training will be given by Squadron Personnel

(a) Post flight and pre-flight inspection
(b) Operational check
(c) De-icing system
(d) Feathering system

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p. Oil System:

(1) Training will be given by the MTD

(a) Engine oil system, a five (5) day course, included in an engine course

(2) Additional training will be given by Squadron Personnel:

(a) Location of units
(b) Servicing

q. Engines:

(1) Training will be given by the MTD

(a) Five (5) day course

(2) Additional training will be given by the Squadron Personnel:

(a) Engine run-up and trouble shooting

BY ORDER OF COLONEL [illegible]:

JULIAN M. [illegible]
Captain, USAF
Adjutant

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320TH C.C.U, UNIT TRAINING BULLETIN # 2

DATED 11 DECEMBER 1952

EXHIBIT "M"

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HEADQUARTERS, 320TH BOMB [illegible] WING, MEDIUM
March Air Force Base
California

320 SDCU 353 11 December 1952

SUBJECT: Unit Training Bulletin # 2

TO: Commanding Officer, 320th Air Refueling Squadron
Commanding Officer, 320th Periodic Maintenance Squadron

1. The following airmen of the 320th Air Refueling Squadron and 320th Periodic Maintenance Squadron will act in the capacity of technical instructors, listed opposite the instructor's names will be the subject for instruction.

a. CO^2 and O^2 Systems _____

b. Landing Gear and Brakes _____

c. Movable Surfaces _____

d. Turbosupercharger _____

e. Fuel System _____

f. Hydraulic _____

g. Ground Handling _____

i. Paperwork and Ordering Parts _____

j. Exhaust System _____

k. Cabin Pressurizing & Heating _____

l. A. D. I. System _____

m. I. F. F. System _____

n. Electrical _____

o. Propeller-Hamilton _____

p. Oil System _____

q. Engines _____

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2. When practicable, the instructor will teach only two (2) airmen at the same time, in order to insure full understanding and make possible demonstrations on the aircraft or component.

3. The following is a breakdown showing the minimum times the instructor will spend on each subject to be taught on the flight line:

a.	CO^2 and O^2 Systems	1/2 hour
b.	Landing Gear and Brakes	1 hour
c.	Moveable Surfaces	1 hour
d.	Turbosupercharger	1 hour
e.	Fuel System	1 hour
f.	Hydraulic	1 hour
g.	Ground Handling	1 hour
h.	Auxiliary Power Plant	1 hour
i.	Paperwork and Ordering Parts	1 hour
j.	Exhaust System	1 hour
k.	Cabin pressurizing and Heating	2 hours
l.	A. D. F. System	1/2 hour
m.	I. F. F. System	1 hour
n.	Electrical	1 hour
o.	Propeller-Hamilton	1 hour
p.	Oil System	1/2 hour
q.	Engines	2 hours

BY ORDER OF COLONEL BRINES:

JULIAN [illegible]
Captain, USAF
Adjutant

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KEY PERSONNEL ROSTER

320TH BOMBARDMENT WING, MEDIUM

EXHIBIT "O"

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KEY PERSONNEL, 320TH BOMBARDMENT WING (M)

COLONEL LORAN D. BRIGGS	COMMANDING
COLONEL FRANCIS M. HYE	DEPUTY COMMANDING OFFICER
CAPTAIN JULIAN M. HEMUN	ADJUTANT
LT COLONEL MELVIN V. ENGSTROM	D/C PERSONNEL
LT COLONEL CLARK A. TATE	D/C MATERIEL
LT COLONEL EDWARD M. NICHOLS	D/C OPERATIONS
LT COLONEL ELLIOTT A. FERDON	COMPTROLLER
CAPTAIN WILLIAM A. GROTE	COMMANDING OFFICER HEADQUARTERS SQUADRON SECTION
LT COLONEL DAVID S. MALLISTER	COMMANDING OFFICER 441ST BOMBARDMENT SQUADRON
LT COLONEL ARTHUR W. HOLDERNESS	COMMANDING OFFICER 442ND BOMBARDMENT SQUADRON
LT COLONEL WILLIAM J. WOULD	COMMANDING OFFICER 443RD BOMBARDMENT SQUADRON
LT COLONEL RUSSELL F. IRELAND	COMMANDING OFFICER 320TH AIR REFUELING SQUADRON
MAJOR CECIL S. MARTIN	COMMANDING OFFICER,320TH ARMAMENT & ELECTRONICS MAINTENANCE SQUADRON
MAJOR IRVIN A. SCHIER	COMMANDING OFFICER 320TH FIELD MAINTENANCE SQUADRON
MAJOR ROBERT J. DUNN JR.	COMMANDING OFFICER, 320TH PERIODIC MAINTENANCE SQUADRON

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COMBAT CREW CENTER

4413ST BOMBARDMENT SQUADRON (H)

EXHIBIT "A"

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441ST BOMB SQUADRON

COMMANDING OFFICER
LTCOL PALLISTER

CREW ROSTER

OPNS OFFICER
MAJOR SALIBA
POSTED: 31 DEC 52

STATUS	A/C	PILOT	NAVIGATOR	BOMBARDIER	RADAR	ENGINEER	RADIO	CFC	LG	RG	TG
R03G	TABOR	O'BRIEN	MCEN	ERICKSON	CALLOWAY	BASH	TRUE	SUDBURY	SMITH	WICKSELL	RYAN,W
R12O	LONG	ANDERSON	TIMMS	MILLS	HOBSON	GRIGGS	JAMES	MCDONALD	BALL	HUSKINS	FOREMAN
R15H	ALLEN	SHERIDAN	BISSETT	DETTLE	WALKER	ORR,F	BEAVER	ECHOLS	ECK	BOESEN	HURLBURT
R16N	MILLER	KUYKENDAL	BONETTI	POWERS	BURKETT	PHILLIPS	ADAMICK	FISHER	WILBERT	CONNOR	SCHMIDT
R18K	EVANS	RENEAU	SHIPMAN	BLOOMER	ALLMON	BADEN	VERNINO	MCKAY	JANSEN	ROSS	BAUCK
R21R	WATERS	MERSEREAU	ROBISON	WRIGHT	LONGSWORTH	HOSSFELD	HART	HILL	HUBBARD	LARSON	BURNS
R30G	GORDON	SWEATT	MARTINICH	BENO	ANDERSON	VIRDEN	RIOS	RYAN,M	HEATH	DUNCAN	BONN
N90A	CARVIN	GJELHAUG	LUTTMAN	HAMMOND	MCTERSHAW	MARTIN	LAFFERTY	CARMEN	MARCELLO	DAVIS	COLIGHTLY
N78C	HENSHAW	ADAMS	CAUFFIEL	ARNESON	HARRINGTON	MALLORY	POLLARD	ORR	PEARCE	GOLOSBERRY	ROBERTS
R40K	SMITH,J	HOLCOMBE	REESE	GEORGE	THOMPSON	ADAMS	WILLIAMSON	WALDROP,H	WALDROP,D	PENNINGTON	M.FARLAND
R52E	COTTLE	DUNHAM	SCHACK	ADAMS	SHAMHART	MORRIS	CORIA	YATES	JOHNSON,D	ELLIOTT	SEILS
N91B	GOAD	CLARE	NELSON	CALLAWER	HESS	AABERG	GINTHER	SCHOENFELT	MICHAEL	HEISEY	FOSTER
R66E	SHEEHY	STROMBERG	KUNKEL	FAULKNER	EMERSON	RICHEY	BELL	TURNER	EVANS	WHITE	MORGAN
					MANNERS	ADAMS	GINTHER				
					DZIAMNISKI		MORIN			CASBEER	
										MURTHA	
		THOMAS									
									LOWDER		

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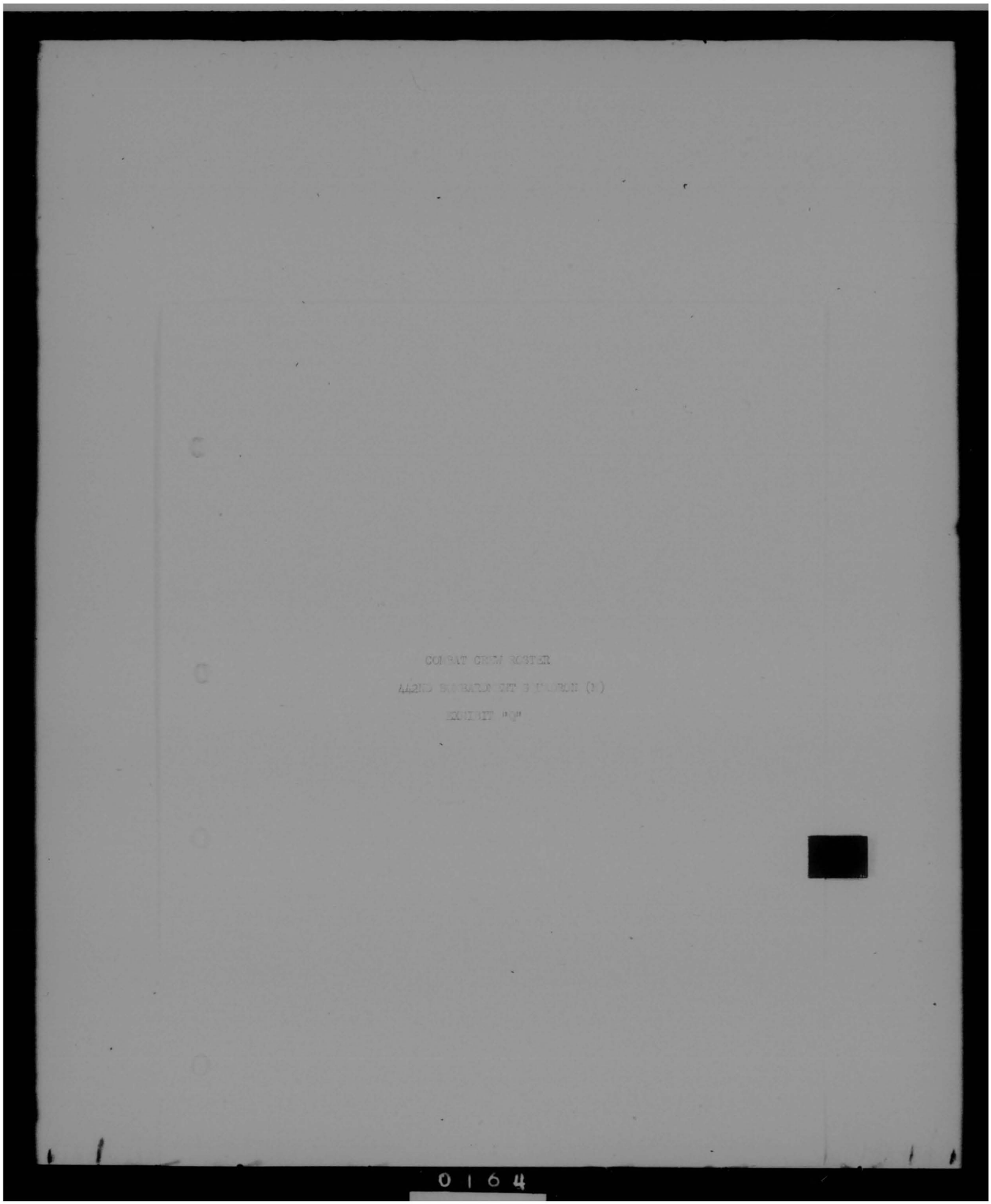

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442ND BOMB SQUADRON

COMMANDING OFFICER
LT COL HOLDERNESS

CREW ROSTER

OPNS OFFICER
MAJOR DICK
POSTED: 31 DEC 52

STATUS	A/C	PILOT	NAVIGATOR	BOMBARDIER	RADAR	ENGINEER	RADIO	CFC	LG	RG	TG
R02N	ROBERTS	SOUTHWICK	MULLIGAN	TURNER	LIPTON	MEYERS	RAZO	LOYA	CURL	HEINTZ	McCULLOUGH
R83D	BOHLING	LONG	WEBER	ADAMS	PENDERGRAFT	ROBINSON	ARCHILLA	DANIELSON	McDANIEL	BUCHANAN	McINTOSH
R96A	C BARR	SCHAFER	SCHWAAB	LIBBY	MAYBERRY	LIBENGOOD	FOSTER	ADAMAY	WELSH	LODNEY	POTLOCHIC
R28E	LARNRIGHT	RANKIN	CANTWELL	WIRTH	LaROCK	ROONE	HAINES	MILLS	HENDRICKSON	WILKERSON	SAWYER
R31H	ALVIS	GESSNER	MURPHY	TUCKER	DAVIS, E	HOLDER	WALSH	CROSBY	MONIHAN	RUSSELL	WHITTINGTON
R38K	CABRAL	SCORS	TRENT	HUM	SMITH D	CALDWELL	STOVER	GRAVES	MAIN	ATKINSON	WEEMS
R46J	STUBBLEFIELD	KENNEDY	RAY	LAMBIASO	KELLEHER	DENNY	OSHITA	GREENWALT	CAPELO	WELCH	SHEMO
N92C	TRUESDALE	McDONALD	GREY	BARRETT	WASHMON	FORTUNE	ROCKFIELD	KIVEZAY	LAFEE	SHULSON	ADAMS
R41I	LATINORE	CHILDERS	SMITH, H	WILMETH	DeBOISE	HOLMES	RUST	THROWER	McSPADDEN	McQUILLAN	BURROUGHS
N94E	HOPKINS	EPTON	BERG	RADER	ROSS	CANFIELD	BESLY	HENSLEY	QUICK	SHIREY	WILLIAMSON
R65I	JACOBS	AMIDON	WILSON	REED	POWELL	HATFIELD	GIANELLI	PURDIN	BARRY	ATWOOD	SCHEIWILER
R60H	BARRICKLOW	SNITZER	GRAY	PLOWMAN	BUETTINGER	RIDGELL	RUTH	LARSON	LUNDQUIST	FLANIGAN	DEWALD
N93E	NEVILLE	BURTON	BARNHART	BATES	MOORE, A	LIDARD	BRADFORD	BARBE	WEISER	STEVENS	CRAVEN
N95A	GROVES	LOLEY	BORDEN	NEIFERT	McQUADY	WOLFE	BIGGS	COLE	KUNDE	NAY	WELSH
		RANKIN S.U.C.		STONE							
	WILKUS	WINTER									
				HATCLIFFE							

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COMBAT CREW ROSTER

443RD BOMBARDMENT SQUADRON (H)

EXHIBIT "R"

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443RD BOMB SQUADRON

COMMANDING OFFICER
LT COL WOULD

CREW ROSTER

OPNS OFFICER
MAJOR MARTIN
POSTED: 31 DEC 52

STATUS	A/C	PILOT	NAVIGATOR	BOMBARDIER	RADAR	ENGINEER	RADIO	GFC	LG	RG	TG
R32G	GREEAR	MULLIN	FITZGERALD	OWEN	LANGLEY	BOMGARDNER	POOR	CHATFIELD	AMES	SMERCIAK	WATSON
R80C	KOSKO	CATRON	HAYES	NELSON	PERRY	PASSMORE	MESSING	KLINGE	[illegible]	LADD	RODRIGUEZ
R57D	KAMP	LANE	COCHRAN	COLEMAN	DAVIS	SALVATORE	KEMP	MANCUS	STONESTREET	DALLEY	KOSUT
R49E	LOVELL	BILE	TAYLOR	NELSON	ALLEY	CROUCH	ANDERSON	WHITE, L	HAYNES	ROVNAK	SMITH, TC
R47C	STEVENS	BEBEAU	ORTH	ORR	IMBRIONE	WHITE	YORK	VERNON	WATSON	LANE, ?	HAWKINS
R25K	PASCOE	FARRIS	ROTHERS	TAYLOR, G	SMITH, H	ADAMS, R	RODEMAN	SMITH, DJ	STIMAC	HOWELL	BURNHAM
?29K	ADAMS	KITZMAN	HAYDEN	ESTES	ASTOR	SCHLEK	TAIT	GATES	DRAEGER	DANIELS	GASSMAN
N87D	CRANE	KNOPP	OWENS	KINCAID	RIDEMOUR	PINKHAM	FERGUSON	MAMALIS	GRANT	BROWN	ANDERSON
R43K	BAKER	MAXWELL	PLOTNIK	BARTELS	O'HEARN	LOTT	STOWE	CUSTER	EUBANK	CURTIS	PEMA
N88C	TROST	BYKLM	HUGHES	RICE	WEEDMAN	BAKER	ALMEDIA	GILSON	LEWICKI	TECTOR	DUNCAN
R58J	LINGER	BROWN, B	BORDILOS	YOUNG	HUDIBURGH	REYNOLDS	BROWN, W	WILLIAMS	RUBIO	MCCARY	GLEASON
N89A	CHALIFOUX	WHYTE	ALMACK	GAUCHE	MELEKY	HARRIS	BOWMAN	HICKMAN	POTTS	[illegible]	RAIKES
R61D	HOUCK	MARTIN	HARDIN	BASILE	SUMMERS	CREACH	KAUGHER	SESSIONS	SKIDMORE	WOOLFOLK	NELSON, A
			ORTH	NELSON	MCDONALD	WHITE	HALL, J		MCKENZIE	MORELAND	
	STOKES		DE PRIEST				SANTAROSE			O'CONNOR	
		MCKINNEY					DURST				
		REEVES									
	WILKINSON				FRACKMAN						

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320TH AIR REFUELING SQ

CREW ROSTER

COMMANDING OFFICER
LT COL IRELAND

OPERATIONS OFFICER
MAJ DERRICK

POSTED 31 DEC 52

STATUS	A/C	C/P	NAV	APE	R/O	BOOM OP	ASST B/O
M01AO	DECKER	THOGERSON		PLESSER	CROSS	GAJDARIK	CAMPBELL
M06AO	PHILLIPS	McARTHUR		ADAMS	MARTINEZ	MEDINA	MORELAND
M14AO	STENGER	WILLIS		KASEE	BROWN	CACHIANES	PLOURDE
M07AO	STAPEL			COCHELL	KIDLON	WILLIAMSON	DEAN
M19AO	WEAVER	WISNIEWSKI		HOLT	ROBINSON	MORGAN	HULING
M12AO	DMYTYRK	MARCUM		BENTON	MASSON	O'NEIL	O'CONNOR
M03AO	NELSON	ROMANS		BEBE	SELBY	CARNES	CARPENTER
M17AO	GRIMMETT	MYERS		ROBISON	MATTSON	WHITE	TEMBERSALE
M10AO	BENWELL			GREENE	ELLIS	BLAND	ULKUS
M04AO	TAYLOR	ZENTZ		CONNELLY	MORRISETTE	VINKLAREK	EDDINGS
M20AO	WALKER	GRUBER		RODRIGUES	TERRIO	DENNIS	GERARDEN
M15AO	ANDERSON			KRAFT	MOORE	CROTWELL	KELEHAR
M18AO	BARNETT	AHERN		LEONARD	LUCK	KENNEDY	SAWTELLE
M05AO	BYRD	DIDDLE		CROSSGROVE	WILLING	STEPHAYS	TAYLOR, F
M02AO	BURKETT	DOMBAUGE		WILLIAMS	TAYLOR, L	POTTER	BRUCE
M13AO	DAVIS	EVANS		BUSHBY	COX	BURBAGE	HOOKE
M11AO	HUNTER	STANLEY		HICKS	BRENNAN	CONOVER	SMITH, H.C.
M16AO	McDONALD	HUTCHINGS		HOVINGA	SCALON	AUBSLEY	PILON
M09AO	SCOGGAN	STERIOS		EVERETT	THOMPSON	MYERS	SVIRIDENKO
M08AO	MARTIN	JACOBS		CORDERY	BASHAM	TOWERS	MATHIS

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FLYING TRAINING ACCOMPLISHMENTS

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FLYING TRAINING ACCOMPLISHMENTS

Total Flying Time - KC-97	470:55
Total Flying Time - B-29	912:55
Number Sorties - KC-97	72
Number Sorties - B-29	163
Number Practice Bombs	111
Number Scored Bombs	36
Radar Gross Errors	2
Radar Attacks Camera Scored	11
Radar Record Runs	40
Malfunction Runs	12
Visual Gross Errors	3
Visual Attacks Camera Scored	35
Visual Record Runs	46
Night Celestial (quality)	12
Night Celestial (quantity)	8
Day Celestial	22
Grid Legs	5
Other Navigation	53
Maximum Load Missions	8
Number Rounds fired (A/A, A/G)	50,560
Number Scored Attacks	284

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FILM

Hours Formation 3-8 aircraft	27
Hours Formation 9 or more aircraft	122
Formation Bomb Drops	27
Formation Assemblies	39
Long Range Cruise Control (sup)	7
Long Range Cruise Control (unsup)	17
Record Runs Against ADC	18
Record Runs SAC Simulators	74
Record Runs ADC Spot Jams	50
Hours Pilot Proficiency	35
Hours Depressurized Flying	58
Number GCA's	93
Number Maximum Weight Take Offs	29

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SEC... ...MATION

K-WG-320-Hi (Bomb)
January 1953

HISTORICAL REPORT

320TH

BOMBARDMENT WING (M)

3-4590-6A

6

CHAPTER II

JANUARY 1953

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SECURITY INFORMATION

CLASS: SECRET
[illegible] TO 320BW
DATE: 3 March 53
INITS: JMH

HISTORY OF THE

320TH BOMBARDMENT WING (M)

January
~~FEBRUARY~~ 1953

March Air Force Base, California

****

****

Prepared by S/Sgt Wilbur D. Wiseman, AF 15 427 367
in accordance with
AFM 210-1 and SAC Manual 210-1

****

Julian M. Hexum
JULIAN M. HEXUM
Captain, USAF
Histroical Officer

Francis W. Nye
FRANCIS W. NYE
Colonel, USAF
Commanding

****

12th Air Division
Fifteenth Air Force
Strategic Air Command

2-4590-6A

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SECRET SECURITY INFORMATION

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SECURITY INFORMATION

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MISSION

The mission of the 320th Bombardment Wing, Medium, is outlined in Historical Report I, Chapter 1, Page 1, dated December 1952.

ORGANIZATION AND ADMINISTRATION

The transformation to Jet Bombardment has posed many problems for the Wing. Heavy demands on personnel for TDY to schools, overseas projects and transfer of personnel not qualified for Jet Bombardment have seriously hampered operations for a B-29 Wing, however, all sections are endeavouring to accomplish the proposed change-over as efficiently and speedily as possible.

320TH ARMAMENT & ELECTRONICS MAINTENANCE SQUADRON

For several months prior to January 1953 there was a gradual decrease in the morale of the airmen in the Camera Repair Section. There was no apparent reason for this condition. Leave and pass time was apportioned fairly and regularly. Work loads were not heavy and overtime was certainly not excessive. In other words, there seemed to be a general dissatisfaction without any one specific cause. Also the work accomplished was not on a par with the skill and training of the personnel assigned.

To remedy this situation the section was reorganized. Three teams were formed, each consisting of four men. Each team was placed under the direct supervision of an experienced and mature non-commissioned officer. Specific duties were outlined and assigned to each team and

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supervisor. Individual job descriptions were provided for every man to guide him in his own work and also to point out his responsibility to the team and to the section as a whole. Since these changes have been made, there has been a pronounced increase in the morale of the section and a definite trend toward a high quality of maintenance. Along with this, an attitude of personal pride in work accomplished has developed that was previously lacking in the section. This solution appears to be along the lines of proper management, since there was no increase in personnel to solve the problem nor was there any increase in paper work or "red tape". In fact, the whole project has resulted in an overall increase efficiency of both operation and supervision.

FIRST SERGEANTS AND CHIEF CLERKS MEETING

First Sergeants and Chief Clerks of the 320th Bombardment Wing are called together once a week in a "Lower Echelon Staff Meeting" to discuss Wing Policies and new directives, procedures, and methods of administration.1/ The meetings are called by Wing Sgt. Major, M/Sgt Richard Cahn, who believes that these meetings increase the administrative efficiency of the Wing. Minutes are addressed to the Wing Commander, and distribution includes all 1st Sergeants for their future reference.

MAINTENANCE MALPRACTICE

During the past few months, a number of cases of maintenance malpractice by aircraft gunners has been brought to light a need for better

1. Beacon Article, dated 2 Jan 53----------TAB"A"

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supervision and control over gunnery maintenance as performed in the docks. Gunners reporting to the docks for a cleaning detail were not under the direct control of dock personnel. As a result a certain amount of sub-standard maintenance resulted and gunners were not there when needed for a cleaning job.

At the request of the MCUIC of the docks, an NCO gunner has been assigned permanently to the docks. These men have complete control of the gunners which insures that gunners are present when needed and that they do a thorough job of cleaning the assigned weapons. Discrepancies have decreased and the maintenance of aircraft weapons in the docks has improved considerably.

PROBLEM OVERSEAS

Conversion to the B-47 program presents a re-training problem with regard to the airmen currently assigned to this organization. Those men whose AFSC's equip them for technical jobs on B-29 aircraft will attend technical schools to qualify them for the B-47 program.

RADAR MECHANIC FIELD

Recent losses of airmen performing duty at the five and seven level in the 302 radar mechanic field has hampered the effectiveness of the 320th AAF Maintenance Squadron with regard to electronic maintenance. The Squadron is now operating with several men short at these skilled levels. Radar maintenance is suffering as a result of this situation.

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SECURITY INFORMATION

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An aggressive training program has been established by using the assigned technical representatives as instructors to train all radar personnel and increase their technical skill.

SECURITY

Wing Regulation Number 205-20 was published on 21 January 1953.[2] This regulation covers handling, transmission, and safeguarding classified documents. This regulation applies only to CONFIDENTIAL and SECRET documents within the 320th Bombardment Wing, and assigned squadrons.

LEADERSHIP AND MORALE

An analysis of the 12th Air Division Unit Leadership and Morale Rating System was made for the month of January 1953,[3] and the months of November and December 1952. The most substantial gains were made by the 320th A&E Maintenance Squadron. The 320th A&E Maintenance Squadron advanced from 20th place on the base during December to 5th place for January 1953. The 320th A&E Maintenance Squadron also advanced from 7th place in the Wing during December to first place in January 1953. The Wing had three A&E's during the month of January but points were primarily lost in Reenlistment and NCO Mess Membership factors.[4]

MONTHLY ANALYSIS

The Monthly Analysis Report for January 1953, RCS 15-U2, was completed and forwarded to the Fifteenth Air Force.[5] It showed the Wing had good scores in the UMC Rating System for all categories except personnel.[6]

---

2. Wing Regulation 205-20, Subj: Security, dated 21 Jan 53------TAB "B"
3. Ltr, 320th AAC, dated 14 February 1953, Subj: Analysis of the Unit Leadership Effectiveness and Morale Ratings----------TAB "C"
4. Unit Leadership Effectiveness and Morale Rating System Report-TAB "D"
5. Monthly Analysis for January 1953, (RCS: 15-U2)----------TAB "E"
6. See Chapter II, Page 6, this report.

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SECRET SECURITY INFORMATION

CHAPTER II

PERSONNEL

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MANNING

During the month of January the Wing continued to experience considerable instability. Indicative of this instability was the input of 17 officers and 115 airmen, and the loss of 26 officers and 52 airmen. The losses were catagorized as follows:

	Officers	Airmen
ZI Transfers	7	7
Overseas Transfers	3	17
Separations & Discharges	16	28
Total Loss	26	52

Although our losses through transfers actually represent a relatively small percentage of the strength of the Wing, they have a very profound and wide spread impact on the assigned personnel. To ferret out those individuals most eligible for reassignment according to criteria established by higher headquarters, each squadron must nominate its candidates for consideration by the Wing Headquarters for further nominations to Headquarters 12th Air Division. Word of the nominations by the squadrons spreads quickly and widely, resulting in a great number of men being unduly alarmed over their possible movement. The number of nominations made by the Wing for reassignment reached significant proportions during the month of January. A total of 36 officers and 103 airmen nominations were made. The actual number of personnel whose names figured into these nominations

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at squadron level is many times greater. Under this condition, a sense of security is short lived.

A slight relief from our instability was indicated in a message from Headquarters Fifteenth Air Force.[7] To insure our capability of entering 235 airmen in the aircraft mechanics field into early technical training for our conversion to B-47's, that number of men was frozen. In addition, 12 officers selected for B-47 staff crew training were also frozen.[8]

SCHOOLS

An average of 3.5% of the assigned airmen and 7% of the officers assigned were in attendance at service schools during the month of January. Four officers matriculated in the Squadron Officers Course at Maxwell AFB, Alabama, and 18 airmen entered technical training schools. Completing their training were 9 aircraft observers, 14 pilot-observers, and 5 airmen. The observers and pilot-observers are now ready to enter the B-47 program for further training as members of combat crews.

AIRMEN PROMOTIONS

There were no promotions for the month of January 1953. A new Wing Regulation Number 39-5,[9] dated 1 January 1953, was published to provide for a more thorough evaluation of each airman to insure that the most competent airmen are promoted. The provisions of this regulation applies to all units assigned or attached to the 320th Bombardment Wing.

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7. 15AF Message, DTPA 6458, dtd 21 Jan 53.
8. 1st Ind, dtd 30 Jan 53, from 15th Air Force to 12AD, to Ltr, dtd 16 Jan 53, Subj: Personnel Freeze for B-47 Conversion.
9. 320th Bomb Wing Regulation Number 39-5, dtd 1 Jan 53, Subj: Promotion of Airmen. ----------TAB "P"

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DECLASSIFICATION

Reclassification action was completed on 43 cases. These actions were as follows:

Upgraded to 7 level	11
Upgraded to 5 level	23
Upgraded to 3 level	1
Change of Career Field	8
Total	43

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CHAPTER III

MATERIEL

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PORTABLE TEST STAND

An analysis of the present method of checking newly overhauled R-2 Power Plants and R-2 units installed in B-29 and TC-97 aircraft, showed the need for a portable test stand to check these units operating under a load condition. 10/

This stand can be manufactured from suitable sheet stock and four caster wheels. It should be made in three levels to make space for storing and carrying tool kits to and from the aircraft, on the lower level. The middle shelf contains the carbon pile load bank, the battery and the electrical control box. On the upper shelf is mounted the instrument and switch panel, and the fuel tank. Slots are cut in the upper shelf to make mounting of the power plant easier. It is not necessary to bolt the power plant down, only 1/4" X 2" bolts are placed through the mounting holes to keep the power plant from slipping.

The wiring is in accordance with T.O. 1N-45R-1, Sec VIII, Figure 139, with the following changes: R-AA relays are used in place of knife switches, a voltage selector switch was installed to check both battery and generator voltage, two each light assemblies (AN-3157-2) were installed in the load and battery circuit to show when each switch is on.

With this unit and extension leads it is possible to test the R-2 power plant installed in the aircraft, on the test stand circuits under load condition, without energizing the aircraft electrical circuit.

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10. Two photographs of the portable test stand----------TAB "G"

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SECRET SECURITY INFORMATION

The following parts may be drawn from Air Force Supply:

Item	Class	Part No.
2 ea, C-4A relays	03-02	4202-AAF596755
1 ea, Voltage regulator-Type 1042	03-03	4213-1042-17A
1 ea, Reverse current relay AN3025-1	03-01	4293-A700
1 ea, Rheostat	04-[illegible]	5805-723500
1 ea, Battery - 24 volt AN3150-2	03-[illegible]	4904-AN3150-2
2 ea, Switches	03-02	4202-AN3022-2
1 ea, Switch	03-02	4202-AN3023-5
1 ea, Switch	03-02	4202-AN3022-1
1 ea, Voltmeter	05-[illegible]	2546-1205853
1 ea, Ammeter	05-[illegible]	2546-1274806
1 ea, Shunt.	05-[illegible]	2303-AAF346750
2 ea, Lights	03-02	4202-AN3157-2

Instructions for operating the portable C-2 power plant test stand.

Install C-2 Power Plant on Stand, mount with four 1/4" X 2" bolts.

Check oil level. Dip stick located in filler neck. Fill to "Full" mark with grade 1065 or SAE 30 oil.

Connect fuel hose to fuel pump fitting.

Open fuel cock, below fuel tank.

Fill fuel tank with fuel, grade 100/145.

Connect generator leads to generator terminals.

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Check battery & load switches "OFF". Electrical load bank wheel full counter clockwise position.

Connect Battery

Ignition switch ON.

Battery switch ON (Red light ON).

Starting switch - Hold to start position until engine starts. Release switch to center position during warm up.

Warm up engine at idle until rocker box covers are warm to touch.

Place governor lever in "Run" position.

Turn voltmeter switch to read, Gen. Voltage.

After engine has run at rated speed for two minutes place starter switch in "Run" position.

Turn load switch ON. (Red light ON).

Adjust desired load with load bank control wheel. To increase load turn clockwise.

Test in accordance with T.O. 19-45B-1, Sec VII.

After test is completed return load bank to full decrease load. Turn wheel counter clockwise.

Load switch "OFF". (Red light out)

Idle engine to stabilize temperatures.

Starter switch in center position.

Voltmeter switch in center position.

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Ignition switch "OFF".

Battery Switch "OFF".

Disconnect Battery Leads.

Turn fuel cock off.

Disconnect generator leads.

Disconnect fuel line from fuel pump connection.

Remove B-2 power plant.

320TH AIR REFUELING SQUADRON -MAINTENANCE

During the month of January there were 572 hours and 45 minutes flying time completed by the 320th Air Refueling Squadron. Approximately 62 maintenance personnel were assigned, and of those assigned there was an average of 48 persons present for duty. Manhours are being lost because of the shortage of transportation. The Squadron has one pick-up truck assigned, but because of maintenance on the vehicle, the truck is not made available more than 80% of the time.

Four aircraft entered the docks for first intermediate inspection, and of these four, three have been released for flying. 67 post flight inspections were completed during January.

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CHAPTER IV

OPERATIONS AND TRAINING

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AIRCRAFT ABORTS

An analysis of all B-29 aborts indicates no trend requiring other than routine corrective action; however, the frequency of aborts on KC-97 aircraft caused by faulty and erratic propeller control systems has increased. Close surveillance will be maintained on this type malfunction in the future. In addition, a comprehensive indoctrination "Trouble Shooting" and Maintenance course is being conducted by factory representatives for the benefit of all personnel performing propeller maintenance. 11/

FLYING TRAINING

Activities for the month of January were altered due to receipt of information relative to conversion to B-47's. Increased emphasis was placed on instrument checks, transition and 60-2 requirements for 1025's and staff personnel as well as cross-training of 1524's. Total flying time expended during the month was as follows:

	CCH	ACCH
B-29 aircraft	900	909
KC-97 Aircraft	600	572
Total Wing Flying Time	1500	1481

KC-97 flying time was short 28 hours of the projected goal of 600 hours. This goal was not met because of 4 days of very adverse weather in which approximately 65 hours of flying time was lost, and

11. Information obtained from "Monthly Aircraft Abort Reports" (HQ USAF: SAC U-15), dtd 11 Feb 53. Prepared by 320 NDC.

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2 fully qualified crews were transferred to the 310th Bomb Wing at Smoky Hill Air Force Base.[12] Had these crews not been transferred, this goal would have been met.[13]

[illegible] GROUND TRAINING SECTION

The results achieved in Ground Training for the month of January were satisfactory. Two new Ground Training Officers have been assigned at Squadron level, one in the 443rd Bombardment Squadron, and one in the 320th Air Refueling Squadron.

All quotas in Basic Survival, Advanced Survival, Physiological Training and ASC Training have been met by the Squadrons assigned. Synthetic Trainers have been utilized 100%. Judo and Physical Conditioning unit attendance has increased from approximately 835 work-outs in December to 1221 work-outs in January. The Ground Training Sections are now in the process of preparing and maintaining charts that will reflect all training completed and scheduled for the Anticipated B-47 Program.

[illegible] STANDARDIZATION BOARD

During the month of January the 320th Wing Standardization Board checked one combat crew. The President of the Standardization Board completed one staff pilot check and three aircraft commander check-outs during this period.

---

12. Information obtained from "Report of Accomplishments for Special Training Month", (ACS: (2)-15-74), dtd 6 Feb 53.
13. Authority for transfer: 15th AF, message DPAOC 6008, dtd 2 Jan 53.

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SECRET SECURITY INFORMATION

AIR CREW TRAINING SECTION

The Air Crew Training Section had a divided mission during the month of January. A great deal of time and effort was expended, drawing charts and planning for the B-47 conversion. Charts have been prepared which show each individual staff member, pilot and observer, and the type training that will be given with the date of the training. These charts were prepared from many colors of cellulose tape so as to provide flexibility, neatness, and clarity. Along with the planning for the B-47 conversion a great deal of effort was expended to maintain the Combat effectiveness of the Wing and to obtain all the training required under the SAC Rating System.

The B-29 type aircraft were temporarily grounded until all wheels could be inspected. Flying time was curtailed for approximately one week due to a shortage of servicable wheels.

UNIT TRAINING BULLETIN

Unit Training Bulletin # 1 was published on 8 January 1953.[14] The B-29-6 MTD is no longer stationed at March Air Force Base. It is believed weaknesses can be trained out thru OJT procedures as outlined in Wing Regulation 50-1 and 1A. A B-29 MTD is available, however personnel would have to be placed on TDY in order to attend. To aboid this loss of manpower, every effort is being made to train out weakness thru the use of OJT.

14. Unit Training Bulletin # 1, dtd 8 January 1953.----------TAB "H"

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SECRET SECURITY INFORMATION

WING FLYING SAFETY

On 6 January 1953, a letter was published outlining the material to be used by Squadron Flying Safety Officers in carrying out a safety program in the Bombardment Squadrons and the Air Refueling Squadron.[15] A new Monthly Flying Safety Rating Program was outlined during the month of January.[16] Competition will be among the 3 Bombardment Squadrons and the Air Refueling Squadron assigned this Wing. Responsibility for determining the standing of the squadrons will be the Wing Flying Safety Officer's, in conjunction with the Air Crew Training Section and the Wing Standardization Board. An appropriate plaque has been designed and will be presented by the Wing Commander to the squadron winning this award at the Wing Commander's Monthly [illegible]. The 320th Air Refueling Squadron won the plaque for the month of January 1953.

INTELLIGENCE SECTION

Intelligence functions were greatly curtailed during the month of January. Loss of the former Operational Intelligence Officer to FEAF, discharge from service of the section draftsman, the imminent departure to FEAF of the Administrative Chief Clerk, and the protracted holiday furloughs and leaves of absence seriously retarded the accelerated program of training and development sustained over the last several months. These factors coupled with impending Wing conversion to Jet bombardment curtailed the amount of assistance this section normally

15. Ltr,320 OOCFS, Subj: Flying Safety Program for Jan 53,6 Jan 53,TAB"I"
16. Ltr,320 OOCFS, Subj: Monthly Flying Safety Rating,12 Jan 53----TAB"J"

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provides to Wing activities. Unusual duties accomplished included the design and preparation of Wing Operations Order covers, preparation of F-47 training, crew status, and "flow" charts.

In the early part of the month, the proposed plan for construction of the secure target materials storage and [illegible] target study rooms to be annexed to this activity were handed over to Base Air Installations for further planning and programming. Continued effort was expended in developing the target study aspects of the RBI Trainer and utilization of moving picture radar photography. Preparation of this project for Higher Headquarters committed a major portion of the sections potential above the normal work load.

WING CONTROL ROOM

A change and increase in the Wing Control Room activities started 6 January 1953. The increase in activities of the Control Room was necessary in order to make the Control Room the main information center of the Wing, serving the Wing Commanding Officer and Staff Officers as well as the Squadrons. Work orders were submitted for the construction of counters and status boards for the Control Room. A large rectangle counter will be placed in the center of the room with all of the equipment to be placed within the counter. Two large status boards are to be installed on the wall opposite the master chart and will show the daily flight schedule of each Squadron and each aircraft assigned the 220th

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SAFETY FILM

Bombardment Wing. Each aircraft's position will be plotted on the master chart by means of a small aircraft with magnet attached. The installation of counters and status boards should be completed by mid February.

Presently the Control Room is responsible for the following activities:

Post daily flight schedule for each Squadron and maintain current for the duration of flights.

Receive, send, decode, and code messages to and from aircraft in flight, thru radio receivers by means of teletype.

Plot aircraft's position on master chart.

Maintain close co-ordination with Wing Maintenance Control, Base Operations, Base Control Tower, Base Weather Station, and each assigned Squadron.

Handle local VFR flight plans for squadrons to Base Tower.

Handle daily scheduling of Gunnery and Bombing Ranges and RCB Sites.

Keep Wing Commanding Officer, Staff Officers and Squadrons informed on current activities.

Plans are being made to further increase the control rooms activities when the Wing is changed to Jet Operation.

AIRBOAT TEST MISSION

In accordance with Fifteenth Air Force Message DOOT 291, dated 12 January 1953, the 320th Bombardment Wing (M) was directed to furnish

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four aircraft for a test mission to be conducted at Dugway Proving Grounds, Tooele, Utah. Three aircraft were to be utilized for the assigned mission: the fourth was to stand by as a spare. The aircraft departed March Air Force Base at 0700 hours, 15 January 1953 and arrived at Dugway Proving Grounds at 1045 MST, 15 January 1953. Most of the day, 16 Jan 53, was spent on Test Orientation and a bus trip to the range. Bad weather prevented accomplishment of the mission on 17 and 18 Jan 53. Take off time of the lead aircraft was 1335 hours, 19 January 1953, the other aircraft followed at one minute intervals. Bombs were dropped at 1637-45. The aircraft landed at March Air Force Base 1825 hours MST. A critique was held by the Bombing Team of the lead aircraft at 1400 hours, 20 January 1953, and the following comments and suggestions are the result of this critique:[17]

It was felt that it would be advantageous for all concerned, in future tests of this nature, to have an officer assigned (TDY) from the Air Force unit involved. This officer should be thoroughly familiar with the bombing problem and should be assigned in sufficient time to prepare a detailed mission flimsy, prior to the arrival of the aircraft and crews. It was felt, in general, that if this were done, problems in bombing, communications, etc., would be practically eliminated and the combat crews' efforts could be directed exclusively to the test mission.

Considerable difficulty was experienced in obtaining the proper

17. Information obtained from Ltr, 320 C/G, from Maj Linder to Commanding Officer, 320th Bomb Wing, dtd 22 Jan 53.

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ballistic data for the bomb involved. There were no bombing tables available and the lead bombardier, Lieutenant Young, spent considerable time in obtaining the correct information. The reasons for the lack of bombing tables was understood, but in a mission of this importance, correct ballistic data is of primary concern. There were three different sets of ballistic information presented to the bombardier for use on this mission and all three sets of information differed considerably. The information used was obtained just prior to takeoff and was obtained from Aberdeen Proving Grounds and proved to be correct.

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APPENDIX

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APPENDIX

	TAB
BEACON ARTICLE, DATED 2 JANUARY 1953	"A"
WING REGULATION 205-20, SUBJ: SECURITY, DATED 21 JAN 53	"B"
LTR, 320TH AAC, DATED 14 FEBRUARY 1953, SUBJ: ANALYSIS OF THE UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATINGS	"C"
UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM REPORT	"D"
MONTHLY ANALYSIS FOR JANUARY 1953, (RCS: 15-U2)	"E"
320TH BOMB WING REGULATION NUMBER 39-5, DTD 1 JAN 53, SUBJ: ROTATION OF AIRMEN	"F"
TWO PHOTOGRAPHS OF THE PORTABLE TEST STAND	"G"
UNIT TRAINING BULLETIN # 1, DTD 8 JANUARY 1953	"H"
LTR, 320 OMCFS, SUBJ: FLYING SAFETY RECORD FOR JAN 53, 6 JAN 53	"I"
LTR, 320 OMCFS, SUBJ: MONTHLY FLYING SAFETY RATING, 12 JAN 53	"J"
KEY PERSONNEL ROSTER, 320TH BOMBARDMENT WING (H)	"K"
COMBAT CREW ROSTER, 441ST BOMBARDMENT SQUADRON (H)	"L"
COMBAT CREW ROSTER, 442ND BOMBARDMENT SQUADRON (H)	"M"
COMBAT CREW ROSTER, 443RD BOMBARDMENT SQUADRON (H)	"N"
CREW ROSTER, 320TH AIR REFUELING SQUADRON	"O"
FLYING TRAINING ACCOMPLISHMENTS	"P"

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BEACH ARTICLE,

DATED 2 JANUARY 1953

EXHIBIT "A"

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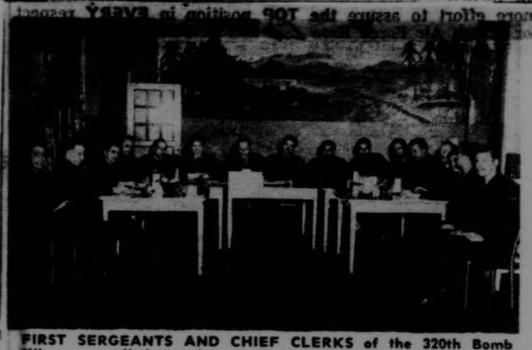
The BEACON

VOL. VII—NO. 6 RIVERSIDE, CALIFORNIA FRIDAY, JAN. 2, 1953



FIRST SERGEANTS AND CHIEF CLERKS of the 320th Bomb Wing are called together once a week in a "Lower Echelon Staff Meeting" to discuss Wing policies and new directives, procedures, and methods of administration. The meetings are called by Wing Sgt. Major (M/Sgt Richard Cahn, seventh from left, who believes that these meetings increase the administrative efficiency of the Wing. Sgt. Major Cahn said that to his knowledge the [illegible] only function of [illegible]

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WING REGULATION 205-20,

SUBJ: SECURITY, DATED 21 JAN 53

EXHIBIT "B"

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HEADQUARTERS, 320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

* Wg Reg 205-20
1-8

320 CDCU

21 January 19

(WING REGULATION)
:
NUMBER 205-20)

SECURITY

Handling, Transmission, and Safeguarding Classified Documents

1. PURPOSE: To prescribe a uniform procedure for handling, transmission, and safeguarding classified documents.

2. SCOPE: This regulation applies only to CONFIDENTIAL and SECRET documents. Documents received thru Intelligence Channels, for which Intelligence is solely accountable, is exempt from this regulation.

3. RESPONSIBILITY: Unit Commanders will insure that assigned personnel having access to classified information are properly cleared as prescribed by AFR 205-6, and thoroughly indoctrinated in and adhere strictly to the procedures set forth in AFR 205-1, as amended.

4. CUSTODIAN OF CLASSIFIED DOCUMENTS: Each Section Head and Unit Commander will designate an officer as Classified Documents Control Offic This officer will be responsible for implementing this regulation and related directives within his activity.

5. CLASSIFIED COURIERS: Newly assigned Classified Document Control Officers will be required to submit a new roster of authorized Couriers.

6. CLASSIFIED FILES BRANCH: The Classified Files Branch of this Headquarters will be maintained by the Wing Adjutant. He will be responsible for the registry, handling, transmission, and safeguarding of classified documents maintained therein.

7. ROUTING: Classified documents intended for this Headquarters and/or organizations of this Wing will be routed through the Classified Files Branch maintained by this Headquarters. Staff Sections and organizations receiving classified documents direct from activities outside of this Wing are responsible for routing such documents through the Classifi Files Branch.

8. CONTROL PROCEDURES:

a. Classified documents received from the Base Classified Section will be processed through the Wing Classified Document Control Branch and will be dispatched to the units by use of the DD Form 2784 (Mail Control Record). Classified documents will be receipted for on the reverse side of the form. Documents received from Base will be identified by the Base Control number only.

* Rescinds Wg Reg 205-20, 9 Aug 51, and 205-20A, 10 Nov 52.

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b. Classified Documents originating within this Wing will be identified by a Wing Control number. Any activity within this Wing preparing a classified document will, upon completion of the document, forward all completed copies, drafts, carbons, plates, stencils, work sheets, stenographic notes, and similar items, directly to the Wing Classified Document Control Branch. Retention of any part, portion, or copy of a classified document prior to being processed at Wing level, is unauthorized. Should the originating unit desire, copies will be returned upon completion of processing and numbering, by use of the Mail Control Record.

c. Squadrons, Units, and Sections WILL NOT place any other control numbers on classified documents. A file of the Mail Control Records will be maintained by each Classified Document Control Branch. No other record of classified material will be recognized by this Headquarters.

d. A receipt system will be maintained as necessary so that when a document is not delivered directly to the individual concerned or his authorized representative, a receipt will be executed in duplicate, the duplicate to be signed by the courier, the original to be signed by the recipient and returned to the issuing office immediately by the original courier, at which time the duplicate will be returned to the courier.

e. The routing of classified documents from one staff section to another within this Headquarters will be effected through the Classified Files Branch and will bear a routing and record slip in addition to the colored cover sheet showing the appropriate classification. The Classified Files Branch will be responsible for delivery to the proper office for coordination.

f. Original receipts will be surrendered upon return of Document

g. Each staff section and organization, outside the Wing Headquarters Building., will designate one regular courier and one alternate courier for the purpose of delivering classified documents. Couriers will carry side arms to insure proper safeguarding of the classified documents in their custody.

5. DESTRUCTION OF CLASSIFIED MATERIAL:

a. Classified material will be destroyed in accordance with paragraph 14, AFR 205-1.

b. Secret material to be destroyed will be listed on an unsigned stencil using the format outlined on attachment 1 to this regulation. The stencil, together with the material to be destroyed, will be forwarded to the Wing Classified Document Control Branch for approval and destruction. Except in an emergency, Squadrons and Sections WILL NOT effect the destruction of SECRET documents.

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c. Confidential material to be destroyed will be listed on a disposition form (in duplicate) which, together with the material to be destroyed, will be forwarded to the Wing Classified Document Control Branch for approval and destruction.

10. CLEARANCE OF OFFICERS OF POS OR POSSIBLE TO: Officers who are assigned the duty of Classified Documents Control Officer will not be cleared for transfer by the Wing Classified Documents Control Section until such time as a new responsible officer has been appointed. Upon the assignment of a new responsible officer, the previous officer may be cleared through the Wing Classified Documents Control Section. Officers who were previously responsible for Classified Material will bring a copy of the Special Orders appointing a new responsible officer to the Classified Documents Section when being cleared.

11. [illegible] OF CLASSIFIED MATERIAL:

a. Responsible officers will inventory all classified material under their control in June and December of each calender year unless otherwise directed by this or other headquarters.

b. At the conclusion of an inventory, the following Certificate will be accomplished and forwarded to the Wing Classified Document Control Branch:

I certify that a complete physical inventory of Classified Documents under my control was conducted on _____ and that all Classified Documents are accounted for.

[illegible] OF CLASSIFIED MATERIAL:

OFFICIAL:

JULIAN M. [illegible]
Captain, USAF
Adjutant

[illegible]
JULIAN M. [illegible]
Captain, USAF
Adjutant

[illegible]
D

1 Attachment-Certificate of Destruction

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320TH BOMBARDMENT WING (M)
March Air Force Base, California

CERTIFICATE OF DESTRUCTION
NUMBER _____

I certify that the papers listed hereon are no longer required for the transaction of official business and that I am authorizing the destruction thereof in accordance with AFR 205-1.

320th BW Cont. No.	Other Cont. No.	No. Cys	Orig. Hqs.	DESCRIPTION OF DOCUMENT (No. Cys, Basic Itrs, No. Pages, Etc)	Date of Document	Class	Copy Number
---	MF 0000 S-1601	3	15AF	Ltr, ADDO, Subj: TOPS (2 pages) w/2 incls: Incl 1: Film Strip-Tokyo, Incl2: Film Okinawa(1 cy ea)	3 Feb 49	S	1, 2, and 3 of 5 copies
---	MF 0000 S-1623 B-201	2	SAC	Ltr, DAC, Subj: [illegible] (5 pages, w/1st Ind 15AF (1 Page) and w/2nd Ind 12AD (2 pages)	5 Mar 52	S	1&2 basic, Cy 1 1st Ind, Cy 1 & 2 2nd Ind
22 0000	-----	5	22DC	22BW OAR 0 119-49 (61 pages)	1 Nov 50	S	1 thru 5 Incl of 25 copies
---	MF 2222 S-2284	1	15AF	TWX ADDC, REF: CONTROL TWX (1 Page)	1 Dec 50 13162	S	1 of 3 copies
---	MF 3331 S-2079	2	SAC	SAGM 50-1, CCMG	1 Oct 49	S	1&2 of 70 Copies
---	MF-000-52	1	SAC	SAGT TSUM (2 Pages)	1 Sep 49	S	40 of 60 copies
V2416-51	MF-649-51	2	15AF	[illegible]/15AF Daily Intel Sum #60 (12PagesEach)	14 Aug 51	S	1&2 of 5 copies

LAST ITEM

ATTACHMENT TO WING R.G 205-20 Dated 21 Jan 53 //s// [illegible]

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LETTER, 320 AA , DATED 14 FEBRUARY 1952

SUBJ: ANALYSIS OF THE UNIT LEADERSHIP

EFFECTIVENESS AND MORALE SAVINGS

EXHIBIT "G"

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OFFICE OF THE COMPTROLLER
HEADQUARTERS 320TH BOMBARDMENT WING (M)
March Air Force Base
California

320 AAC 18 February 1953

SUBJECT: Analysis of The Unit Leadership Effectiveness and Morale Ratings

TO : Commanding Officer
320th Bombardment Wing (M)
March Air Force Base
California

I. General

An analysis covering a three month period, November, December and January has been prepared by this office. The figures have been compiled and recorded under the provisions of 12th Air Division letter subject: "Unit Leadership and MeraleRating" dated 8 May 1952. Ratings are based on a maximum of 950 points. January ratings are also based on a one month and a combination of November-December-January which is a three month moving average. The scores are based on a percentage of maximum points obtainable.

II. Analysis

WING HEADQUARTERS

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
November		60.9		27		9
December		63.2		25		9
January	82.1	76.6	10	16	5	6

441ST BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
November		73.9		14		5
December		74.3		18		6
January	76.4	74.9	15	18	6	7

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

442D BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
November		67.6		19		6
December		75.3		13		4
January	72.9	78.3	20	11	7	3

443D BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
November		66.5		22		8
December		70.7		23		8
January	65.0	70.5	27	26	8	9

320TH ARMAMENT AND ELECTRONICS MAINTENANCE SQUADRON

The scores and standing for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
November		67.2		20		7
December		73.5		20		7
January	92.6	84.3	1	5	1	1

320TH FIELD MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
November		75.5		10		3
December		75.1		14		5
January	87.5	76.6	5	14	2	5

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

320TH PERIODIC MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
November		79.2		6		2
December		81.8		6		2
January	82.3	82.7	9	7	4	2

320TH MEDICAL GROUP

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
November		86.7		2		1
December		82.7		5		1
January	60.7	71.7	29	23	9	8

320TH AIR REFUELING SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
November		74.6		13		4
December		81.3		8		3
January	85.2	77.4	6	12	3	4

III. Comments

The Wing initial one month overall average amounted to 78.3% for January. The Wing overall three month average which has been showing a steady increase amounted to 72.6% for November, 75.3% for December and 76.9% for January. Discrepancies are caused primarily by the reenlistment and NCO Mess membership.

There were 31 squadrons competing in the three month period.

ELLIOTT A. FERDON
Lt. Col., USAF
Comptroller

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UNIT LEADERS IN EFFECTIVENESS

AND SCALE RATIO STUDY REPORT

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SUPPLEMENT DATA

1. Effective with the scoring of the month of January, the report will be based on monthly experience. All awards, except the Award For Most Improvement, will be based on three months experience Pending necessary changes to the scoring tables, the scores reported were calculated by adjusting the tables so that points earned were proportionate to a one month period. Scores for awards were computed as they have been in the past; i.e., cumulating incidents on offences for the rating period, and using the tables as published.

AWARDS FOR JANUARY

12th Air Division	% of Points	Tenants	% of Points
1st------- 22d A&E Maint Sq	91.43	March Flt Sv Ctr	90.61
2d ------- 22d Air Reflg Sq	85.91		
3rd------- 320th A&E Maint Sq	84.31		

Most Improvement ---------- 807th Supply Sq. Percent of increase (19.65)

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM - JAN Page 1		320 A & E Maint Sq 1.		9th Weath. Sq 2.		March Flt Sv Ctr 3.		22d Med Gp 4		320 Fld Maint. 5.		320th Air Refl. 6.		3933d RBS 7.		Hq, 22d Bm Wg 8.		320 Pdc Maint 9	
CATEGORY	PFD Str	227		56		58		422		259		193		65		150		120	
Part I Disciplinary Offenses	Pts Allt	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	0	60	0	60	0	60	0	60	0	60	0	60	0	60	0	60	0	60
b. AWOL	130	0	130	0	130	0	130	1	104	0	130	0	130	0	130	0	130	0	130
c. Serious Incidents	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90
d. Drunk and Disorderly	60	0	60	0	60	0	60	0	60	0	60	0	60	0	60	1	12	0	60
e. Uniform Violations	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20
Part II Ground Safety																			
a. Minor Accidents (Other)	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20
b. Major Accidents (Other	50	0	50	0	50	0	50	0	50	1	25	0	50	0	50	0	50	0	50
Part III Veh Accident Prevent.																			
a. Moving Traffic Violations	50	2	10	1	5	2	0	1	40	5	5	1	15	1	5	1	10	1	10
b. Driving Drunk	90	0	90	0	90	0	90	1	72	0	90	0	90	0	90	0	90	0	90
c. Major Accidents Vehicle	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50
d. Minor Accidents Vehicle	20	1	20	0	20	0	20	0	20	1	20	1	18	0	20	2	4	0	20
Part IV Reenlistments		D R		D R		D R		D R		D R		D R		D R		D R		D R	
a. Regular	150	2 1	150	2 2	150	1 1	150		NR		NR	0 0	150		NR	1 0	120	0 0	75
b. Reserve and ANG		4 2		0 0		0 0						5 2				5 2		9 2	
c. % Term. ANG&Res/%Reenlmt		67/50		0/100		0/100						100/40				83/33		100/22	
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	72 36	0	19 10	0	24 7	0	59 29	0	38 27	0	71 29	0	29 19	0	45 45	30	21 15	0
Part VI Administration																			
a. Delinquent MPO's	60	0	60	0	60		NR	0	60	0	60	7	5.3	2	6	0	60	0	60
b. Morning Report Errors	70	3	70		NR		NR	2	70	3	70	2	51.4	0	70	3	46.7	3	46.7
% of Max Score (3 Mo. Avg)		84.31		88.07		90.61		76.93		76.62		77.43		74.37		83.02		82.67	
TOTAL POSSIBLE SCORE		950		880		820		800		800		950		800		950		950	
SCORE ERND (JAN)		880		805		740		716		700		809.7		671.0		792.7		781.7	
% OF MAX SCORE (JAN)		92.63		91.48		90.24		89.50		87.50		85.23		83.88		83.44		82.28	

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM- JAN Page 2		Hq Sq Sec 320th BW 10		807th Supply Sq 11		22 Air Rflg Sq 12		Hq Sq Sec 807 ABG 13		33d Bomb Sq 14		441 Bomb Sq 15		42d Air Res Sq 16		22d Fld Maint Sq 17		22d Fdc Maint Sq 18	
CATEGORY	Pts Allwd	' 153		' 375		' 293		' 473		'138		' 219		' 135		' 246		' 132	
Part I Disciplinary Offenses		No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	0	60	1	60	1	60	0	60	0	60	0	60	0	60	0	60	0	60
b. AWOL	130	0	130	0	130	0	130	0	130	0	130	0	130	0	130	0	130	0	130
c. Serious Incidents	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90
d. Drunk and Disorderly	60	0	60	1	42	2	15	0	60	1	12	0	60	0	60	2	12	0	60
e. Uniform Violations	20	0	20	0	20	0	20	1	20	0	20	0	20	0	20	1	20	0	20
Part II Ground Safety																			
a. Minor Accidents (Other)	20	0	20	3	10.5	0	20	0	20	0	20	1	20	0	20	2	8	0	20
b. Major Accidents (Other)	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	5	0	4	8.8	4	6.3	3	15	1	10	2	10	1	10	0	50	4	0
b. Driving Drunk	90	0	90	0	90	1	45	1	81	0	90	0	90	0	90	0	90	0	90
c. Major Accidents Vehicle	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50
d. Minor Accidents Vehicle	20	0	20	0	20	1	20	0	20	0	20	2	8	0	20	0	20	0	20
Part IV Reenlistments		D R		D R		D R		D R		D R		D R		D R		D R		D R	
a. Regular	150	1 0	60	3 1	45	2 1	120	1 0	15	0 0	120	0 0	7.5	5 0	7.5	9 2	7.5	1 0	90
b. Reserve & ANG		4 1		9 1		7 2		9 1		3 1		5 0		0 0		1 0		3 1	
% Term ANG&Res / % Reenlmt		80/20		75/17		78/33		90/10		100/33		100/0		0/0		10/20		75/25	
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	59 24	0	122 117	18	104 85	0	136 79	0	32 13	0	70 26	0	59 43	0	59 49	0	25 20	0
Part VI Administration																			
a. Delinquent MPC's	60	0	60	0	60	0	60	0	60	3	9	0	60	0	60	0	60	3	9
b. Morning Report Errors	70	0	70	2	70	1	70	1	70	2	46.7	2	70		NR	3	70	7	21
% of Max Score (3 Mo Av)		76.60		70.72		85.91		74.44		79.41		74.93		76.61		74.47		82.15	
Total Possible Score		950		950		950		950		950		950		880		950		950	
Score Earned (Jan)		780		764.3		756.3		741		727.7		725.5		667.5		717.5		710	
% of Max Score (Jan)		82.11		80.45		79.61		78.00		76.60		76.37		75.85		75.53		74.74	

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM - JAN Page 3		22d A&E Maint Sq 19		442d Bomb Sq 20		2d Bomb Sq 21		19th Bomb Sq 22		523d Band 23		807th A P Sq 24		807th Ops Sq 25		807th Instl 26		443d Bomb Sq 27	
CATEGORY	PFI Str	276		234		151		153		35		395		453		333		215	
Part I Disciplinary Offenses	Pts Allid	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	0	60	2	24	0	60	0	60	0	60	0	60	0	60	0	60	1	50.6
b. AWOL	130	0	130	0	130	0	130	0	130	0	130	3	30	3	39	2	39	1	52
c. Serious Incidents	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90
d. Drunk and Disorderly	60	1	30	0	60	0	60	1	18	0	60	0	60	0	60	1	36	1	24
e. Uniform Violations	20	0	20	0	20	1	18	0	20	1	12	0	20	0	20	0	20	1	20
Part II Ground Safety																			
a. Minor Accidents (Other)	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20
b. Major Accidents (Other)	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	2	12.5	2	10	2	7.5	3	5	1	0	1	35	15	0	6	5	3	6.7
b. Driving Drunk	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90
c. Major Accidents Vehicle	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50
d. Minor Accidents Vehicle	20	0	20	1	20	0	20	0	20	0	20	1	20	0	20	0	20	0	20
Part IV Reenlistments		D R	·	D R	·	D R	·	D R		D R		D R	·	D R		D R		D R	
a. Regular	150	2 0	7.5	3 0	7.5	0 0	7.5	2 0	7.5	0 0	7.5	7 1	7.5	2 0	45	3 0	7.5	3 1	90
b. Reserve & ANG		0 0		6 0		3 0		1 0		1 0		1 0		20 4		2 0		9 2	
% Term ANG& Res / % Reenlmt		C/O		67/0		100/0		50/0		100/0		13/13		92/18		40/0		75/25	
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M	
Members NCO Mess	30	62 62	30	55 27	0	29 19	0	22 22	30	2 1	0	47 39	0	149 90	0	57 47	0	57 39	0
Part VI Administration			·		·														
a. Delinquent MPR's	60	3	22.5	1	50.6	1	40	1	40.	0	60	2	42	4	27	1	60	4	12
b. Morning Report Errors	70	2	70	2	70	4	42	3	.51.4	6	.14	3	70	3	.70	3	70	7	42
% of Max Score (3 mo Av)			91.43		78.31		76.11		72.11		78.53		68.84		71.49		58.04		70.47
Total Possible Score			950.		950		950		950		950		950		950		950		950
Score Earned(Jan)			702.5		692.1		685		681.9		663.5		644.5		641		617.5		617.3
% of Max Score (mo)			73.95		72.85		72.11		71.78		69.84		67.84		67.47		65.00		64.98

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM - JAN	Page 4	Food Sv Sq 28		320th Med. Gp 29		1907th AACS 30		Mtr. Veh Sq 31											
CATEGORY	PFD Str	595		117		165		284											
Part I Disciplinary Offenses	Pts Alltd	No	Points	No	Points	No	Points	No	Points										
a. Security Violations	60	0	60	0	60	0	60	1	60										
b. AWOL	130	15	0	2	13	1	39	1	65										
c. Serious Incidents	90	1	0	0	90	0	90	2	0										
d. Drunk & Disorderly	60	3	22.7	0	60	1	18	2	15										
e. Uniform Violations	20	1	20	0	20	0	20	1	20										
Part II Ground Safety																			
a. Minor Accidents (Other)	20	5	9.4	0	20	0	20	2	10										
b. Major Accidents (Other)	50	0	50	0	50	0	50	0	50										
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	9	6.3	0	50	4	0	4	6.3										
b. Driving Drunk	90	1	90	1	18	0	90	0	90										
c. Major Accidents Vehicle	50	0	50	0	50	0	50	0	50										
d. Minor Accidents Vehicle	20	0	20	0	20	1	18	1	20										
Part IV Reenlistments		D	R		D	R		D	R		B	R							
a. Regular	150	1	1	150	0	0	7.5	15	2	7.5	1	0	7.5						
b. Reserve and ANG		1	0		2	0		3	0		1	0							
% Term ANG & Res/% Reenlmt		50/50			100/0			17/11			50/0								
Part V NCO Mess		E	M		E	M		E	M		E	M							
a. Members NCO Mess	30	85	85	30	20	7	0	51	23	0	70	36	0						
Part VI Administration																			
a. Delinquent MPC's	60	14	0	0	60	0	60	0	60										
b. Morning Report Errors	70	3	70	1	58.4		NR	4	70										
% OF MAX SCORE (3 MO. AVG.)		62.81		71.65		67.48		56.88											
TOTAL POSSIBLE SCORE		950		950		880		950											
SCORE ERND (JAN)		578.4		576.9		522.5		523.8											
% of MAX SCORE (MO)		60.88		60.73		59.38		55.14											

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MONTHLY ANALYSIS FOR JANUARY 1953,

(DCS: 15-02)

EXHIBIT "2"

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SECURITY INFORMATION
CLASS: SECRET
AUTH : CO 320th BW
DATE : 16 Feb 1953
INITS:

320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

320 AAC 16 February 1953

SUBJECT: Monthly Analysis for January 1953, (RCS: 15-U2)

SECTION I

SUMMARY OF SCORES

	Max Score	320 MBW Forecast Scores January	320 MBW Scores December	SAC MBW Averages Scores December	MBW Best Scores in SAC December	MBW Lowest Scores in SAC December
PERSONNEL	320	309.5	33.2	103.6	117.0	85.2
1. Manning in Required Special Des						
a. officers	25	22.5	20.0	18.6	22.5	12.5
b. airmen	45	4.5	4.5	10.0	22.5	4.5
2. Formation of Crews	20	20.0	20.0	20.0	20.0	20.0
3. AWOL Rate	30	30.0	30.0	28.0	30.0	21.0
4. Ground Safety	25	16.3	3.8	16.1	25.0	3.8
5. Reenlistment Rate	40	10.0	2.0	2.0	2.0	2.0
6. Personnel Records	15	6.0	9.0	8.8	15.0	4.5
7. Mobile Trng. Det. Util	20	NR	NR	NR	NR	NR
MATERIEL	140	99.4	99.2	98.9	99.9	97.0
1. Sorties Del as % of required	60	60.0	60.0	40.0	60.0	60.0
2. TOC Rate	40	NR	NR	NR	NR	NR
3. Flyaway Kits	40	39.4	39.2	38.9	39.9	37.0
USCM & FLYING SAFETY	120	120.0	120.0	106.4	120.0	72.0
1. USCM	80	80.0	80.0	74.6	80.0	67.3
2. FLYING SAFETY	40	40.0	40.0	35.1	40.0	24.0

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Subject: Monthly Analysis for January 1953

SECTION I

SUMMARY OF SCORE (Cont'd)

	Max Score	320 MBW Forecast Scores January	320 MBW Scores December	SAC MBW Averages Scores December	MBW Best Scores in SAC December	MBW Lowest Scores in SAC December
OPERATIONS	520	NR	411.3	324.2	411.3	85.3
1. Training Minimums	200	NR	185.8	151.8	185.8	117.8
2. RBS Radar Bomb Acc	50	NR	49.0	39.3	50.0	15.0
3. RBS Visual Bomb Acc	35	NR	31.5	27.8	31.5	20.0
4. Night Celestial Nav	25	NR	25.0	25.0	25.0	25.0
5. ECM Proficiency	45	NR	NR	45.0	45.0	45.0
6. Cruise Control Prof	20	NR	20.0	20.0	20.0	20.0
7. Camera Gunnery Prof	25	NR	NR	NR	NR	NR
8. Scored Crews	50	NR	50.0	32.5	50.0	2.5
9. Combat Ready Crews	50	NR	50.0	19.2	50.0	2.5
10. Physical Condition	20	NR	NR	NR	NR	NR

The wing scored a total of 328.7 points (78.3%) out of a possible 420 points. Personnel continues to be the wing's major problem with 90.7 points (99.3%) lost attributable to this category. Within this category airmin manning and reenlistment rate present the biggest problem. 40.5 points (44.4%) lost were attributable to airmen manning and 30.0 points (32.9%) due to reenlistment rate. A comparison of the percent of possible points earned in each major category during the quarter ending January is shown below:

Category	% possible points Nov	% possible points DEC	% possible points Jan
Personnel	47.4%	44.6%	54.7%
Materiel	98.2%	99.2%	99.4%
USCM & FLYING SAFETY	96.7%	100%	100%
Operations	96.5%	95.7%	NR
TOTAL	85.2%	84.7%	78.3%

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Subject: Monthly Analysis for January 1953

SECTION II

PERSONNEL

1. Manning in Required Specialities

a. Officers (25 points) (22.5 points earned)

(1) The status of officer manning as of 31 January 1953 was as follows

	320th Bomb Wing
No. Officers Required	356
No. Officers "IRS"	311
Percent "IRS"	92.9
Points	22.5

b. Airmen (45 points) (4.5 points earned)

(1) The status of Airmen manning as of 31 January 1953 was as follows:

	320th Bomb Wing
No. Airmen Required	1463
No. Airmen "IRS"	1009
Percent "IRS"	69.0
Points	4.5

2. Formation of Crews (20 points) (20.0 points earned)

a. The 40 crews assigned to the 320th Bomb Wing as of 31 January 1953 represent the maximum number of crews that could be formed from present resources.

b. Forty-two (42) crew changes were made during January. Thirteen (13) due to discharges, eleven (11) due to transfers, one (1) due to TDY shipment and the remaining seventeen (17) were made primarily to place qualified personnel in crew positions left vacant by the aforementioned changes.

3. AWOL Rate (30 points) (30.0 points earned)

a. The comparative scoring for the calendar quarters ending 31 December 1952 and 31 January 1953 are as follows:

	December	January
No. AWOL's 320th Bomb Wing	7	8
AWOL Rate	1.4	1.5
Points	30.0	30.0

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Subject: Monthly Analysis for January 1953.

3. AWOL Rate (Cont'd)

a. There were 3 AWOL in the wing during the month of January, two (2) occurred in the Medical Group and one (1) in the 443d Bomb Squadron.

4. Ground Safety (25 points) (16.3 points earned)

a. The comparative scoring for the calendar quarters ending 31 December 1952 and 31 January 1953 are as follows:

	December	January
Accident Cost Index (Wg)	4.11	3.47
Ground Safety Index (Wg)	11.90	5.71
Percent of Maximum score	15%	65%
Points	3.8	16.3

5. Reenlistment Rate (40 points) (10.0 points earned)

a. The comparative scoring for the calendar quarters ending 31 December 1952 and 31 January 1953 are as follows:

	December	January
Reenlistments	38	50
Termination Eligible for Reenlistment	219	233
Reenlistment Rate	17.4%	21.5%
Terminations that were USAFR & ANG	176	191
% Terminations USAFR & ANG	80.4%	81.9%
Percent maximum score	5%	25%
Points	2.0	10.0

6. Personnel Records (15 points) (6.0 points earned)

a. This item is rated on the percent completeness of the Wing's Officers and Airmen Classification and Audit Lists. A separate percentage is computed for each category (officer & airmen) with the lower percentage being used to determine the points received.

b. Computation is as follows:

Officers

No. asgd - (394) x possible entries - (13) = 5003

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Subject: Monthly Analysis for January 1953

b. Computation for officers (Cont'd)

$$\frac{\text{No actual entries} - 4889}{\text{No possible entries} - 5003} = 97.72\ \%\ \text{complete}$$

Airmen

No asgd - (1488) x possible entries - (12) = 17856

$$\frac{\text{No actual entries} - 17813}{\text{No possible entries} - 17856} = 99.76\ \%\ \text{complete}$$

c. The lowest percentage exists in the officer category (97.72%) thereby giving the Wing 40% of the score or 6.0 points.

7. Mobile Training Detachment Utilization (20 points) (NR)

a. Not rated per SAC directive.

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Subject: Monthly Analysis for January 1953

SECTION III

MATERIEL

1. Sorties Delivered as a % of Required (60 points (60.0 points earned)

a. During the month of January 1953 all sorties required were delivered establishing the following ratio:

$$\frac{\text{Total No. Sorties Delivered - 143 -}}{\text{Total No. Sorties Required - 143 -}} = 100\% = 60.0 \text{ points}$$

b. Seven (7) sorties were ordered missions by higher headquarters.

2. Technical Order Compliance (40 points) (Not Rated)

a. Not rated per SAC directive.

3. Flyaway Kits (40 points) (39.4 points earned)

a. The percent completeness of squadron flyaway kits as of 1 January 1953 is:

	320th BW	441st BS	442d BS	443d BS
Percent Complete	98.4%	98.4%	98.7%	98.0%

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SECRET SECURITY INFORMATION

Subject: Monthly Analysis for January 1953

SECTION IV

UNIT SIMULATED COMBAT MISSION AND FLYING SAFETY

1. Unit Simulated Combat Mission (80 points) (80.0 points earned)

a. The Wing is scored on the results of the Unit Simulated Combat Mission that was flown 18 December 1952:

b. Computation for the score is as follows:

(1) $\frac{\text{Aircraft Effective - 23}}{\text{Aircraft Airborne - 23}} = 100\% = 60.0$ points

(2) $\frac{\text{Aircraft Completing Mission - 22}}{\text{Aircraft Airborne - 23}} = 95.6\% = 20.0$ points

(3) $\frac{\text{Aircraft Airborne - 23}}{\text{Aircraft Required - 23}} = 100\% = 1.00$ Adjustment Factor

(4) Mission Effectiveness Score (60.0 + 20.0) x 1.00 = 80.0 points

2. Flying Safety (40 points) (40.0 points earned)

a. No accidents were reported during the quarter ending 31 January 1953 therefore the Wing earned maximum score.

LORAN D. BRIGGS
Colonel, USAF
Commanding

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320TH BOMB WING REGULATION NUMBER 39-5

DTD 1 JAN 53, SUBJ: PROMOTION OF AIRMEN

EXHIBIT "F"

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PDCPE

1 Jan 53

WING REGULATION)
:
NUMBER 39-5)

ENLISTED PERSONNEL

Promotion of Airmen

(This regulation supersedes 320th Bomb Wing Regulation 39-5 dated 24 Mar 52

1. PURPOSE: To establish a uniform method of selection of airmen for promotion to the non-commissioned grades, and to implement the provisions of AFR 39-30, AFL 39-7, 15th AFL 39-2.

2. SCOPE: The provisions of this regulation will apply to all units assigned or attached to the 320th Bombardment Wing, Medium.

3. PROMOTIONAL JURISDICTION: The authority to effect promotion of airmen to the grades of staff, technical and master sergeant is retained by this headquarters. The complete authority (after receipt of quotas only) to effect promotion of airmen to grades through airmen first class is delegated to organization commanders in accordance with current directives (promotions to grade of airman third class may be effected without regard to quotas or T/O vacancies).

4. APPOINTMENT OF PROMOTION BOARDS:

a. Each squadron commander will appoint a board of four (4) officers (or more if desired) on squadron orders. This board will consider all nominations for promotion and will make appropriate recommendations to the squadron commander concerned. In the event that less than four (4) officers are assigned a squadron or attached unit, the commander concerned may appoint such officers as are available, including himself as president of the board.

b. A board of six (6) officers (of whom not more than two will be shown as alternates) will be appointed by wing special orders to consider nominations for promotion to grades of staff, technical and master sergeant.

5. BOARD PROCEDURES:

a. Squadron commanders or designated officer representatives are invited to attend the proceedings of the wing promotion board, but will exercise no voting authority, and will in no way interfere with the orderly conduct of the meetings.

b. The findings and/or recommendations of squadron promotion boards will be clearly stated in a record of board proceedings and given squadron commanders for final approval, after which the proceedings will be filed; destruction will be in compliance with paragraph 93 (14), AFM 181-5, as amended.

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c. The findings and/or recommendations of the wing promotion board will be clearly stated in a record of board proceedings and will be submitted to the wing personnel officer (if not prepared by him), who will in turn present it to the wing commander for final action.

d. The 320th Bomb Wing Rating Form Number 155, Attachment Number 1, will be attached as an inclosure to the record of board proceedings (in the case of both wing and squadron boards).

e. The numerical scores attained by airmen, as reflected on form number 155, will normally determine the order of preference for promotion; however, this is a guide only and will be so interpreted not only by squadron commanders but by the wing promotion board.

6. NOMINATION PROCEDURE: 320th Bomb Wing Forms 155 and 156 will be transmitted to reach this headquarters not later than 1700 hours the first day of each month in which promotion quotas are expected. While airman's promotion forms 155 are not desired for airmen through grades of airman first class, entry on 320th Bomb Wing form 156 is required, since such entry is the basis used by this headquarters in disseminating quotas for airmen in lower grades. It will be presumed that squadron promotion boards have taken proper action prior to submission of forms to this headquarters.

7. PROMOTION PROCEDURE:

a. The wing promotion board will be responsible that promotions, when possible, are effected in such a manner that each unit obtains a proportionate share based on authorized strength; however, the following exceptions to this policy are authorized:

(1) Any quotas minimized because of late submission or improper information on forms will not be made up in later months.

(2) Units below authorized strength cannot expect to receive full quota allocation.

(3) Units which request less than an equitable share of promotions during any given month cannot expect to receive make-up quotas in months following.

b. The wing personnel officer is responsible for the following action after receipt of quotas:

(1) To notify the president of the wing promotion board of receipt of quotas, reporting deadlines and changes in promotional criteria.

(2) To notify squadrons of information in preceding subparagraph in addtion to date, time and place where wing promotion board will meet.

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(3) To break down and disseminate (by coordination with president of wing promotion board) quotas to grades through airmen first class, and probable breakdown for grade of staff sergeant (promotion of staff sergeants must be effected by wing promotion board).

8. GENERAL:

a. Promotion criteria changes constantly; promotions will be based on latest criteria disseminated by higher headquarters. In this connection, it is suggested that squadron commanders furnish their promotion boards with a working file of directives concerning promotion of airmen.

b. It will be the responsibility of every individual connected with the handling of nomination lists and/or promotion board proceedings to assure that information contained therein is handled (but not so classified) as confidential material until duly published in orders.

c. Squadrons will refrain from calling wing personnel section to determine which airmen will be or have been promoted.

d. Last minute changes of squadron priorities is discouraged; firm decisions should be reached on the matter of priorities prior to submission of forms to this headquarters.

e. Not more than one (1) nomination for promotion to grade of technical sergeant, nor more than one (1) nomination for promotion to grade of master sergeant will be submitted from any one squadron. There will be no exception to this policy unless larger quotas are received than in the past. In this connection, it is pointed out that all airmen are afforded an opportunity under present system to meet a squadron promotion board.

BY ORDER OF COLONEL BRIGGS:

JULIAN M. HEXUM
Captain, USAF
Adjutant

OFFICIAL:

Julian M. Hexum
JULIAN M. HEXUM
Captain, USAF
Adjutant

2 Attachments
1. 320th Bomb Wing Form No. 155
2. 320th Bomb Wing Form No. 156

DIST: "B"

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AIRMAN'S PROMOTION FORM (USE FOR ALL GRADES)

Date: _____

PART I

Last Name	First Name	MI	AFSN	Pres Gr

Orgn	PAFSC	DAFSC	Eff Rat	Sign Sec Hd or Auth Rep

PART II (SQ BOARD ONLY)

1. _____ 1 Pt ea yr total sv

2. _____ 2 Pts ea yr act sv

3. _____ 5 Pts FSSD 52, 4-51, 3-50, 2-49

4. _____ 5 Pts Max for Dec & Commendations

5. _____ 2 Pts ea 6 mos O/S dy, Max 10

6. _____ 3 Pts HS or GED, 1 ea serv sch, 1 ea corr crse, 2 ea yr coll, Max 1(

7. _____ 1 Pt ea mo in gr curr tr, Max 50

8. _____ 3 Pts if on combat crew or fly stat

9. _____ Leadership, 20-Sup, 17-Ex, 15-Avge

10. _____ 5 Pts for Res Comm, 3 Pts frmr Comm

TOTAL POINTS, PART II _____

_____ Sq Bd President sign here

PART III

_____ Sq CO's Priority

_____ Does the Sq CO certify a T/O vacancy in grade to which promotion is contemplated? Yes or No.

_____ Sq CO's Signature

Note: Submit this form to Wg Hq, Pers Section, to arr NLT the 1st day of the month.

PART IV (WING BOARD ONLY)

11. _____ Military Appearance, 5 Pts

12. _____ General Knowledge, 50 Pts

13. _____ Penalty incorrect info Part 1, 2 or 3, if any; or added Pts, if any.

14. _____ Sq Priority 1-80, 2-60

15. _____ 2 Pts SAC priority #1, 1 for SAC #2

16. _____ Total Pts awarded by Wg Prom Bd, to incl Part II

_____ Wg Bd recommends to promote: Yes/No

_____ Wg Bd Members initial here

FORM
320BW 155 (Ref 320 BW Reg 39-5)
1 Jan 53

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UNIT PROMOTION FORM

FROM: Date:

TO: Commanding Officer
320th Bombardment Wing (M)
March Air Force Base
California

1. Attached herewith are 320th Bomb Wing Forms 155.

2. The total number of airmen this squadron desires to promote, in addition to those being submitted to T/Sgt and M/Sgt, are as follows:

GRADE	NUMBER
E-5	
E-4	
E-3	

320BW FORM 156 (Replaces 106BW Form 20 which is obsolete and will not be used)
1 Jan 53

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T.M. PHOTOGRAPHS OF THE [illegible]

TEST STAND

EXHIBIT "Q"

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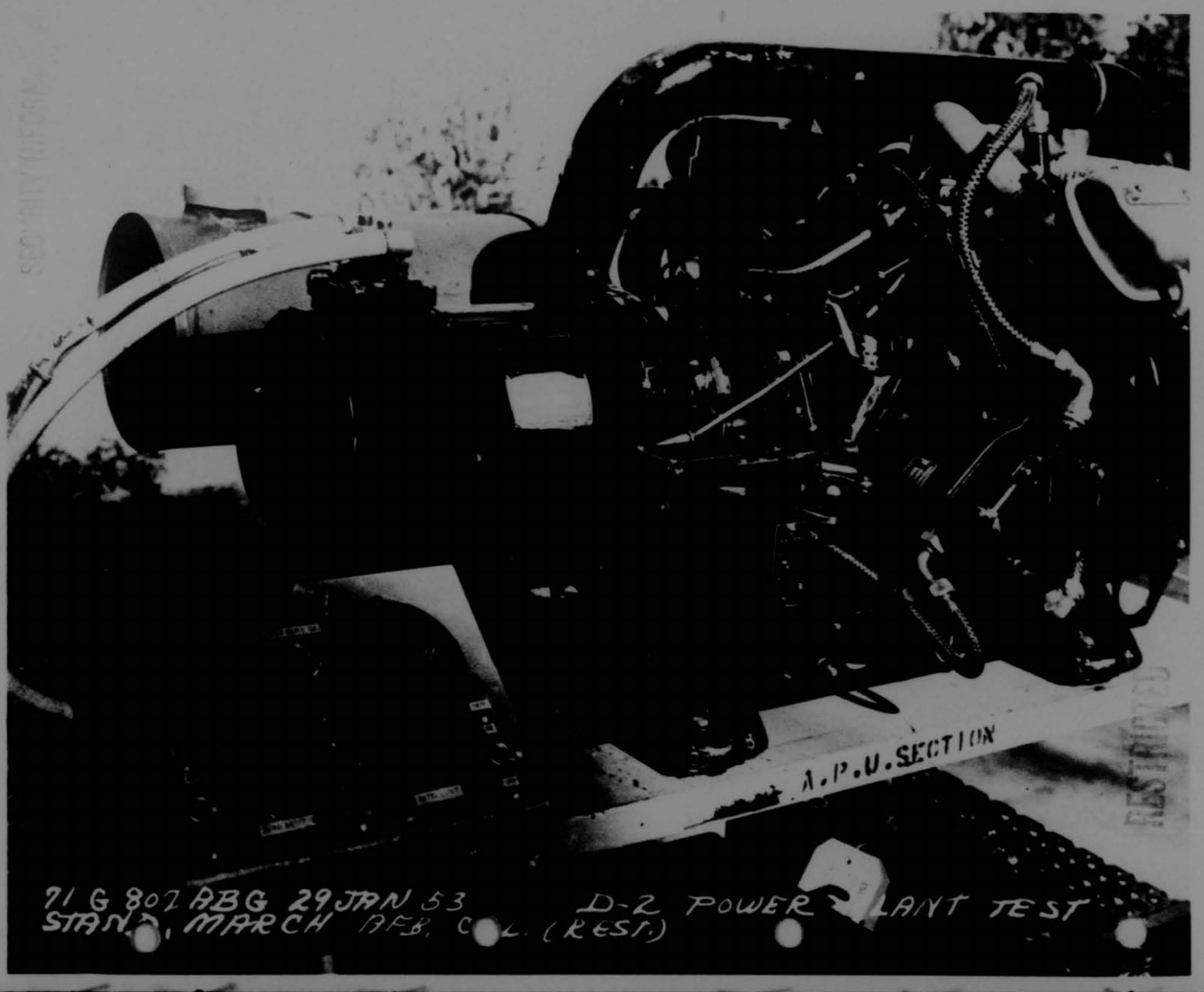

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HEADQUARTERS, 320TH BOMBARDMENT WING, MEDIUM
March Air Force Base
California

320 CDCU 353 8 January 1953

SUBJECT: Unit Training Bulletin # 1

TO: Commanding Officer, Headquarters Squadron Section
Commanding Officer, 441st Bombardment Squadron
Commanding Officer, 442nd Bombardment Squadron
Commanding Officer, 443rd Bombardment Squadron
Commanding Officer, 320th Field Maintenance Squadron
Commanding Officer, 320th Periodic Maintenance Squadron
Commanding Officer, 320th Armt and Elect Squadron

1. Paragraph 4 below lists a general breakdown of areas covered by the B-29 evaluation.

2. The B-29-8 MTD is no longer stationed at March Air Force Base. It is believed weaknesses can be trained out thru OJT procedures as outlined in Wing Reg 50-1 and LM.

3. A B-29 MTD is available, however personnel would have to be placed on TDY in order to attend. To avoid this loss of manpower, every effort should be made to train out weaknesses thru the use of OJT.

4. a. CO^2 system:

(1) What to look for at the inspection of the system
(2) Location of valves and bottles
(3) Removal and installation
(4) Weight and date check
(5) Operation of selectors
(6) Purposes of RED DISCS
(7) Why discs rupture, etc.
(8) How to properly fill system

b. Oxygen

(1) How to properly fill system
(2) Proper method of filling and checking and filling each individual bottle; how to tell they are full
(3) The differences of seperate systems
(4) How to check for leaks
(5) How to check gauges for proper operation

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c. Struts, Tires, and Brakes:

(1) How to check fluid level
(2) Proper way to expel strut pressure
(3) Identification of proper Schraeder Valves
(4) Proper inflation procedure and check
(5) Types of tires
(6) Where and when to grease landing gear
(7) How to check brakes and adjust clearances
(8) Removal of wheels and brakes
(9) Adjustments of wheel bearings
(10) Proper retraction test
(11) Parts identification of strut and retracting mechanism
(12) Operation of strut and retracting mechanism
(13) Removal and replacement of landing gear units
(14) Proper adjustment of strut mechanism
(15) Proper adjustment of landing gear units

d. Fuel Systems:

(1) Location of fuel shut-off valves
(2) Function of fuel shut-off valves
(3) How to properly check fuel shut-off valves
(4) Location and function of Oil Dilution valves
(5) Trouble-shooting the fuel system
(6) Changing of fuel system units
(7) Interchangeability of certain fuel system units
(8) Purpose of fuel pump drain
(9) How much fuel is allowed to drain if any
(10) Location of fuses for the shut-off valves

e. Hydraulic System:

(1) Location of all units of hydraulic system
(2) Proper servicing of system
(3) How to check the accumulators
(4) How to check and service the reservoir
(5) How to check the cut-out switches
(6) How to check the warning lights
(7) How to check the emergency relief valve
(8) How to check the override switch
(9) How to check the brake system pressure without the use of electrical power
(10) Why to bleed the brakes and how to bleed them
(11) What the emergency brake valves are for and use
(12) Location of fuses
(13) How to check the emergency system

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f. Moveable Surfaces, De-Icer Boots, and Wing Flaps:

(1) Operation check of cowl flaps
(2) Greasing of cowl flaps
(3) Checking adjustments of cowl flaps
(4) How to remove, install, and adjust the limit switches
(5) How to remove, install, and adjust the limit switches of the cowl flaps
(6) How to check and adjust the clearances

g. Lockwiring:
(1) Training by actual experience should stress types of safety wire and methods of safetying

h. Compression and Value Check:

(1) Minimum requirements of cylinder compression
(2) How to perform a compression check
(3) How to accomplish a complete value check
(4) Pressure lubrication of rocker arms
(5) Clearances and tolerances

i. Exhaust System:

(1) What to look for when inspecting the system
(2) Proper torque
(3) Types of nuts and bolts
(4) How to detect cracks and the tolerance of cracks

j. Turbosuperchargers:

(1) Proper removal and installation
(2) How to check for cracks
(3) Nozzle box and flight hood clearances
(4) Tolerances of cracks
(5) Waste gate installation

k. Oil System:

(1) Proper type, quantity, and place to use oil
(2) Technical portions of oil system such as pre-oiling, removal of engines from storage, and proper oil dilution
(3) Elimination of low and high oil pressure because of bad relief valves. (Follow me oil pressure)

l. Manifold Pressure Controls:

(1) Location of units
(2) The function of units in relation to component parts
(3) Trouble shooting the system

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m. Ground Handling:

(1) Proper hand signals (night and day)
(2) Towing
(3) Turning radius
(4) Precautions
(5) Pre-clock

n. Engine run-up with propeller function:

(1) Stress the importance of relationship of RPM to manifold pressure
(2) Fuel, oil and cylinder head temperature and their importance
(3) Propeller controls, limit switches on governor head motor, high and low settings of the governor
(4) The operation and importance of the feathering system
(5) Fuel injection pumps and settings

o. Auxiliary power plant:

(1) Servicing
(2) Checking of normal and emergency switches
(3) Relay adjustments and who adjusts:
(4) Proper starting and stopping

p. Electrical System:

(1) Train in actual troubles encountered in operation of aircraft
(2) When does the generator have to be replaced
(3) When does a voltage regulator have to be replaced or adjusted
(4) How is it adjusted
(5) When does the reverse current relay have to be replaced and how can you tell it was no good from cockpit indications
(6) How to flash a field in event of no generator output

q. Paper Work:

(1) Forms
(2) T.O.'s
(3) Ordering Parts
(4) 66-12

r. Propellers

(1) How to perform post-flight inspection
(2) How to perform pre-flight inspection

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r. Propellers (cont'd)

(3) How to properly perform the operational check
(4) How to check the feathering system
(5) Safetying of Domes and Dome plugs
(6) Operation, servicing, and inspection of the propeller de-icing equipment

BY ORDER OF COLONEL HYD:

DISTRIBUTION
B

JULLIN M. HEXUM
Captain, USAF
Adjutant

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ITR, 320 CUCPD, SUBJ: FLYING

SAFETY PROGRAM FOR JAN 53, DTD 6 JAN 53

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HEADQUARTERS 320TH BOMBARDMENT WING, (M)
March Air Force Base
California

320 CDGFS 6 January 1953

SUBJECT: Flying Safety Program for January 1953

TO: Commanding Officer, 441st Bombardment Squadron
Commanding Officer, 442nd Bombardment Squadron
Commanding Officer, 443rd Bombardment Squadron
Commanding Officer, 320th Air Refueling Squadron
March Air Force Base, California

1. The material outlined herein will be used by the Squadron Flying Safety Officer in carrying out a safety program in the Bomb Squadrons and Air Refueling Squadron.

2. The following 320th Bomb Wing Flying Safety Bulletins will be read or explained to air crew members.

1. Bulletin #1 - B-29 Engine Fires, 25 July 1951.
2. Bulletin #3 - Ground Operation of B-29 Aircraft, 4 October 1951.
3. Bulletin #13- Feathering Prop Shortly after Take-Off 8 Apr 1952.

3. Articles which should be of interest to flight crew members and may be used in conducting the program are:

a. Combat Crew Magazine (December)

1. Homeward Bound - it is.
2. Heed that Warning.
3. Altitude Flying.
4. Plan Ahead.
5. Heads Up Flying.

b. Aircraft Accident and Maintenance Review (December)

1. Obstinate Gear.
2. Accident Briefs.

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320 CDCFS Subject: Flying Safety Program for January 1953

c. Flying Safety Magazine (December)

1. Leave that Toggle Down.

2. Do it Right the First Time.

BY ORDER OF COLONEL NYE:

JULIAN A. HEAUM
Captain, USAF
Adjutant

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LTR, 320 OOCFS, SUBJ: MONTHLY
FLYING SAFETY RATING, DTD 12 JAN 53
EXHIBIT "J"

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HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
March Air Force Base
California

320 ODCFS 12 January 1953

SUBJECT: Monthly Flying Safety Rating

TO: See Distribution

1. The 320th Wing will use the following rating system to determine the winning squadron within the 320th Wing for the monthly flying safety award.

2. Squadrons participating:

a. 441st Bomb Squadron.

b. 442nd Bomb Squadron.

c. 443rd Bomb Squadron.

d. 320th Air Refueling Squadron.

3. Items to be scored:

	Point
a. Accident Free Quarter:	50
b. Quality of Squadron Flying Safety Program:	25
c. Attendance at the Wing Flying Safety Meeting:	25
d. Flight Crew Proficiency:	40
e. Non-violation of Flying Regulations:	25
f. Any squadron winning 12th Air Division Flying Safety Award for the month:	40
g. Crew Preflight and Cleanliness of Aircraft:	30
h. Proficiency in Planning and Execution of Mission:	50
i. Squadron Proficiency in Operations under the SAC Rating System:	50
Total	335

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4. Method of Scoring:

a. Points for an accident free quarter will be based on the past three (3) months performance. One minor accident will be penalized twenty-five points, and two (2) minor or one (1) major accident will be penalized fifty (50) points.

b. Ninety (90) percent or better attendance at the Squadron Flying Safety Meeting will net fifteen (15) points, any percentage under this will be that percent of the fifteen (15) points. The quality of the Flying Safety Program and the appearance of the Squadron Flying Safety Bulletin Board will be rated by the Wing Flying Safety Officer with regards to the other ten (10) points.

c. Squadron attendance of 90% or better at the Wing Flying Safety Meeting will receive full score, any percentage under this will be that percent of the 25 points.

d. Flight crew proficiency will be broken down into four categories. They are:

(1) Average percent of the scores made by flight crew members on the emergency procedures part of the stand board exams — 20 points

(2) Percentage of the squadron personnel completing stand board rides in the past six calendar months excluding personnel on extended TDY and not joined — 10 points

(3) Utilization of Synthetic Trainers on a percentage basis against the allotment of hours allocated each squadron — 5 points

(4) Percentage of personnel reading the squadron PIF file — 5 points

e. One violation of flying regulations is penalized ten (10) points, two or more, all twenty-five (25) points.

f. Any squadron winning the 12th Air Division Flying Safety Award for the month will receive forty (40) points.

g. Crew preflight and cleanliness of aircraft will consist of six items, each of which will be rated five (5) points. The six items are the following:

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320 CDCFS
Subject: Monthly Flying Safety Rating

(1) Neatness of Personal Equipment Layout — 5 points

(2) Cleanliness of Personal Equipment — 5 points

(3) Station Calls on Time — 5 points

(4) Following of SOP during Crew Inspection — 5 points

(5) Following Check List for Preflight — 5 points

(6) Cleanliness of Aircraft — 5 points

A minimum of four crews from each squadron will be inspected each month and this will be on regular scheduled flights.

h. Proficiency in planning and execution of mission:

(1) The following rating system has been devised to determine the utilization of flying time versus accomplishments within the tactical squadrons. This system is based on an average mission, ten (10) hours long. Any accomplishments that can be obtained while flying have been considered and given a proportionate number of points. The weight given is dependent on the length of time it should take to accomplish any portion of any mission.

(2) Listed below are the points that will be given for the accomplishment of various training phases. Also shown is the average time it should take to accomplish this training.

	Pts	Time
Radar Malfunction Runs	8	:40
Radar RBS	8	:40
Visual RBS	8	:40
Radar Camera Attacks	5	:30
Visual Camera	4	:20
Visual Releases	4	:20
Night Celestial	22	2:00

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320 CDOFS
Subject: Monthly Flying Safety Rating

	Pts	Time
Day Celestial	22	2:00
*Grid	33	3:00 Min Time
*Radar Leg	22	2:00 " "
*PP Pilotage	11	1:00 " "
*Loran Leg	22	2:00 " "
ECM Record	7	:40
ECM Spots and Simulator Runs	2	:10
Visual Formation releases	5	
Gun Camera (per scored attack)	½	
Air-to-Air Gunnery - 25,000'	22	2:00
Air-to-Ground Gunnery	22	2:00
Formation-9 ship (25,000')	10 pts per hr.	
Formation-9 ship (below 25,000')	10 pts per hr.	
Formation-3 ship (above 25,000')	10 pts per hr.	
Formation-3 ship (below 25,000')	10 pts per hr.	
Depressurized Flying	5	2:00 min
Take Offs	4	
GCA	3	
Hood or instrument flight	3 pts per hr.	
Standard Instrument Let Down	5	
Cruise Control (Long Range)	10	
*Practice Emergency Procedures (IAW 320th BW Reg 60-4)	5	

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(3) All items above must be accomplished in accordance with all existing SOP's and regulations. In addition, where noted by asterisks, a minimum amount of flying time must be accomplished per leg before an item will be scored under this system.

(4) Air-to-Air gunnery and air-to-ground/or splash gunnery must be a completed mission as established under existing SOP's and regulations to receive credit and points.

(5) Practice emergency procedures must be completed in its entirety before additional points can be obtained for another cycle of emergency procedures.

(6) It is to be noted that the average number of points obtainable under this system is approximately eleven (11) per hour, however, bonus points can be obtained without scheduling additional flying time if advantage is taken of all training by planning and briefing teams as well as flight crews.

EXAMPLE: Depressurized flight requirements can be obtained while flying long range cruise control, which will add five (5) points to the total score.

(7) It is anticipated that fifteen (15) points or more per hour of flying time can be obtained by excellent planning of each mission.

(8) Maximum number of points will be given to the squadron obtaining the most points per month versus flying hours. The other two tactical squadrons will be given a percentile score.

(9) Records will be maintained by the Wing Operations Records Section, utilizing the Daily Accomplishment Forms, Form X, T-1, etc. These forms cover all training with the exception of standard instrument let-down and emergency procedures practice which will be written in the 'remarks' section of the daily accomplishment form when completed.

(10) A running record will be maintained in the Wing Operations Section, posted prominently for all to see.

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320 ODCFS
Subject: Monthly Flying Safety Rating

i. (1) Squadron proficiency in operations under the SAC Rating System will be taken directly from the total proficienc score under the SAC Rating System per squadron per calendar and/or training quarter. Only those crews completing a training quarter will be scored under this criteria, except in the case of a special training (fre month. All record accomplishments will be scored.

(2) During a special training month the scored crew categor number of combat ready crews and minimum crew requireme under the SAC Rating System, will not be included in th rating. All other items will be rated on a calendar quarter. Crews completing a calendar quarter during a special training month will be rated. A training quart is defined as the three-month period a crew is scored under the SAC Rating System. A calendar quarter is any three consecutive months.

5. The four participating squadrons will be scored on items "a" through "g". If the 320th Air Refueling Squadron is ahead in points in items "a" through "g", it will be winning squadron for the month. If one of the three bomb squadrons is ahead in items "a" through "g", then all bomb squadrons will be re-evaluated on all items "a" through "i", and the squadron with the most points will be winning squadron for the month.

6. Responsibility for determining the standing of the squadrons wil be the Wing Flying Safety Officer's, in conjunction with the Air Crew Training Section and the Wing Standardization Board.

7. An appropriate plaque will be designed and presented by the Wing Commander to the squadron winning this award at the Wing Commander's Monthly Meeting.

Loran D Briggs
LORAN D. BRIGGS
Colonel, USAF
Commanding

DISTRIBUTION:
10 cys Wg Flying Safety
10 cys 441st Bomb Sqd
10 cys 442nd Bomb Sqd
10 cys 443rd Bomb Sqd
10 cys 320th Air Refueling Sqd
5 cys Wg Stand Bd
5 cys Air Crew Tng Off
2 cys Comm Sec

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SAFETY FILM

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KEY PERSONNEL ROSTER

320TH BOMBARDMENT WING (H)

EXHIBIT "A"

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KEY PERSONNEL, 320TH BOMBARDMENT WING (H)

COLONEL LORAN D BRIGGS	COMMANDING
COLONEL FRANCIS W NYE	DEPUTY COMMANDING OFFICER
CAPTAIN JULIAN H HEXUM	ADJUTANT
LT COLONEL MELVIN V ENGSTRON	D/C PERSONNEL
LT COLONEL CLATE A TATE	D/C MATERIEL
LT COLONEL EDWARD M NICHOLS	D/C OPERATIONS
LT COLONEL ELLIOTT A PERDON	COMPTROLLER
CAPTAIN WILLIAM A GROTE	COMMANDING OFFICER HEADQUARTERS SQUADRON SLOTTON
LT COLONEL DAVID C FALLISTER	COMMANDING OFFICER 441ST BOMBARDMENT SQUADRON
LT COLONEL ARTHUR M MULDERMISS	COMMANDING OFFICER 442D BOMBARDMENT SQUADRON
LT COLONEL WILLIAM J MOULD	COMMANDING OFFICER 443D BOMBARDMENT SQUADRON
LT COLONEL RUSSELL F IRELAND	COMMANDING OFFICER 320TH AIR REFUELING SQUADRON
MAJOR CECIL S MARTIN	COMMANDING OFFICER, 320TH ARMAMENT & ELECTRONICS MAINTENANCE SQUADRON
MAJOR THOMAS A MACKY	COMMANDING OFFICER 320TH FIELD MAINTENANCE SQUADRON
MAJOR ROBERT J DUNN JR.	COMMANDING OFFICER, 320TH PERIODIC MAINTENANCE SQUADRON

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COMBAT CREW ROSTER

441ST BOMBARDMENT SQUADRON (M)

EXHIBIT "L"

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441ST BOMB SQUADRON

COMMANDING OFFICER
LTCOL. PALLISTER

CREW ROSTER

OPNS OFFICER
MAJOR SALIBA
POSTED: 31 JAN 53

STATUS	A/C	PILOT	NAVIGATOR	BOMBARDIER	RADAR	ENGINEER	RADIO	GFC	LG	RG	TG
R03G	TABOR	O'BRIEN	MCEN	ERICKSON	CALLOWAY	BASH	TRUE	SUDBURY	SMITH	SMULSON	RYAN,W
R12P	HENSHAW	ANDERSON	TIMMS	MILLS	HOBSON	GRIGGS	JAMES	MCDONALD	BALL	HOSKINS	FOREMAN
R15H	ALLEN	SHERIDAN	BISSETT	DETTLE	WALKER	ORR,F	BEAVER	ECHOLS	ECK	BOESEN	HURLBURT
R16P	MILLER	CLARE	BISHOP	QUINN	BURKETT	PHILLIPS	ADAMICK	FISHER	WILBERT	CONNOR	SCHMIDT
N18N	KUYKENDALL	RENEAU	HUDKINS	BLOOMER	ALLMON	ELIAS	VERNINO	MCKAY	WALKER,K	WINGO	BAUCK
R21S	WATERS	NELSON	ROBISON	POWERS	LONGSWORTH	HOSSFELD	HART	HUBBARD	LEIRNO	LARSON	ROBERTS
R30H	GORDON	SWEATT	MARTINICH	WRIGHT	ANDERSON	VIRDEN	RIOS	RYAN,M	HEATH	REBER	BONN
N90C	GARVIN	GJELHAUG	LUTTMAN	HAMMOND	BROWN	MARTIN	LUCKY	CARMEN	MARCELLO	DAVIS	GOLIGHTLY
N78I	MERSEREAU	ADAMS	CAUFFIEL	SPETNER	HARRINGTON	MALLORY	POLLARD	ORR	PEARCE	GOLOSBERRY	KOERNER
R40K	SMITH,J	SIMPSON	REESE	GEORGE	THOMPSON	ADAMS	WILLIAMSON	WALDROP,H	WALDROP,D	PENNINGTON	MCFARLAND
R52F	COTTLE	DUNHAM	SCHAACK	ADAMS	SHAMHART	MORRIS	LAFFERTY	YATES	JOHNSON,D	ELLIOTT	SEILS
N91C	GOAD	HOYT	OLIVE	CALLAHER	HESS	AABERG	GINTHER	SCHOENFELT	MICHAEL	HEISEY	WALKER,C
166F	SHEEHY	STROMBERG	WILLIS	FAULKNER	EMERSON	RICHEY	BELL	TURNER	EVANS	WHITE	MORGAN

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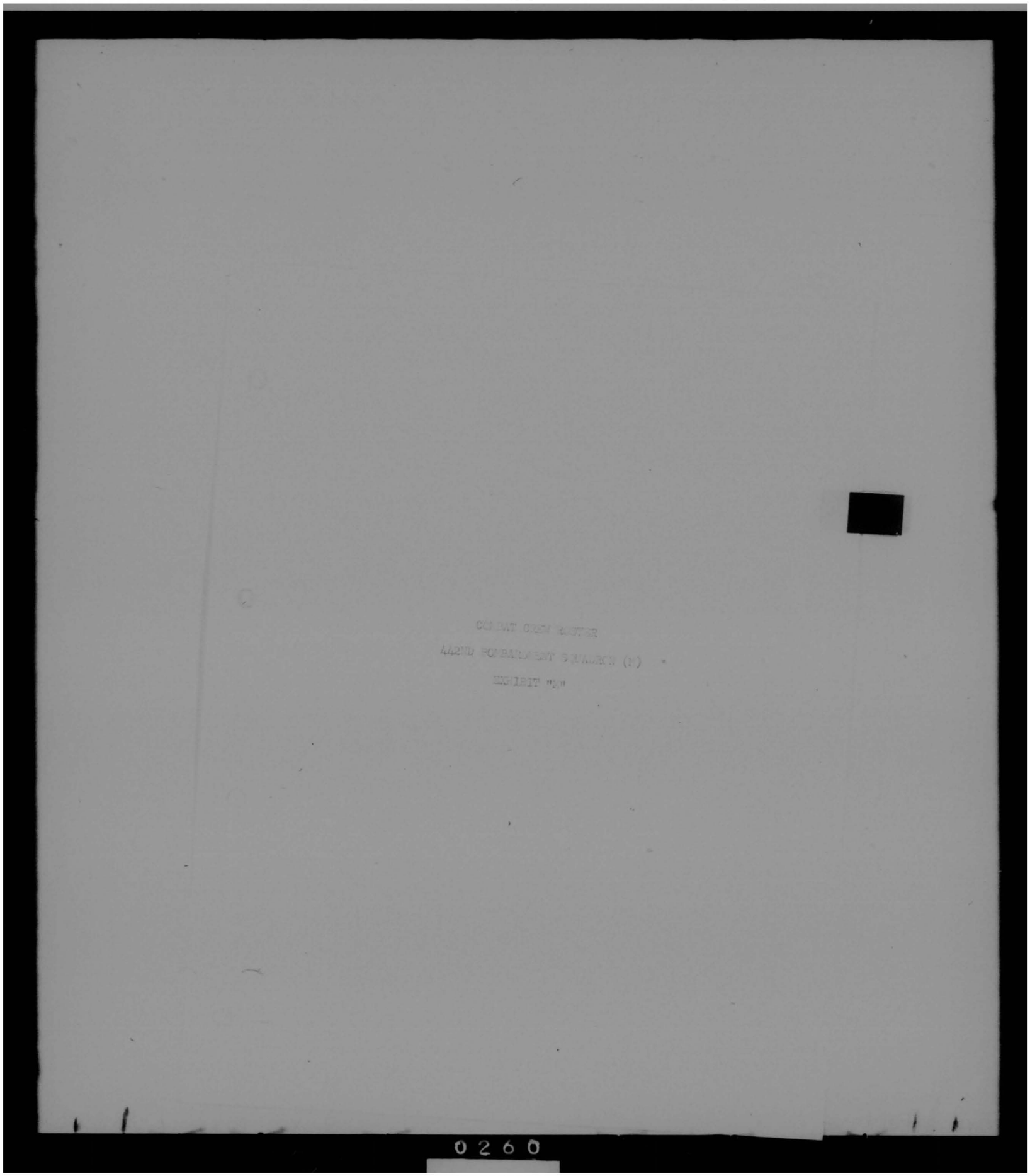

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443RD BOMB SQUADRON

COMMANDING OFFICER
LT COL WOULD

CREW ROSTER

OPNS OFFICER
MAJOR MARTIN
POSTED: 31 JAN 45

STATUS	A/C	PILOT	NAVIGATOR	BOMBARDIER	RADAR	ENGINEER	RADIO	CFC	LG	RG	TG
R32G	GREEAR	MULLIN	FITZURKA	OWEN	LANGLEY	BRUMBAUGH	POOR	CHATFIELD	AMES	SMERCIAK	WATSON
R8CD	KOSKO	CATRON	HAYES	STEWERT	PERRY	PASSMORE	MESSING	KLINGE	WEISKE	LADD	RODRIGUEZ
R57D	KAMP	LANE	COCHRAN	COLEMAN	DAVIS	SALVATORE	KEMP	MANCUS	STONESTREET	DALLEY	KOSUT
R49E	LOVELL	BICE	TAYLOR	NELSON	ALLEY	CROUCH	ANDERSON	WHITE, O	HAYNES	ROVNAK	SMITH, TC
R47C	STEVENS	MARTIN	ORTH	ORR	IMBORNONE	WHITE	YORK	VERNON	WATSON	LANE, R	HAWKINS
R25K	PASCOE	FARRIS	ROTHERS	TAYLOR, G	SMITH, A	ADAMS, R	RODEMAN	SMITH, DJ	STIMAK	HOWELL	BURNHAM
R29L	ADAMS	OWENS	FORNES	ESTES	ASTOR	SCHULER	TAIT	GATES	DRAEGER	DANIELS	GASSMAN
N98B	CRANE	KNOPP	WELLMAN	KINCAID	RIDEMOUR	PINKHAM	FERGUSON	STEIN	GRANT	BROWN	ANDERSON
R99B	BAKER	MAXWELL	PERLYUZIK	BARTELS	RICE	LOTT	STONE	CUSTER	EUBANK	CURTIS	PEMA
N88D	TROST	BYRUM	HUGHES	LAUSTRUP	WEEDMAN	BAKER	ALMEDIA	GILSON	LEWICKI	TECTOR	DUNCAN
R58L	LINIGER	BROWN, B	BOROVILOS	SWEET	HUDIBURGH	REYNOLDS	DURST	GARRETT	HENLEY	MCCARY	GLEASON
N89B	CHALIFOUX	WHYTE	STATUM	GAUCHE	MELEKY	HARRIS	BOWMAN	HICKMAN	POTTS	MULLINS	RAIKES
R61E	HODGE	BEBENIN	HARDIN	BASILE	ALMACK	CRFACH	KAUGHER	SESSIONS	SKIDMORE	WOOLFOLK	NELSON, A

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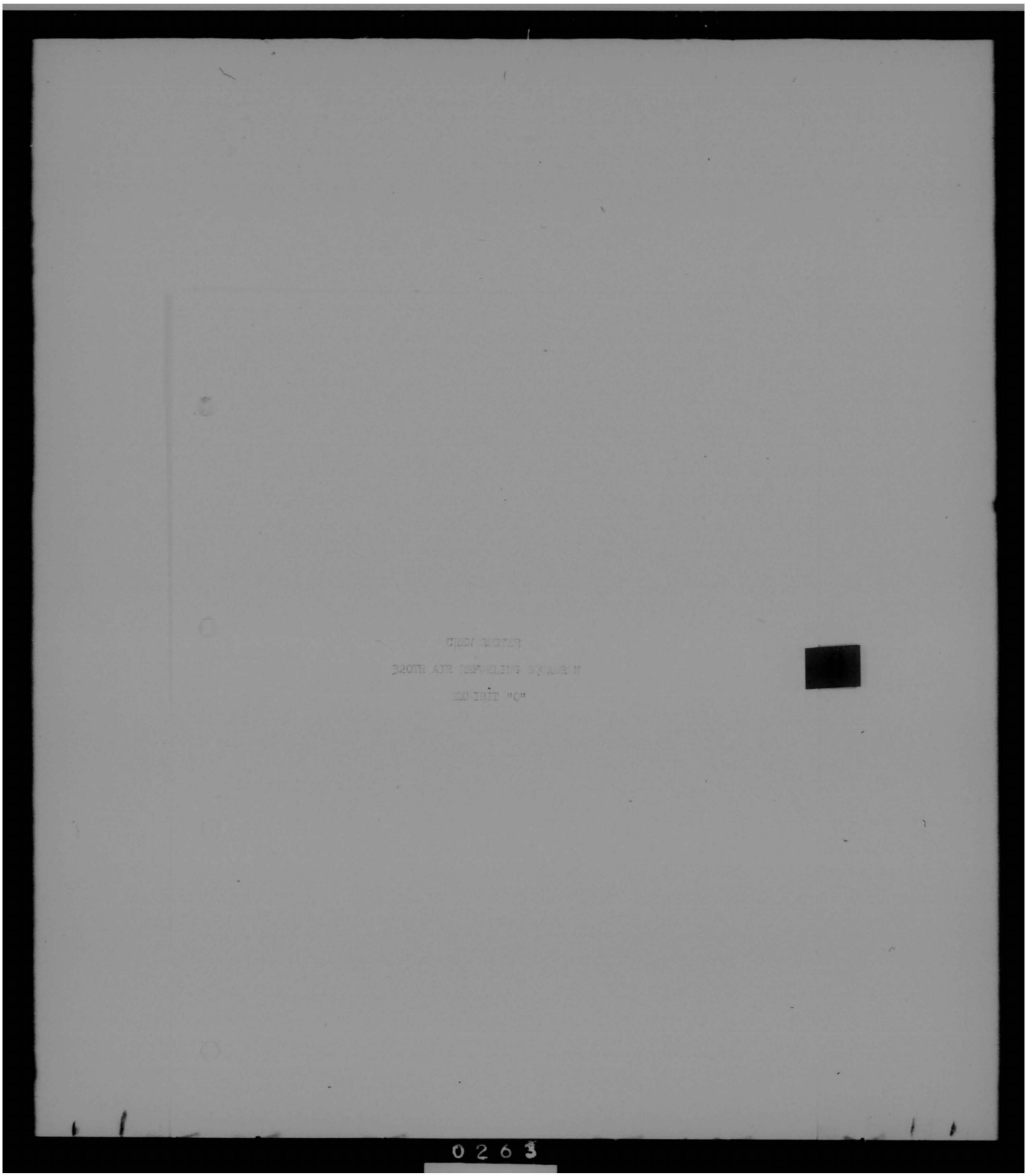

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320TH AIR REFUELING SQ

CREW ROSTER

COMMANDING OFFICER
LT COL IRELAND

OPERATIONS OFFICER
MAJ DERRICK

POSTED 31 JAN 53

STATUS	A/C	C/P	NAV	APE	R/O	BOOM OP	ASST B/O
M01AO	DECKER	THORGERSON		PLESSER	CROSS	GAJDARIK	CAMPBELL
M06AO	PHILLIPS	McARTHUR		ADAMS	MARTINEZ	MEDINA	MOREELAND
M14AO	STENGER				BROWN	CACHIANES	PLOURDE
M07AO	STAPEL	ROMANS		COCHELL	KIDLON	WILLIAMSON	DEAN
M19AO	WEAVER	WISNIEWSKI		HOLT	ROBINSON	MORGAN	HULING
M12AO	DMYTYRK			BENTON	MASON	O'NEIL	O'CONNOR
M03AO	NELSON			BEEBE	SELBY	CARNES	CARPENTER
M17AO							
M10AO	BENWELL			GREENE	ELLIS	BLAND	ULKUS
M04AO	TAYLOR	ZENTZ		CONNELLY	MORRISETTE	VINKLAREK	EDDINGS
M20AO	WALKER	GRUBER		RODRIGUES	TERRIO	DENNIS	GERARDEN
M15AO				KRAFT			
M18AO	BARNETT	AHERN		LEONARD	LUCK	KENNEDY	SAWTELLE
M05AO	BYRD	DIDDLE		CROSSGROVE	WILLIUG	STEPHAYS	TAYLOR, F
M02AO	BURKETT	DOMBAUGH		WILLIAMS	TAYLOR, L	POTTER	BRUCE
M13AO	DAVIS	EVANS		BUSHBY	COX	BURBAGE	HOOKE
M11AO	HUNTER	STANLEY		HICKS	BRENNAN	CONOVER	SMITH, H.C.
M16AO	McDONALD	HUTCHINGS		HOVINGA	SCANLON	AUGSLEY	PILON
M09AO	SCOGGAN	STERIOS		EVERETT	THOMPSON	MYERS	SVIRIDENKO
M08AO	MARTIN	JACOBS		CORDERY	BASHAM	TOWERS	MATHIS

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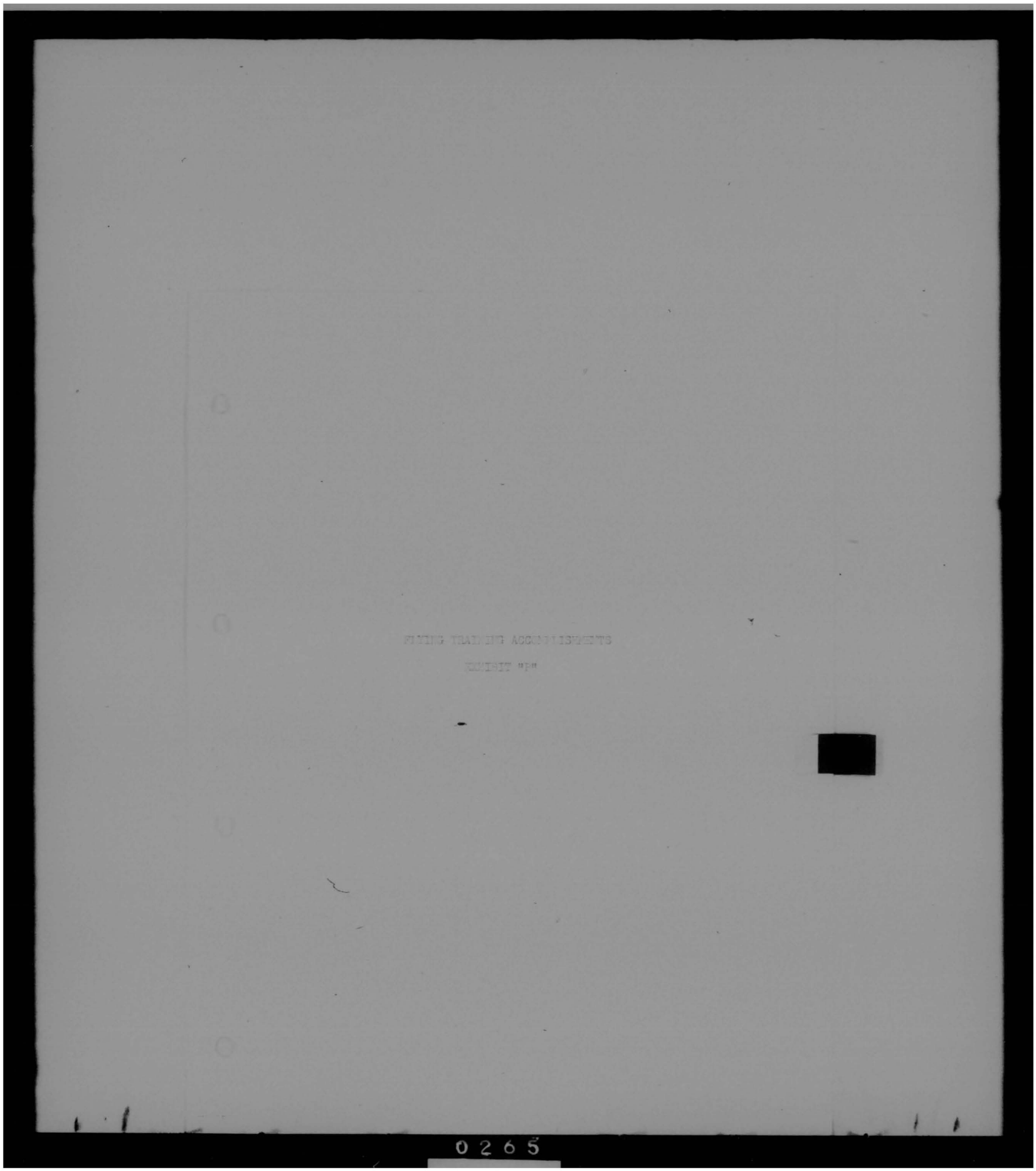

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FLYING TRAINING ACCOMPLISHMENTS

Total Flying Time - KC-97	572:00
Total Flying Time - B-29	910:00
Number Sorties - KC-97	94
Number Sorties - B-29	96
Number Practice Bombs	57
Number Scored Bombs	6
Radar Gross Errors	1
Radar Attacks Camera Scored	2
Radar Record Runs	24
Malfunction Runs	5
Visual Gross Errors	0
Visual Record Runs	20
Night Celestial (Quality)	3
Night Celestial (Quantity)	11
Day Celestial	20
Grid Legs	6
Other Navigation	56
Maximum Load Missions	0
Number Rounds Fired (A/A, A/G)	17330
Number Scored Attacks	0
Hours Formation 3-8 aircraft	3

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Hours Formation 9 aircraft	0
Formation Bomb Drops	1
Formation Assemblies	3
Long Range Cruise Control (Sup)	0
Long Range Cruise Control (Unsup)	3
Record Runs Against A/C	6
Records Runs Simulators (SAC)	11
Record Runs A/C Spot	26
Hours Pilot Proficiency	0
Hours Depressurized Flying	28
Number GCA's	132
Number Maximum Weight Take Offs	9

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HISTORICAL REPORT

320TH

BOMBARDMENT WING MEDIUM

CHAPTER III

FEBRUARY 1953

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SECURITY INFORMATION
[illegible]
[illegible] 10th BW
DATE: 1 April 1953
INITIALS: JMH

K-NG-320-H
FEB 1953

HISTORY OF THE

320TH [illegible] (H)

FEBRUARY 1953

March Air Force Base, California

Prepared by S/Sgt Wilbur [illegible] Wiseman, AF 15 [illegible] 367
in accordance with
AFR 210-1 and SAC Manual 210-1

Julian M. Hexum
JULIAN M. HEXUM
Captain, USAF
Historical Officer

Francis W. Nye
FRANCIS W. NYE
Colonel, USAF
Commanding

12th Air Division
Fifteenth Air Force
Strategic Air Command

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SECRET SECURITY INFORMATION

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SECRET SECURITY INFORMATION

MISSION

The mission of the 320th Bombardment Wing, Medium, is outlined in Historical Report I, Chapter I, dated December 1952.

WING REGULATION

Wing Regulation # 5-6[1], dated 27 February 1953, was published and is applicable to Staff Sections and activities of the 320th Bombardment Wing. The purpose of this regulation is to provide periodic review of regulations emanating from this headquarters to insure correct applicability and content of the current regulations. It is the responsibility of the Adjutant, this Headquarters, to insure compliance with this regulation. Whenever deemed necessary, the Adjutant will prepare Section I of 320 BW Form 139, "Regulation Review Form", and submit it to the Director or Chief of the applicable Wing Staff Section for review of regulation(s) cited thereon and for completion of Section II of the form. Normally only those regulations associated with the function of the Section will be caused to be reviewed. When practicable, a copy of the regulation to be reviewed will be appended.

SECURITY SECTION

There was a considerable decrease in Security violations in the 320th Bombardment Wing for the month of February. Violations committed were two on the loss of Restricted area passes. There was a wind alert during February which was performed very satisfactorily.

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1. 320th Bomb Wing Reg # 5-6, dated 27 Feb 53,----------"RESTRICTED"

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The security tests which were requested by the Commanding General, 12th Air Division, was accomplished with a total number of 21 successful penetrations performed against the 320th Bomb Wing out of a possible 40 penetrations. There was a marked decrease in successful penetrations during the latter part of the tests. It is also believed that these tests have provided the best practical security training yet devised. The 320th Bombardment Wing has greatly profited by the experience gained during these tests. Many steps have been taken to reduce the number of successful penetrations. For example, 2/ any officer or airman who is not recognized by the individual responsible for the security of the aircraft must first enter the engineering office where personal identification will be made or where telephone confirmation of the person's identity and right to be admitted to the aircraft will be determined. Upon such identification or confirmation, the Engineering Officer or Line Chief will supply the individual with a number from a list which will be compiled daily. This daily list will consist of five numbers for each aircraft and will be made in two copies, one to be retained by the Engineering Section and the other to be issued to the crew chief of each aircraft. Upon receipt of the number from the individual desiring access to the aircraft, he will proceed to the aircraft and state the number of the crew chief. The crew chief will then delete the number from the list as will the Engineering Officer or line chief. When the next person is supplied with a

2.- Information obtained from report prepared by 320 OSC, dtd 27 Feb 53, Subj: Results of Vulnerability Tests.

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number, he will be given the next number on the list.

INSPECTION SECTION

The Quarterly Inspection on Organization and Management was conducted on 10 February 1953, under authority contained in 320th Bombardment Wing Regulation 123-1 dated 1 December 1952.[3] The status of the Squadrons and Staff Sections was considered satisfactory. There were only minor irregularities and deficiencies within these organizations.

LEADERSHIP AND MORALE

An analysis of the 12th Air Division Unit Leadership and Morale Rating System was made for the month of February and the months of December and January.[4] The most substantial gains were made by the 320th Medical Group, and the 442nd Bombardment Squadron. The 320th Medical Group made the greatest improvement on the base, with a 31.14% increase. The 320th Medical Group advanced from 29th place on the base during January, to 5th place in February 1953. The 442nd Bombardment Squadron advanced from 20th place on the base in January to 4th place in February 1953. The 442nd Bombardment Squadron also advanced from 7th place in the Wing to 1st Place for February 1953.

The Wing showed an increase to 82.3% for February from 76.3% in January on a one month basis and an increase in February to 80.8% from 76.9% in January on a three month basis on percentage of maximum points obtainable. The Wing has three NCOL's for the month of February but

3. This Regulation is contained in 320th Historical Report 1, Incl "D", dated December 52.
4. Ltr, 320th AAC, Dated 16 march 1953, Subj: Analysis of the Unit Leadership Effectiveness and Morale Ratings---------(illegible)

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points were primarily lost in Reenlistment and NCO Mess Membership factors.[5]

MONTHLY ANALYSIS

The Monthly Analysis Report for February 1953, RCS 15-U2, was completed and forwarded to the Fifteenth Air Force.[6] It showed the Wing had good scores in the SAC Rating System for all categories except Personnel[7] and Operations. The reason for the low rating in the Operations category is because most of the emphasise was placed on cross training and the forth-coming B-47 conversion.

DECORATIONS

Three different decorations were presented to men of the 320th Bombardment Wing by Colonel Loran D. Briggs, Wing Commander, at ceremonies conducted on 22 February 1952.[8] The highest decoration of the day was awarded to A/2C Charles W. Reisey in the form of the Distinguished Flying Cross. Major Thomas A. Wacht was presented the Bronze Star and Captain Robert [illegible]. McQuady received the Commendation Ribbon. All three of the decorations were given for service in the Korean theater.

5. Unit Leadership Effectiveness and Morale Rating System Report--TAB"C"
6. Monthly Analysis for February 1953, (RCS: 15-U2)----------TAB"D"
7. See Historical Report # II, Chapter II, Page 6, Dtd Jan 53.
8. Beacon Article----------TAB"E"

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MANNING

A matter of great concern to the 320th Bombardment Wing has been the instability which has constantly plagued the organization. It has been a normal practice for the command to lose and gain as high as 15% of its assigned strength per month.

In addition to the normal disadvantages of instability, we have experienced one other. This has been the predominate loss of skilled personnel with the gain being mostly in the unskilled levels. During the month of February, however, the 12th Air Division announced a Strategic Air Command policy which was designed to reduce this additional disadvantage.[9] The policy provides that tactical squadron commanders, operations officers, members of Standardization Boards, and certain airmen occupying key assignments in the maintenance field were to be stabilized in their positions. The stability offered in the new policy was applicable only to Strategic Air Command requirements and did not act to countermand the provisions of AFRs 35-39 and 35-59.

The new policy is indeed encouraging to supervisory personnel who in the past have witnessed a constant drainage of their skilled technicians. It has not, however, acted to eliminate the volume of withdrawals. There was for example, during the month of February, an output of 159 personnel and an input of 128. These figures were composed as follows:

9. ADOPE 350, Subj: Stabilization of Personnel, dtd 18 Feb 53.

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SECRET SECURITY INFORMATION

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	Officers	Airmen
Strength 1 February	371	1464
AF Transfers	9	67
Overseas Transfers	13	47
Separations and Discharges	10	44
Total Losses	31	158
Gains	8	120
Strength 28 February	365	1426

CLASSIFICATION

Reclassification action was not very extensive during the month of February. This limited activity was due to the new procedure involving reclassification as a result of job testing. Reclassification action was completed on 87 cases. These actions were as follows:

Upgraded to 7 level	3
Upgraded to 5 level	10
Upgraded to 3 level	12
Change of Duty Field	11
Total	29

TRAINING

There was an upward trend in the number of Airmen personnel enrolled in schools during the month of February 1959. There were for example, a total of thirty who completed their training, whereas 58 matriculated

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in technical training schools. The reverse, however, is true for the officers. Whereas only three entered school courses, 16 completed them.

Airmen Promoted

A total of 150 airmen were promoted as a result of their proficiency in their career fields.

Promotions to the various grades were as follows:

3 Master Sergeants

6 Technical Sergeants

29 Staff Sergeants

46 Airmen First Class

32 Airmen Second Class

14 Airmen Third Class

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SECRET SECURITY INFORMATION

MARKER BEACON CONTROL DAMAGE

Ninety-two missions were flown during the past 6 months period in which chaff drops were a portion of the mission. Eighty-one per cent of these missions, or by actual count 74 aircraft, resulted in marker beacon antenna damage by chaff bundles striking the antenna.[10]

The Philco Technical representative assigned to ECM Maintenance submitted information relative to this recent condition in his reports of November and December 1952. In October of 1952, 15th Air Force message BM6E 3944, dated 23 September 1952, was received. This message was relative to T.O. 01-23J-279 in which installation of flush mounted marker beacon antennas were required. This message further stated that applicable kits would be available in February 1953. Although relocation of the marker beacon and marker beacon antennas have been frequently discussed within the Wing, no positive action has been effected pending receipt of flush mounted antenna kits.

MAINTENANCE - 443D BOMB SQUADRON

During the month of February 1953 the maintenance section of the 443rd Bombardment Squadron accomplished 312 hours of flying time, four periodic inspections, 3 harmonizations and 21 post flight inspections. Maximum effort was made to prepare for the 15th Air Force annual inspection.

One of the major problems encountered during the month of February

10. This information obtained from Ltr prepared by 320 MDC, to CG, 15AF, dated 12 Feb 53.

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was the lack of transportation. No pick-up trucks, tugs or A-2 tractors were available for weeks at a time. This situation was brought to the attention of chief of maintenance and the Director of Material. The transportation problem was partially solved by assigning radio trucks to maintenance sections, however this system has not been wholly satisfactory and has resulted in slow downs in the parts pick-up system with a noticeable rise in indirect time. Excessive paper work has burdened flight chief supervisors to the extent that the quality of the maintenance section has suffered.

Another problem encountered during the month of February was the shortage of personnel due to the conversion program to B-47's. Much of the personnel strength is being utilized in setting up limited B-47 T. O. Files, quotes to 170 units, B-47 training schools as well as preparing B-29 aircraft for transfer. These committments have seriously hampered the responsibility of providing airworthy B-29 aircraft for transitional training purposes.

During the month of February the personnel strength of the maintenance section was reduced by approximately 17%. To meet the work load it was necessary to borrow personnel from operations. A turn over in clerks brought about by orders hampered the timely submission of reports and proper recording of statistical data.

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MAINTENANCE - 320TH FIELD MAINTENANCE SQUADRON

The Power Plant Section built up eleven R-3350 engines during the month of February. The R-4360 engine build-up line completed two engines and also changed two engines. The R-3350 engine change crew changed ten engines. The turbo shop built up 22 turbos and issued 18 turbos. A supply difficulty is being encountered with the shortage of vacuum pumps and tach generators for the R-3350 engine, and the R-4360 engine. These engine parts are still difficult to procure, with emphasis on engine count cores and related equipment.

ECM CHAFF DISPENSER

During a special mission flown on 27 January 1953, an incident occurred which is considered to be a possible "Safety in flight" hazard and should be corrected. On a special mission flown by B-29 aircraft 44-86284 on 27 January 1953 a test drop of four cartons of chaff was accomplished for the purpose of determining the practicability of a new metal guide chute installed under the A-6 chaff dispenser for guiding the chaff tape out into the aisle of the place after it had run through the dispenser. 11/

There was no ECM radio operator assigned to the crew for this mission, so after briefing the Aircraft Commander as to the particulars of the test; one of the scanner gunners was instructed on the operation of the ECM A-6 dispenser control box as he would operate the actual drop.

11. Information obtained from report on ECM Chaff Dispenser, 320th GUOC, to CG, 15 Air Force. February 53.

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The mission was accomplished to the extent that all four cartons of chaff were successfully dropped, but in the process of accomplishment something happened to cause numerous bundles of chaff to be opened inside the aircraft, which permitted the chaff strips to be blown or scattered throughout the rear of the aircraft. In view of the fact that the stripper tape had all been pulled through the dispenser and deposited on the bottom or floor underneath, it can only be assumed that the bundles of chaff had been ripped open prior to reaching the dispenser.

It is evident that the escape hatch over the auxiliary power unit must have been opened either during take-off or while the aircraft was shooting landings during a portion of the mission.

This created a strong draft or air flow sufficient to cause the chaff bundles to open and allow the chaff strips to be blown around inside the rear of the aircraft. As these chaff strips are made of a foil which is an electrical conductor, and considering the amount, the way it was scattered and wedged into the rear gun turret, the auxiliary power unit, and every other conceivable nook and corner of the plane where there were electrical terminals or wiring or mechanical operating parts, it is evident that a serious safety hazard to the aircraft in-flight is created.

It has been recommended to the Commanding General, 15AF, that a directive be initiated whereby the combat crews be instructed to keep the escape hatch closed at all times while there is any chaff loaded on the

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chaff chute, thus eliminating the possibility of another similar situation; or a cover be designed for the boxes containing the units of chaff.

A360 BUILD-UP LINE

A staff visit was made by two IGOs from 12th Air Division during the month of January 1953. The purpose of the visit was to inquire into the procedures and functions of the A360-59 Engine Build-Up Line.[12]

The following matters were inquired into:

a. Work sheets for A360-59 Engine Build-Up Line, rework sheets for the power package and installation work sheet for the YT34-A1 Turbo.

b. Government furnished items for power package.

c. Personnel and A360 Engine Build-up in general.

The following recommendations were made during this staff visit:[13]

a. That new work sheets now available, be put into immediate use.

b. That follow-up action be accomplished by this headquarters during the week of 26 January 1953.

c. That follow-up action be taken on all government furnished items in accordance with par 28, Sec A, Part 3, AFM 67-1.

d. That personnel be permanently assigned to a specific station on the Engine Build-Up Line and that they accomplish their work at that station as indicated by work sheet.

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12. Ltr, from O/C 1200 to Executive Officer, 1200, dtd 15 Jan 53--[illegible]
13. Ibid

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The practice of assigning men to other duties before they complete a job at their assigned station should be discontinued. If a shortage of personnel makes it necessary to utilize the men in various duties within the Engine Shop at least a portion of the personnel assigned at each station should work at that station continuously until completion of their portion of the work.

Corrective action has been taken in all cases in response to the recommendations made by personnel of the 12th Air Division during a staff visit made in January 1953. A reply to recommendations was forwarded from 320th Field Maintenance Squadron, dated 16 February 1953.[14]

14. Ltr, prepared by 320th Field Maint Sq, to 320 [illegible] [illegible]

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SECRET SECURITY INFORMATION

FLYING TRAINING

Only one crew completed training minimums for the quarter ending in February. Three additional crews completed minimums with the exception of scored attacks. The primary reason for non-completion of other training minimums was cross-training of observers, B-47 conversion training and check as well as [illegible] of 1214's. The following flying time was accomplished during the month of February:[15]

	Alloc	Accom
B-29 aircraft	900 hours	923 hours
KC-97 aircraft	600 hours	450 hours
Wing Total	1500 hours	1373 hours

The grounding of KC-97 aircraft for approximately one week accounted for the non-accomplishment of required flying time. It may be noted that they did complete a proportionate share of the flying requirements.

AIR CREW GROUND TRAINING

A total of 3284 manhours were utilized in maintenance duties during the month of February 1953.

This was the last month for the 320th Bombardment Wing on the SAC Rating System. All sections kept up with routine duties in accomplishing requirements under the SAC Rating System.

The Air Crew Ground Training section concentrated on plans for converting from a B-29 Wing to a B-47 Wing. Training accomplished for

15. Flying Training Accomplishments----------[illegible]

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the month of February 1953 was as follows:

19 Officers completed 66 hours refresher for 1524's.

6 Officers are now attending High Speed Navigation Course at Mather Air Force Base.

39 Officers completed Basic Survival.

11 Officers plus one crew of 11 completed Advance Survival.

12 Officers were assigned training at Bomb Commanders School.

Major Goff completed the K-1 Course at Mather Air Force Base.

22 crew members accomplished Physiological Training for B-29 and KC-97 program.

WING AIRCRAFT ACCIDENT PREVENTION MEETING

The Monthly Wing Aircraft Accident Prevention Meeting was held in Theater #2 at 1600 hours on 20 February 1953.[16] Three hundred eight personnel were present. This meeting was held for all flying personnel assigned to the 320th Bomb Wing and the 807th Air Base Group. The meeting was conducted by the Flying Safety Officer. The plaque was awarded to the 320th Air Refueling Squadron by the Wing Commander for winning the Flying Safety Rating for the month of January. A lecture and demonstration was given by Captain Southwick on the fitting and use of the parachute, Mae West, and dinghy. These were the items emphasized in the "Safe Aircraft Campaign for 53", as outlined by SAC for the month of February 1953.

16. Ltr, 320 OCCFS, Wing Flying Safety Program for Feb 53,--------TAB"1"

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MONTHLY FLYING SAFETY RATING FOR FEBRUARY

The Monthly Flying Safety Rating for February 1953 was published and forwarded to the Commanding Officer, 320th Bombardment Wing, from the Flying Safety Officer.[17] There were no major or minor accidents in this wing so each Squadron received the maximum of 50 points on the SAC Rating System for the month of February 1953. Attendance at the Squadron Flying Safety Meetings averaged 90%. Attendance at the Wing Flying Safety Meeting averaged 64.25% for the 4 squadrons attending. No violations of Flying Regulations have been reported in this Wing during the month of February 1953.

320TH AMM MAINTENANCE SQUADRON

The Radar Field Maintenance Section has had considerable difficulty in acquiring the necessary parts to complete the construction of an ARC-27 Rock-up. There are 20 KC-97's in this Wing, all of which have the ARC-27's installed. It has been impossible to perform any maintenance on these sets other than pre-flights, post-flights, and occasional tube changes. We have been fortunate in not having any serious troubles so far, which could only be corrected with proper rock-up equipment.

Those items that have not been available have been brought to the attention of the Director of Materiel of this Wing. It is expected that the shortage will be alleviated shortly.

17. Ltr, 320 OSCFS, Subj: Monthly Flying Safety Rating for February 1953----------TAB"J"

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UNIT GROUND TRAINING SECTION

The following Wing Regulation 50-1 (GMT) training was accomplished for February 1953:

441st Bombardment Squadron	93 hours
442nd Bombardment Squadron	2,640 hours
443rd Bombardment Squadron	42 hours
320th Air Refueling Squadron	144 hours
320th Periodic Maintenance Squadron	875 hours
320th Armt and Elect Squadron	200 hours
320th Field Maintenance Squadron	10,693 hours

The following KC-97 WTO training was accomplished by the seven squadrons of the 320th Bombardment Wing for February 1953:

441st Bombardment Squadron	395 hours
442nd Bombardment Squadron	966 hours
443rd Bombardment Squadron	438 hours
320th Periodic Maintenance Squadron	26 hours
320th Armt and Elect Squadron	72 hours
320th Field Maintenance Squadron	541 hours
320th Air Refueling Squadron	721 hours

Due to the loss of the instructor from the 22nd Bomb Wing, the 55 hour Unit NBC Officer and Non Commissioned Officers course has been postponed until 6 April 53. The sum total NBC training accomplished during

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18

February is as follows:

14 Hour TR-GC Course	508 hours
Unit Training ABC	969 hours

STANDARDIZATION CREW ACTIVITIES

One Squadron Standardization Crew was checked during the month of February 1953.

During the current half of the fiscal year, one squadron Standardization Crew, one combat crew, and one staff pilot was checked.[18]

33 1/3% of the Squadron Standardization Crews were checked during the current month. Because of the anticipated conversion, and rapid and frequent personnel shifts, the amount of work accomplished has been light.

MISSION COMMENDATION

Dugway Proving Ground, Dugway, Utah, expressed its appreciation for the mission flown by the 320th Bombardment Wing on 19 January 1953 in support of the testing program at that installation. A letter of commendation was forwarded to the 320th Bombardment Wing.[19] This mission is explained in 320th Bombardment Wing Historical Report II, Chapter IV, Page 17, dated January 1953.

WING OPERATIONS ORDER

320th Bombardment Wing Operations Order 31-513 was rewritten, published, and distributed, during the month of February 1953. The mission of the 320th Bombardment Wing in this Operations Order is to alert 320th

18. Information obtained from Standardization Crew Activities Report, prepared by 320 OOCS, to CO 15AF, dated 28 Feb 53.
19. Ltr, Subj: Mission Commendation, From Hq, Dugway Proving Ground to CO, 320th Bomb Wing, W/1st, 2nd, 3rd Indorsements----------THRU

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Bombardment Wing units and evacuate 320th Bombardment Wing aircraft and crews to prevent destruction at the home base by an enemy air attack.

AIRCRAFT ABORTS

An analysis of all B-29 aborts indicates no trend requiring other than routine corrective action; however, the frequency of aborts on KC-97 aircraft caused by fulty and erratic propeller control systems has increased[20]. Close surveillance will be maintained on this type malfunction in the future. In addition, a comprehensive indoctrination "Trouble Shooting" and maintenance course is being conducted by factory representatives for the benefit of all personnel performing propeller maintenance.

44[illegible] BOMBARDMENT SQUADRON

Although many of the personnel were absent during the month, ground training minimums and flying time requirements were exceeded. The 44lst Bomb Squadron flew 309 hours, as against a goal of 300 hours, by the 21st of the month. Prior to the 21st of the month five crew chiefs were lost to jet aircraft maintenance school, leaving four crew chiefs to supervise nine aircraft. This month Operations was ordered to ready five aircraft for transfer to McClellan Air Force Base to be put in storage.

The services of personnel rated as 1037s and 1524s were lost to Operations, while these people attended or instructed in the Wing refresher course for the month of February. Most of the flying accomplished

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20. Information obtained from Monthly Aircraft Abort Reports, dated 11 Feb 53, To CG, SAC, from CO 320th Bomb Wing.

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was pilot proficiency for 124As and cross training for 124As and 152As in preparation for the scheduled conversion to B-47 aircraft.

Loss of personnel during the month included one Radar Observer, two Flight Engineers, three Radio Operators, and 7 gunners, who were attending KC-97 MTU prior to being transferred to the tanker units. These personnel compare to the portion of expected losses to the tanker units in March. Maintaining flight crew integrity was very difficult due to the absence of designated B-47 crew personnel while attending Basic and Advanced Survival courses.

320TH AIR REFUELING SQUADRON

The squadron briefing room has been completed and maps are now being placed on the map panels. Co-ordination between the 22nd Air Refueling Squadron and the 320th Air Refueling Squadron has been accomplished to insure maximum utilization of the joint-used briefing room.

The Intelligence Section has completed a World Aeronautical Chart map of the United States and a large Korean situation map in the class room.

The following training has been accomplished during the month by the Air Refueling Squadron:

KC-97 MTU training	1122:00 hours
Link trainer	33:30 hours
Physiological training	382:00 hours

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Basic Survival Training	450:00 hours
Security Training	490:00 hours
Flying Training	225:00 hours
Information and Education Training	220:00 hours
Physical Conditioning training	52:00 hours
Judo training	183:00 hours

RADAR MAINTENANCE SECTION

The Radar Maintenance Section, 320th AMS Maintenance Squadron, was further reduced in strength by a shipment of nine men to Castle Air Force Base, and this left about ten men on the line and about six men in the shops to do all radar maintenance for the B-29 and KC-97 aircraft in this Wing. The remaining men have been moved about to fill up gaps where necessary. We are fortunate in having a reduced flying schedule in the Wing and therefore a lighter work load on the Radar Maintenance Section.

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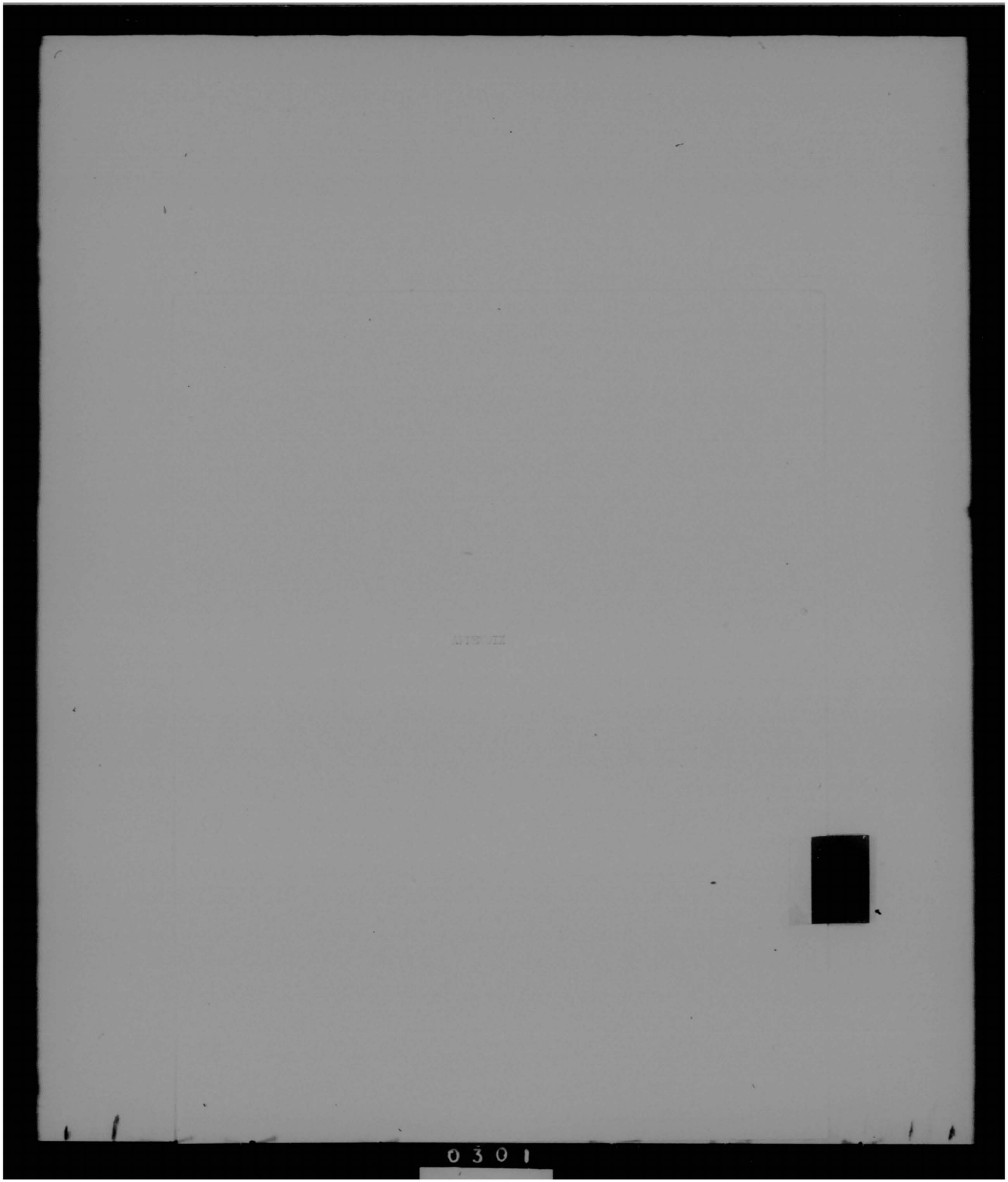

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APPENDIX

TAB

320TH BOMB WING Hist Rpt # 5-6, dated 27 Feb 53 "A"

Ltr, 320th AAO, dated 16 March 1953, subj: Evaluation of Unit Training in Operational and Tactical Duties "B"

Unit Training in Operational and Tactical Duties during Period "C"

Monthly Activities for January 1953, (320: 1-12) "D"

Missing Aircrew "E"

Ltr, Fwd w/ 1 Inc to Executive Officer, 12AD, dtd 15 Jan 53 "F"

Ltr, Headquarters 320th Bomb Wing, to 320th TW Sqs "G"

Flying Training Accomplishments "H"

Ltr, 320th GACFS, subj: Weekly Flight Safety Report for Feb 53 "I"

Ltr, 320th GACFS, subj: Monthly Flight Safety Data for Air Force, February 1953 "J"

Ltr, subj: Mission Qualification, Pilot (A), Without Proving Ground to Co, 320th Bomb Wing, 1/Lt, 2nd, 3rd, Disapproved "K"

[illegible] "L"

[illegible] "M"

[illegible] "N"

[illegible] "O"

[illegible] "P"

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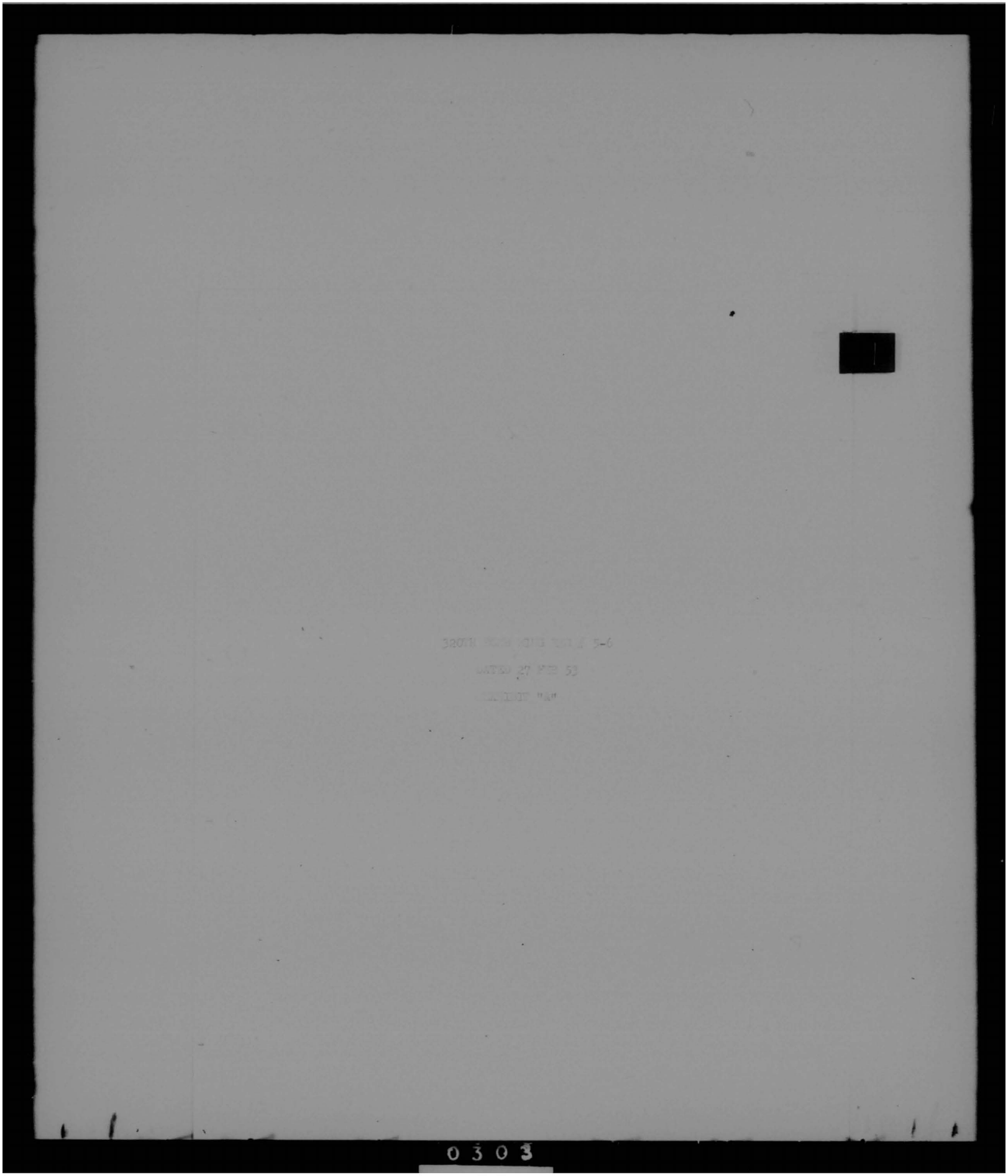

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HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

WING REGULATION)
NUMBER 5-6)

27 February 1953

PUBLICATIONS

Review of Regulations

1. PURPOSE: To provide periodic review of Regulations emanating from this headquarters to insure correct applicability and content of current regulations.

2. SCOPE: This regulation is applicable to Staff Sections and activities of this headquarters that normally prepare regulations for promulgation by this headquarters.

3. RESPONSIBILITY: It is the responsibility of the Adjutant, this Headquarters, to insure compliance with this regulation.

4. a. Whenever deemed necessary, the Adjutant will prepare Section I of 320BW Form 159, "Regulation Review Form", and submit it to the Director or Chief of the applicable Wing Staff Section for review of regulation(s) cited thereon and for completion of Section II of the form. Normally only those regulations associated with the function of the Section will be caused to be reviewed. When practicable, a copy of the regulation to be reviewed will be appended.

b. Staff agencies are responsible for screening of following classification series:

(1) Director of Personnel

14-Boards and Committees
30-Personnel
31-Military Records
32-Ground Safety
34-Personnel Services
35-Military Personnel
36-Officer Personnel
37-Warrant Officers
39-Enlisted Personnel
40-Civilian Personnel
53-Schools

(2) Director of Operations

50-Training
51-Flying Training
52-Technical Training

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55-Operations
58-Guided Missiles
60-Flying
62-Flying Safety
64-Emergency Rescue
95-Photography
96-Mapping and Charting
100-Communications
101-Electronics Systems
102-Communications Systems
105-Weather
200-Intelligence
205-Security
300-Tactics and Techniques
305-Air Employment
306-Employment of Ground Troops and Supply
310-Bombardment
315-Fighter
320-Reconnaissance
330-Glider
335-Aerial Gunnery
340-Aerial Bombing
345-Navigation
350-Camouflage
355-Defense

(3) Director of Materiel

65-Supply and Maintenance
66-Maintenance
67-Supply
68-Property Disposal
69-Property Accountability
70-Procurement and Contracting
75-Travel and Transportation
76-Air Transportation
77-Vehicles
82-Special Weapons
136-Armament
400-Logistics

(4) Comptroller

20-Organization - General
56-Plans
150-Program and Manpower
170-Comptroller
171-Statistical Services
172-Budget and Fiscal
173-Finance

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174-Reports Control
175-Auditor General
176-Non-Appropriated Funds

(5) Surgeon

160-Medical Service

(6) Adjutant

5-Publications
6-Reproduction and Printing
9-Forms
10-Correspondence
11-Administrative Practices
110-Judge Advocate General
111-Military Justice
112-Claims
120-Inspector General
121-Special Subjects for Inspectors General
123-Air Inspector
124-Director of Special Investigations
125-Air Provost Marshal
143-Memorial Service
181-Records Administration
182-Postal Services
190-Public Relations
192-Civil Liaison
193-Legislation and Liaison
210-Historical Data
[illegible]12-Libr ries
900-Miscellaneous

5. Reviewing Officers should bear in mind that unless a regulation is current and correct in every way, and is being completely enforced, it is a waste and does more harm than good because it tends to lend an air or attitude of disregard for all regulations published by a headquarters.

6. Upon completion of Section II and submission of the 320B' Form 159 to the Adjutant, necessary follow-up will be made by the action activity and the Adjutant to insure that an amendment, reissue, or rescission, if appropriate, of regulations are completed within ten (10) days of the review.

BY ORDER OF COLONEL BRIGGS:

OFFICIAL
JULIAN M. HEXUM
Capt, USAF
Adjutant
1 Attachment - 320B' Form 159

JULIAN M. HEXUM
Capt, USAF
Adjutant

DISTRIBUTION: B
less assigned squadrons

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REGULATION REVIEW FORM

SECTION III:

Instructions and Explanations:

1. Section I will be completed by the Adjutant.

2. Action Activity will answer each question as pertains to each regulation listed in Section II by indicating a "yes" or "no" in the columns provided in Section II. Typewriter or pen will be utilized.

3. If the answer is "no" to either question 1, 2, or "yes" to question 3, action activity is required to submit a draft amendment in accordance with Headquarters 320th Bomdardment Wing Regulation 5-6 by the 5th day following the "return" date of this report.

4. If the answer is "no" to either questions 4, 5, or "yes" to question 6, the regulation will be immediately and automatically rescinded by issuance of an amendment to Headquarters 320th Bombardment Wing Regulation No. 5-2 by the Adjutant.

5. If the answer is "no" to either question 8 or 9, indicat action taken in the remarks column to correct the discrepancy or indicate whether the regulation should be rescinded.

320BW Form 159 (27 Feb 53) Ref: Hq 320BW Reg No. 5-6

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REGULATION REVIEW FORM

SECTION I:

1. Date:
2. Action to:
3. Complete this form and return to Wing Adjutant prior to:
4. When practicable, copy of regulations for review are appended.

SECTION II:	Reg No. Date and Subj:					REMARKS
1. Is cited regulation current and correct in all respects?						
2. Are the wording, scope, and applicability consistent with current organization and mission of this command?						
3. Is an amendment or reissue of this regulation recommended in order to improve upon grammar to make it more concise or correct in any respect?						
4. Is this regulation considered necessary in order to conduct or accomplish a necessary phase of admin., operation, training, maintenance, etc?						
5. Is this regulation no longer applicable in many respects?						
6. Is this regulation duplicated by or in conflict with a directive from higher headquarters?						
7. Does this regulation supplement directives from higher headquarters? If answer is yes, cite directives.						
8. Is this regulation being enforced?						
9. Is this regulation generally complied with?						
10. Are there any forms used in complying with this regulation? If so, state Form NO's and indicate, if 320?/ Form, whether the form is current and correct.						

11. I have personally checked the above entries and verify as to their accuracy: _____ (Signature)

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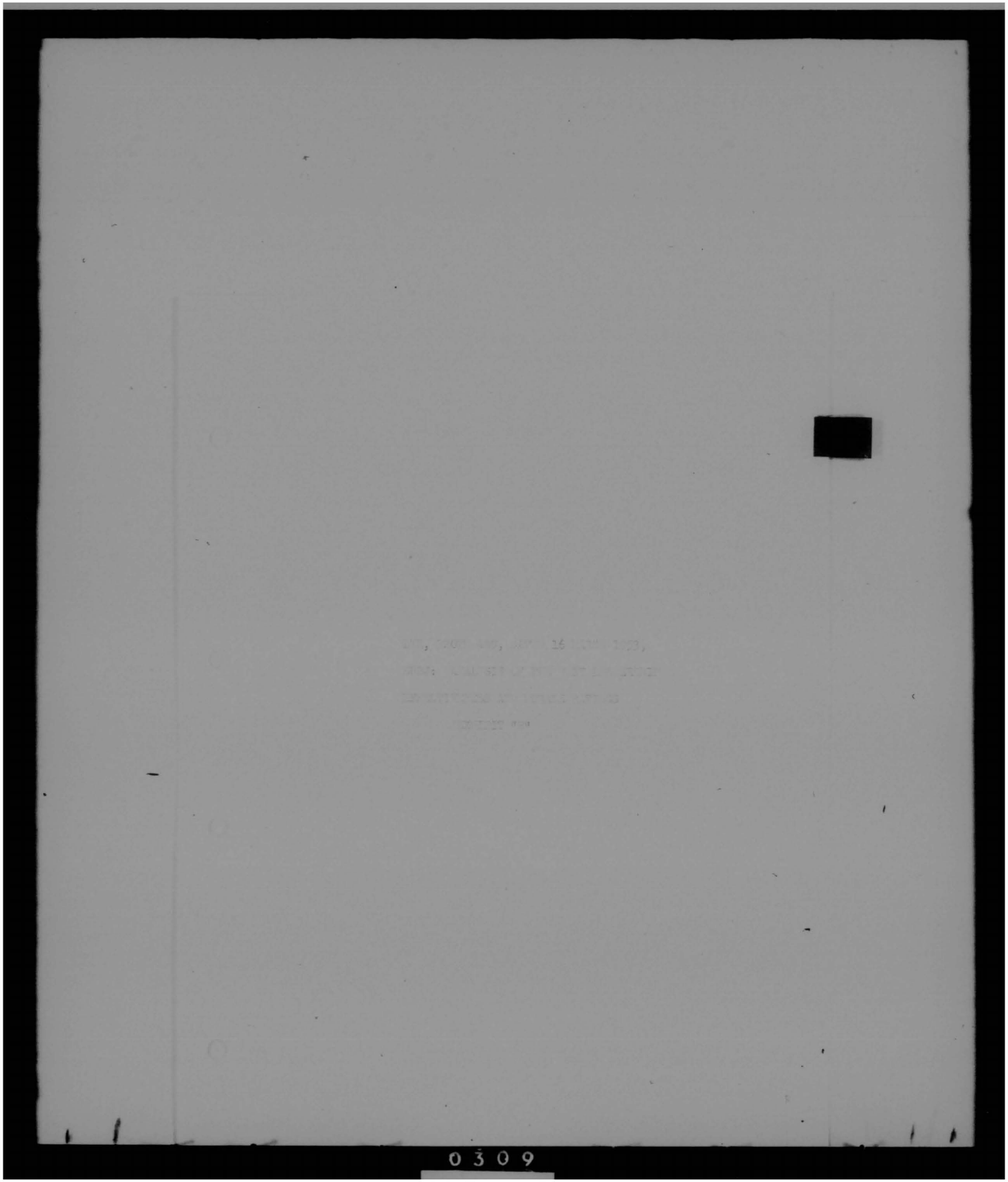

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OFFICE OF THE COMPTROLLER
HEADQUARTERS 320TH BOMBARDMENT WING (M)
March Air Force Base
California

320 AAC 16 March 1953

SUBJECT: Analysis of The Unit Leadership Effectiveness and Morale Ratings

TO: Commanding Officer
320th Bombardment Wing (M)
March Air Force Base
California

I. General

An analysis covering a three month period, December, January and February has been prepared by this office. The figures have been compiled and recorded under the provisions of 12th Air Division letter subject: "Unit Leadership and Morale Rating" dated 8 May 1952. Ratings are based on a maximum of 950 points. February ratings are also based on a one month and a combination of December-January-February which is a three month moving average. The scores are based on a percentage of maximum points obtainable.

II. Analysis

WING HEADQUARTERS

The scores and standings for the one and three month period are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
December		63.2		25		9
January	82.1	76.6	10	16	5	6
February	85.9	86.7	11	4	4	1

441ST BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month period are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
December		74.3		18		6
January	76.4	74.9	15	18	6	7
February	85.0	80.4	12	16	5	5

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

442D BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
December		75.3		13		4
January	72.9	78.3	20	11	7	3
February	92.6	85.5	4	8	1	3

443D BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
December		70.7		23		8
January	65.0	70.5	27	26	8	9
February	70.4	71.7	28	30	8	9

320TH ARMAMENT AND ELECTRONICS MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
December		73.5		20		7
January	92.6	84.3	1	5	1	1
February	67.3	79.2	29	20	9	7

320TH FIELD MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
December		75.1		14		5
January	87.5	76.6	5	14	2	5
February	76.8	77.1	22	21	7	8

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Subject: Analysis of The Unit Leadership Effectiveness and Morale Ratings

320TH PERIODIC MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
December		81.8		6		2
January	82.3	82.7	9	7	4	2
February	84.0	81.0	14	15	6	4

320TH MEDICAL GROUP

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
December		82.7		5		1
January	60.7	71.7	29	23	9	8
February	91.9	79.6	5	19	2	6

320TH AIR REFUELING SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
December		81.3		8		3
January	85.2	77.4	6	12	3	4
February	86.4	86.1	10	5	3	2

III. Comments

The Wing one month overall average amounted to 78.3% for January and 82.3% for February. The Wing overall three month average which has been showing a steady increase amounted to 75.3% for December, 76.9% for January and 80.8% for February. Discrepancies are caused primarily by the reenlistment and NCO Mess Membership factors.

There were 31 Squadrons competing in the three month period.

ELLIOTT A. FERDON
Lt. Col., USAF
Comptroller

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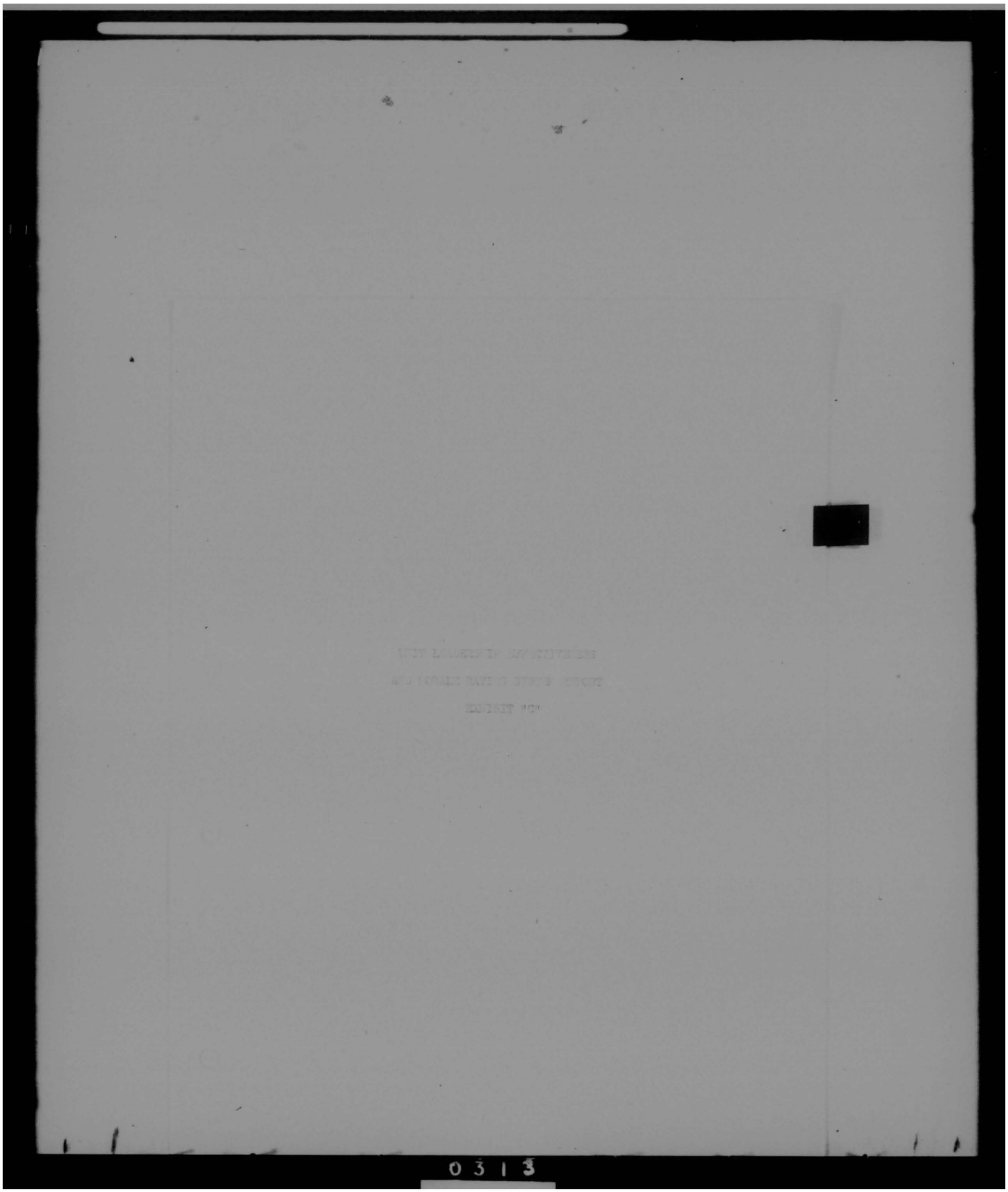

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LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM

Award Sheet

The scores awarded for the various categories in the Leadership, Effectiveness, and Morale Rating System are based on a new scoring system that will be published in the near future. The standings as shown on the attached scoring sheet are based on the experience data for February only. The awards for 1st 2nd and 3rd place as shown below are based on the average of the percent of maximum possible score earned for February and the two preceeding months. The two preceeding months scores were revised to reflect a score based on the new scoring system. The award for "greatest improvement" was based on the percent of maximum score earned in February as compared to January. (Note: January's score revised as stated above)

AWARDS FOR FEBRUARY

12th A D Assigned Units	% of Possible score	12th A D Tenants	% of Poss score
First Place 22 Medical Gp.	93.58	March Flt Sv Ctr	84.09
Second Place 22 Air Rflg Sq	88.28		
Third Place 22 A&E Maint Sq	87.53		

Greatest Improvement
320th Medical Group 31.14 percent of Increase

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM - FEB	Page 1	1. Hq Sq Sec 807th ABG		2. 807th Supply Sq		3. 33d Bomb Sq		4. 442d Bomb Sq		5. 320th Med Gp		6. 22d Med Gp		7. 22d Air Refl Sq		8. 2nd Bomb Sq		9. 22ndA & E Maint Sq	
CATEGORY	PFD Str	368		407		137		218		109		218		255		140		294	
Part I Disciplinary Offenses	Pts Allto	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	0	60	0	60	0	60	1	42	0	60	0	60	1	54	0	60	0	60
b. AWOL	130	0	130	0	130	0	130	0	130	0	130	0	130	0	130	0	130	0	130
c. Serious Incidents	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90
d. Drunk and/or Disorderly	60	0	60	0	60	0	60	0	60	0	60	1	48	1	54	2	12	0	60
e. Uniform Violations	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20
Part II Ground Safety																			
a. Minor Accidents (Other)	20	0	20	4	8	1	14	0	20	0	20	0	20	0	20	0	20	0	20
b. Major Accidents (Other)	50	0	50	1	33	0	50	0	50	0	50	0	50	0	50	0	50	0	50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	1	50	1	50	0	50	1	45	0	50	0	50	1	50	0	50	0	50
b. Driving Drunk	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90
c. Major Accidents Vehicle	50	0	50	0	50	0	50	1	33	0	50	1	33	0	50	0	50	1	33
d. Minor Accidents Vehicle	20	0	20	2	10	0	20	0	20	0	20	0	20	1	12	0	20	0	20
Part IV Reenlistments		D	R		D	R		D	R		D	R		D	R		D	R		D	R		D	R	
a. Regular	150	3	1	150	2	1	135	2	2	150	3	2	150			NR			NR	5	2	105	5	3	150	1	1	150
b. Reserve and ANG		4	2		0	0		0	0		0	0								2	1		3	2		0	0	
c. %Term. ANG & Res/% Reenlmt		57/43%			0/50%			0/100%			0/67%									29/43%			38/63%			0/100%		
Part V NCO Mess		E	M		E	M		E	M		E	M		E	M		E	M		E	M		E	M		E	M	
a. Members NCO Mess	30	119	76	0	120	120	30	30	8	0	49	30	0	21	5	0	54	25	0	102	78	0	25	25	30	67	67	30
Part VI Administration																												
a. Delinquent MPO's	60	0	60		0	60		0	60		0	60		0	60		0	60		0	60		0	60		39	0	
b. Morning Report Errors	70	0	70		0	70		1	49		0	70		1	35		1	63		1	63		3	14		5	21	
% of Max Score (3 Mo. Avg.)		86.05			85.82			84.98			85.53			79.61			93.58			88.28			79.88			87.53		
TOTAL POSSIBLE SCORE (Feb)		950			950			950			950			800			800			950			950			950		
SCORE ERND (Feb)		920			896			893			880			735			734			848			846			824		
% OF MAX SCORE (F)		96.84			94.31			94.0			92.63			91.87			91.75			89.26			89.05			86.73		

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM - FEB Page 2		10 320th Air Rflg Sq		11 Hq Sq 320th Bmb Wing		12 441 Bomb Sq		12 3933 RBS Sq		13 22 Fld Maint Sq		14 320th Fdc Maint Sq		15 807th Ops Sq		16 807th Food Sv Sq		17 807th AF Sq	
CATEGORY	PFD Str	186		162		208		63		318		122		489		592		407	
Part I Disiciplinary Offenses	Pts Alltd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	1	30	0	60	0	60	0	60	0	60	0	60	0	60	0	60	0	60
b. AWOL	130	0	130	0	130	1	71.5	0	130	0	130	0	130	4	45.5	6	32.5	1	130
c. Serious Incidents	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90
d. Drunk and/or Disorderly	60	1	42	2	12	0	60	0	60	1	54	0	60	1	60	4	30	0	60
e. Uniform Violations	20	0	20	0	20	0	20	0	20	0	20	0	20	2	16	1	20	0	20
Part II Ground Safety																			
a. Minor Accidents (Other)	20	0	20	0	20	0	20	0	20	0	20	1	10	0	20	10	4	0	20
b. Major Accidents (Other)	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	1	33
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	1	40	0	50	1	45	0	50	1	50	2	10	3	40	2	50	0	50
b. Driving Drunk	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	1	90	0	90
c. Major Accidents Vehicle	50	0	50	0	50	0	50	0	50	1	33	0	50	1	33	0	50	0	50
d. Minor Accidents Vehicle	20	1	8	1	6	0	20	0	20	0	20	1	4	0	20	0	20	0	20
Part IV Reenlistments		D R		D R		D R		D R		D R		D R		D R		D R		D R	
a. Regular	150	2 1	135	2 2	150	1 1	150		NR	1 0	60	1 0	150	2 1	150	1 1	150	3 0	7.5
b. Reserve and ANG		0 0		3 0		1 0				4 1		2 2		4 2		0 0		0 0	
c. % Term. ANG& Res/% Reenlmt		0/50%		60/40%		50/50%				80/20%		67/67%		67/50%		0/100%		0/0%	
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	77 36	0	72 39	0	59 28	0	31 22	0	66 43	0	20 14	0	143 84	0	93 89	18	56 40	0
Part VI Administration																			
a. Delinquent MPC's	60	0	60	0	60	0	60	0	60	0	60	0	60	1	60	5	36	0	60
b. Morning Report Errors	70	1	56	2	28	3	21	0	70	1	70	3	14	2	63	0	70	0	70
% of Max Score (3 Mo. Avg.)		86.11		86.67		80.44		81.90		79.67		80.95		81.89		75.19		74.44	
TOTAL POSSIBLE SCORE (Feb)		950		950		950		800		950		950		950		950		950	
SCORE ERND (Feb)		821		816		807.5		680		807.0		798		797.5		770.5		760.5	
% OF MAX SCORE (Feb)		86.42		85.89		85.00		85.00		84.94		84.00		83.94		81.10		80.05	

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM - FEB Page 3		9th Weather Sq		Hq Sq 22d Bomb Wg		807th Mtr Veh Sq		1907th AACS Det.		320th Fld Maint Sq		807th Instl Sq		42d Air Resc Sq		22d Pdc Maint Sq		19th Bomb Sq	
CATEGORY	PFD Stg	51		140		320		116		258		326		117		202		154	
Part I Disciplinary Offenses	PtsAltd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	0	60	0	60	0	60	0	60	0	60	0	60	1	24	0	60	0	60
b. AWOL	130	0	130	1	45.5	3	32.5	0	130	0	130	0	130	0	130	0	130	0	130
c. Serious Incidents	90	0	90	0	90	0	90	0	90	0	90	3	0	0	90	0	90	0	90
d. Drunk and/or Disorderly	60	0	60	1	30	0	60	0	60	1	54	2	36	0	60	0	60	0	60
e. Uniform Violations	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20
Part II Ground Safety																			
a. Minor Accidents (Other)	20	0	20	0	20	2	14	0	20	0	20	2	14	0	20	1	16	0	20
b. Major Accidents (Other)	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	0	50	1	35	1	50	1	30	1	50	1	50	0	50	0	50	3	10
b. Driving Drunk	90	0	90	0	90	2	18	0	90	0	90	0	90	0	90	0	90	0	90
c. Major Accidents Vehicle	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50
d. Minor Accidents Vehicle	20	0	20	0	20	1	16	0	20	0	20	0	20	0	20	0	20	0	20
Part IV Reenlistments		D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R
a. Regular	150		NR	3	1 150	1	1 150		NR	0	0 15		NR	1	0 7.5	4	0 7.5	1	0 7.5
b. Reserve and ANG				2	2	1	1			17	2			0	0	4	0	0	0
c. % Term. ANG&Res/% Reenlmt				40/60%		50/100%				100/12%				0/0%		50/0%		0/0%	
Part V NCO Mess		E	M	E	M	E	M	E	M	E	M	E	M	E	M	E	M	E	M
a. Members NCO Mess	30	17	5 0	55	36 0	82	40 0	41	24 0	57	25 0	59	54 6	59	56 0	40	32 0	29	29 30
Part VI Administration																			
a. Delinquent MPOs	60	0	60	0	60	0	60	0	60	0	60	3	36	0	60	0	60	0	60
b. Morning Report Errors	70		NR	2	21	1	70		NR	4	21	2	49		NR	5	14	4	14
% of Max Score (3 Mo. Avg.)		84.00		81.42		69.95		72.22		77.13		74.65		76.61		75.35		72.58	
TOTAL POSSIBLE SCORE (FEB)		880		950		950		880		950		800		880		950		950	
SCORE ERND (FEB)		700		741.5		740.5		680		730		611		671.5		717.5		711.5	
% OF MAX SCORE (FEB)		79.54		78.05		77.94		77.27		76.84		76.38		76.30		75.52		74.89	

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM - Feb Page 4		61 March Flt Sv Ctr		68 443 Bomb Sq		67 320th Maint Sq		30 523 Band	
CATEGORY	PFL Str	57		201		233		36	
Part I Disciplinary Offenses	Pts Allte	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	1	6	0	60	0	60	0	60
b. AWOL	130	0	130	0	130	2	45.5	1	0
c. Serious Incidents	90	0	90	0	90	0	90	0	90
d. Drunk and/or Disorderly	60	0	60	1	42	0	60	0	60
e. Uniform Violations	20	0	20	0	20	0	20	0	20
Part II Ground Safety									
a. Minor Accidents (Other)	20	0	20	0	20	0	20	0	20
b. Major Accidents (Other)	50	0	50	0	50	0	50	0	50
Part III Veh Accident Prevention									
a. Moving Traffic Violations	50	0	50	2	25	2	30	0	50
b. Driving Drunk	90	0	90	0	90	1	63	0	90
c. Major Accidents Vehicle	50	0	50	1	33	0	50	0	50
d. Minor Accidents Vehicle	20	0	20	0	20	0	20	0	20
Part IV Reenlistments		D R		D R		D R		D R	
a. Regular	150	2 0	7.5	2 0	7.5	0 0	7.5	1 0	7.5
b. Reserve and ANG		0 0		1 0		1 0		0 0	
c. % Term. ANG&Res/% Reenlmt		0/0%		50/0 %		100/0 %		0/0 %	
Part V NCO Mess		E M		E M		E M		E M	
a. Members NCO Mess	30	24 4	0	52 37	0	68 40	0	5 2	0
Part VI Administration									
a. Delinquent MPO's	60		NR	0	60	0	60	0	60
b. Morning Report Errors	70		NR	3	21	1	63	1	14
% of Max Score (3 Mo. Avg.)		84.09		71.70		79.23		73.47	
TOTAL POSSIBLE SCORE (Feb)		820		950		950		950	
SCORE ERND		593.5		668.5		639		591.5	
% OF MAX SCORE (Feb)		72.37		70.36		67.26		62.26	

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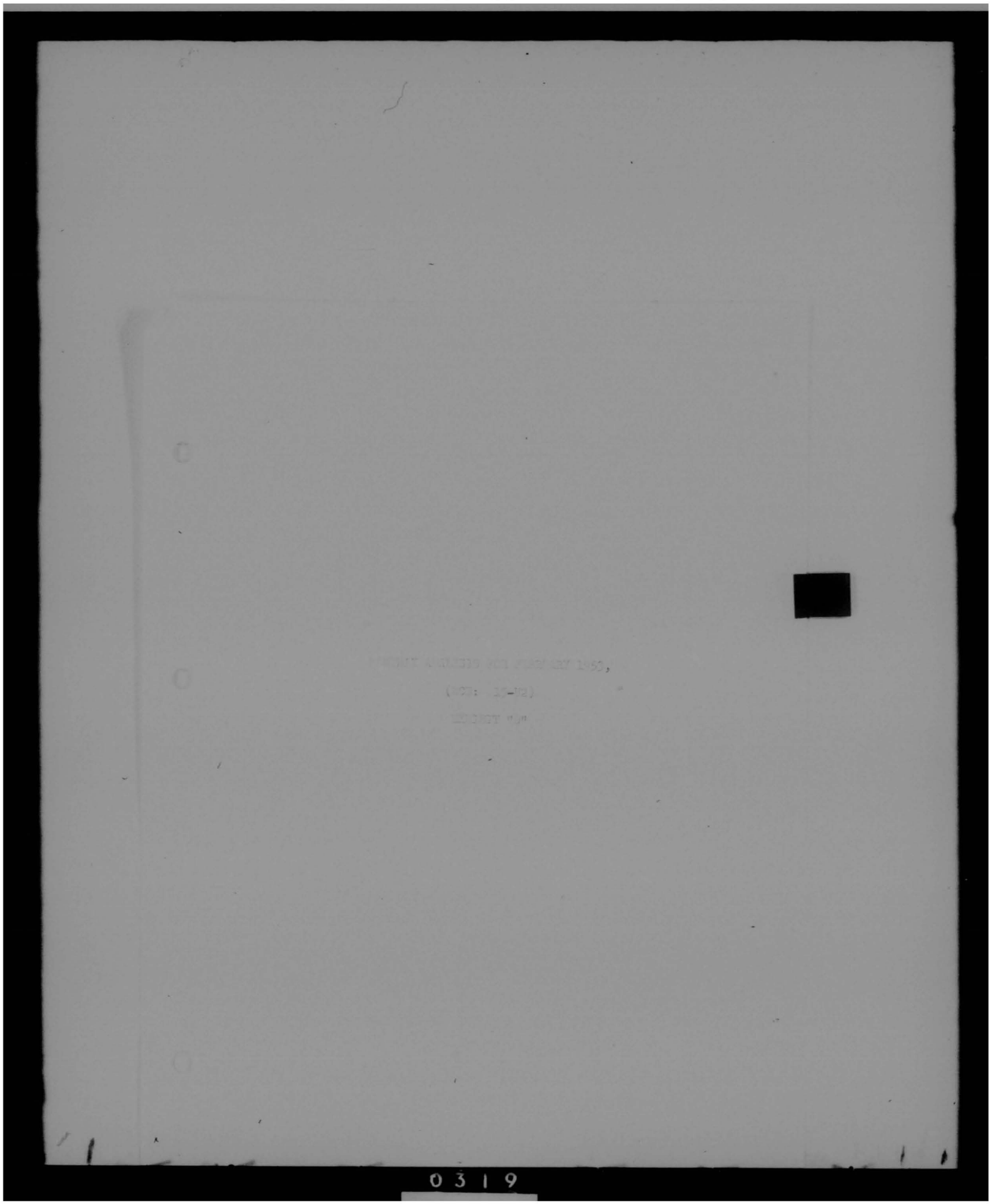

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SECURITY INFORMATION
CLASS: SECRET
AUTH : CO 320TH BW
DATE : 16 March 1953
INITS:

320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

320 AMC 16 March 1953

SUBJECT: Monthly Analysis for February 1953, (RCS: 15-U2)

SECTION I

SUMMARY OF SCORES

	Max. Score	320 Forecast Scores February	320 Scores January	SAC Averages Scores January	Best Scores in SAC January	Lowest Scores in SAC January
PERSONNEL	220	124.0	111.3	111.2	135.5	91.8
1. Manning in Required Specialities						
a. Officers	25	12.5	12.5	12.5	20.0	2.5
b. Airmen	45	4.5	4.5	14.3	27.0	4.5
2. Formation of Crews	20	20.0	20.0	20.0	20.0	20.0
3. AWOL Rate	30	30.0	30.0	28.0	30.0	18.0
4. Ground Safety	25	15.0	16.3	16.5	25.0	1.3
5. Reenlistment Rate	40	10.0	2.0	3.5	20.0	2.0
6. Personnel Records	15	12.0	6.0	9.1	15.0	3.0
7. Mobile Trng Det Util	20	20.0	20.0	11.1	20.0	4.2
MATERIEL	140	99.4	29.2	99.1	99.9	96.1
1. Sorties Del as % of Required	60	60.0	60.0	59.8	60.0	57.9
2. TOC Rate	40	NR	NR	NR	NR	NR
3. Flyaway Kits	40	39.4	39.2	39.3	39.9	36.1
USCM & FLYING SAFETY	120	120.0	40 0	29.0	40.0	12.0
1. USCM	80	80.0	NR	NR	NR	NR
2. Flying Safety	40	40.0	40.0	29.0	40.0	12.0

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SECURITY INFORMATION

Subject: Monthly Analysis for February 1953

SECTION I

SUMMARY OF SCORE (Cont'd)

	Max Score	320 Forecast Scores February	320 Scores December	SAC Averages Scores December	Best Scores in SAC December	Lowest Scores in SAC December
CITRATIONS	520	350.0	411.3	324.2	411.3	85.3
1. Training Minimums	200	133.3	185.8	151.8	185.8	117.8
2. RBS Radar Bomb Acc	50	50.0	49.0	39.3	50.0	15.0
3. RBS Visual Bomb Acc	35	28.7	31.5	27.8	31.5	20.0
4. Night Celestial Nav	25	25.0	25.0	25.0	25.0	25.0
5. ECM Proficiency	45	40.5	NR	45.0	45.0	45.0
6. Cruise Control Prof	20	20.0	20.0	20.0	20.0	20.0
7. Camera Gunnery Prof	25	NR	NR	NR	NR	NR
8. Scored Crews	50	50.0	50.0	32.5	50.0	2.5
9. Combat Ready Crews	50	2.5	50.0	19.2	50.0	2.5
10. Physical Condition	20	NR	NR	NR	NR	NR

The Wing scored a total of 693.4 points (75.8%) out of a possible 915 points. Training Minimums was responsible for 66.7 points lost, 39.1% of the total. 53.0 points 23.9% of the total lost was attributable to MIRS (officer - 12.5 points & airmen - 40.5 points). Combat Ready Crews, due to regression, lost 38.0 points or 17.1% of total. Reenlistment rate made a slight improvement with only 30.0 points lost, 13.5% of total. A comparison of the percent of possible points earned in each major category during the quarter ending February is shown below:

Category	% Possible points - Dec	% Possible points - Jan	% Possible points - Feb
Personnel	44.6%	50.6%	56.4%
Materiel	99.2%	99.2%	99.4%
USCM & Flying Safety	100.0%	100.0%	100.0%
Operations	95.7%	NR	73.7%
TOTAL	84.7%	69.6%	75.8%

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SECRET SECURITY INFORMATION

Subject: Monthly Analysis for February 1953

OPERATIONS

	Max Score	320th BW	441st BS	442d BS	443d BS
1. Training Minimums	200	133.3	137.5	50.0	183.3
2. MBS Radar Bomb Acc	50	50.0	50.0	50.0	50.0
3. MBS Visual Bomb Acc	35	28.7	32.9	22.4	35.0
4. Night Celestial Nav	25	25.0	25.0	25.0	25.0
5. ECM Proficiency	45	40.5	45.0	31.5	45.0
6. Cruise Control Prof	20	20.0	20.0	20.0	20.0
7. Camera Gunnery	25	NR	NR	NR	NR
8. Scored Crews	50	50.0	50.0	40.0	50.0
9. Combat Ready Crews	50	2.5	35.0	30.0	30.0
10. Physical Condition	20	NR	NR	NR	NR
TOTAL	520	350.0	395.4	268.9	438.3
Total Possible Score		475.0	475.0	475.0	475.0
% of Possible Score		73.7%	83.2%	56.6%	92.3%

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Subject: Monthly Analysis for February 1953

SECTION II

PERSONNEL

1. Manning in Required Specialities

a. Officers (25 points) (12.5 points earned)

(1) The status of officer manning as of 28 February 1953 was as follows:

	320th Bomb Wing
No. Officers Required	356
No. Officers "IRS"	305
Percent "IRS"	85.7%
Points	12.5

b. Airmen (45 points) (4.5 points earned)

(1) The status of Airmen manning as of 28 February 1953 was as follows:

	320th Bomb Wing
No. Airmen Required	1463
No. Airmen "IRS"	995
Percent "IRS"	68.0%
Points	4.5

2. Formation of Crews (20 points) (20.0 points earned)

a. The 39 crews assigned to the 320th Bomb Wing as of 28 February 1953 represent the maximum number of crews that could be formed from present resources.

b. Forty-four (44) crew changes were made during the month of February. Seventeen (17) changes were made because of personnel being transferred, ten (10) due to discharges and the remaining seventeen were made to replace the crew positions left vacant by the above mentioned causes.

3. AWOL Rate (30 points) (30.0 points earned)

a. The comparative scoring for the calendar quarters ending 31 January 1953 and 28 February 1953 are as follows:

	January	February
No. AWOL's 320th Bomb Wing	8	8
AWOL Rate (Cumulative)	1.5	1.5
Points	30.0	30.0

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Subject: Monthly Analysis for February 1953

6. Personnel Records (Cont'd)

AIRMEN

No. asgd - (1484) x possible entries (12) = 17808

$\frac{\text{No. actual entries} - 17784}{\text{No. possible entries} - 17808} = 99.87\%$ complete

c. The lowest percentage exists in the officer category (99.5%), thereby giving the Wing 80% of the score of 12.0 points.

7. Mobile Training Detachment Utilization (20 points) (20.0 points earned)

a. The wing is rated on the total monthly manhour utilization of MC-97 MTD. A total of 3000 hours utilization is required for maximum score.

b. During the month of February 1953 the wing had a total of 3293 manhours of utilization thereby giving the wing maximum score for this category.

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SECURITY INFORMATION

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Subject: Monthly Analysis for February 1953

SECTION III

MATERIEL

1. Sorties Delivered as a % of Required (60 points)(60.0 points earned)

a. During the month of February 1953 all sorties required were delivered establishing the following ratio:

$$\frac{\text{Total No. Sorties Delivered -B-29-140 -KC-97-64}}{\text{Total No. Sorties Required -B-29-140 -KC-97-64}} = 100\% : 60.0 \text{ points}$$

b. KC-97 sorties are now included in this item.

2. Technical Order Compliance (40 points) (not rated)

a. Not rated per SAC directive.

3. Flyaway Kits (40 points) (39.4 points earned)

a. The percent completeness of squadron flyaway kits as of 1 February 1953 is:

	320th BW	441st BS	442d BS	443d BS
Percent Complete	98.6%	98.8%	98.5%	98.6%

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Subject: Monthly Analysis for February 1953

SECTION IV

UNIT SIMULATED COMBAT MISSION AND FLYING SAFETY

1. Unit Simulated Combat Mission (80 points) (80.0 points earned)

a. The Wing is scored on the results of the Unit Simulated Combat Mission that was flown 18 December 1952:

b. Computation for the score is as follows:

(1) $\frac{\text{Aircraft Effective} - 23}{\text{Aircraft Airborne} - 23} = 100\% = 60.0$ points

(2) $\frac{\text{Aircraft Completing Mission} - 22}{\text{Aircraft Airborne} - 23} = 95.6\% = 20.0$ points

(3) $\frac{\text{Aircraft Airborne} - 23}{\text{Aircraft Required} - 23} = 100\% = 1.00$ Adjustment Factor

(4) Mission Effectiveness Score (60.0 + 20.0) x 1.00 = 80.0 points

2. Flying Safety (40 points) (40.0 points earned)

a. No accidents were reported during the quarter ending 28 February 195[illegible] therefore the Wing earned maximum score.

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Subject: Monthly Analysis for February 1953

SECTION V

OPERATIONS

1. Training Minimums (200 points) (133.3 points earned)

a. As of 28 February 1953 there were 13 Combat Ready Crews which were to be scored for the training quarter. Crew # R-03 was not required to meet training minimums as this crew is the Wing Standboard Crew. The Wing has requested relief from training minimums for Crews # R-15, R-46 and R-57 inasmuch as these crews were Instructor Crews during the months of November and December and during these months Instructor Crews were not required to meet training minimums. The Wing has also requested relief from the Scored Attacks category as the wing has been unable to get fighter-intercepts from ADC.

b. The following computation is based on all crews being excused from Scored Attacks and Instructor Crews being relieved from training minimum requirements.

c. The 9 Combat Ready Crews required to meet training minimums accomplished the percent indicated:

441st BS	442d BS	443d BS
R-12 - 100%	*R-02 - 25%	*R-49 - 100%
R-21 - 50%	R-41 - 25%	R-58 - 100%
*R-30 - 25%		R-61 - 75%
R-66 - 100%		

* Squadron Standboard Crews only required to meet column C Table D-1c SAC Tech Pham 170-1.

d. Computation for score is as follows:

Number of Crews responsible - 9
Number of Crews attaining 100% of requirements - 4
Number of Crews attaining 75% of requirements - 1
Number of Crews attaining 50% of requirements - 1
Number of Crews attaining 25% of requirements - 3

Average number of aircraft available - 30.8
Average number Combat Ready Crews available - 30.6

Crew to aircraft ratio - .99
Adjustment Factor - 1.000

Unadjusted Wing percentage score

$$\frac{4 \times 100 + 1 \times 75 + 1 \times 50 + 3 \times 25}{9} = \frac{600}{9} = 66.66$$

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Subject: Monthly Analysis for February 1953

Training Minimums (Cont'd)

d. (Cont'd)

Tentative Point Score

66.66 x 200 = 133.3

Adjusted Point Score

133.3 x 1.000 = 133.3

e. The following computation is on the wing not being relieved from any of the training minimum requirements. The 12 Combat Ready Crews required to meet training minimums accomplished the percent indicated:

441st BS	442d BS	443d BS
R-12 - 000%	*R-02 - 000%	*R-49 - 000%
R-21 - 25%	R-41 - 000%	R-58 - 000%
*R-30 - 000%	R-46 - 000%	R-61 - 000%
R-66 - 100%		R-57 - 000%
R-15 - 000%		

*-Squadron Standboard Crews only required to meet column C Table D-1c SAC Tech Pham. 170-1.

Number of Crews responsible -12
Number of Crews attaining 100% of requirements - 1
Number of Crews attaining 75% of requirements - 0
Number of Crews attaining 50% of requirements - 0
Number of Crews attaining 25% of requirements - 1
Number of Crews attaining 000% of requirements -10

Average number of aircraft available - 30.8
Average number Combat Ready Crews available - 30.6

Crew to aircraft ratio - .99
Adjustment Factor - 1.000

Unadjusted Wing percentage score

$$\frac{1 \times 100 + 1 \times 25}{12} = \frac{125}{12} = 10.4\%$$

Tentative Point Score

10.4% x 200 = 20.8

Adjusted Point Score

20.8 x 1.00 = 20.8 points

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Subject: Monthly Analysis for February 1953

2. RBS Radar Bombing Accuracy (50 points) (50.0 points earned)

a. Computation is for the period November, December and February:

	320th BW	441st BS	442d BS	443d BS
Number of Runs	126	53	39	34
Proficiency Index	65.8	70.6	65.9	58.2
Points	50.0	50.0	50.0	50.0
CEA (Feb only)	2852	1956	1782	5178
CEP (Feb only)	1570	1520	1850	2470

3. RBS Visual Bombing Accuracy (35 points) (28.7 points earned)

a. Computation is for the period November, December and February:

	320th BW	441st BS	442d BS	443d BS
Number of Runs	108	33	51	24
Proficiency Index	51.3	57.3	41.6	63.8
Points	28.7	32.9	22.4	35.0
CEA (Feb only)	732	585	906	491
CEP (Feb only)	650	475	850	500

4. Night Celestial Navigation Proficiency (25 points) (25.0 points earned)

a. Computation is for the period November, December and February:

	320th BW	441st BS	442d BS	443d BS
Number of Legs	45	17	13	15
CEA	5.8	5.4	8.4	7.0
Points	25.0	25.0	25.0	25.0

5. ECM Proficiency (45 points) (40.5 points earned)

a. Computation is for the period November, December and February:

b. ADC TAC Record Runs	320th BW	441st BS	442d BS	443d BS
No. ADC TAC Record Runs	59	21	16	22
Sum points 1st Dist	109	51	25	33
Sum points 2d Dist	136	60	27	49
Sum points 3d Dist	187	70	43	74
% Effective	52.3%	61.6%	40.6%	50.6%

Wing: $\frac{432}{59 \times 14} = \frac{432}{826} = 52.3\%$

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Subject: Monthly Analysis for February 1953.

5. ECM (Cont'd)

c. Simulator ECM Record Runs

	320th BW	441st BS	442d BS	443d BS
No. Runs Util AN/APT-1	101	28	38	35
No. Runs Util AN/APT-4	94	31	27	36
No. Runs Util AN/ARQ-8	98	32	34	32
Sum points 1st freq	680	218	217	245
Sums points 2d freq	694	204	231	259
% Effective	78.1%	77.2%	75.4%	81.5%

Wing : $\frac{1374}{293 \times 6} = \frac{1374}{1758} = 78.1\%$

d. ECM Spot Jammings

	320th BW	441st BS	442d BS	443d BS
Spots	165	56	52	57
No. Points	619	231	154	234
% Effective	75.1%	82.5%	59.2%	82.1%

Wing: $\frac{619}{165 \times 5} = \frac{619}{825} = 75.1\%$

e. Overall ECM Effectiveness:

Wing: $\frac{52.3\% + 78.1\% + 75.1\%}{3} = \frac{2055}{3} = 68.5\%$

	320th BW	441st BS	442d BS	443d BS
% Effective	68.5%	73.4%	58.4%	71.4%
SRS Points	40.5	45.0	31.5	45.0

6. Cruise Control Proficiency (20 points) (20.0 points earned)

a. Computation is for the period November, December and February:

	320th BW	441st BS	442d BS	443d BS
Number of Missions	62	21	15	26
Average % Error	.31	.30	.46	.23
Points	20.0	20.0	20.0	20.0

7. Camera Gunnery (25 points) (Not Rated)

a. Not Rated per SAC Directive.

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SECRET SECURITY INFORMATION

Subject: Monthly Analysis for February 1953

8. Scored Crews (50 points) (50.0 points earned)

a. The following crews were rated as scored crews:

441st BS	442d BS	443d BS
R-12	R-41	R-49
R-21	R-46	R-58
R-30		R-61
R-66		R-57
R-15		

b. The following crews did not score for reason indicated:

R-02 - RBS Visual Bomb
R-03 - RBS Visual Bomb

9. Combat Ready Crews (50 points) (2.5 points earned)

a.	320th BS	441st BS	442d BS	443d BS
No. Combat Ready Crews Auth.	30	10	10	10
No. Combat Ready Crews Asgd.	19	7	6	6
Points	2.5	35.0	30.0	30.0

10. Physical Conditioning (20 points) (Not Rated)

a. Not rated per SAC Directive.

Francis W. Nye

FRANCIS W. NYE
Colonel, USAF
Commanding

SECRET
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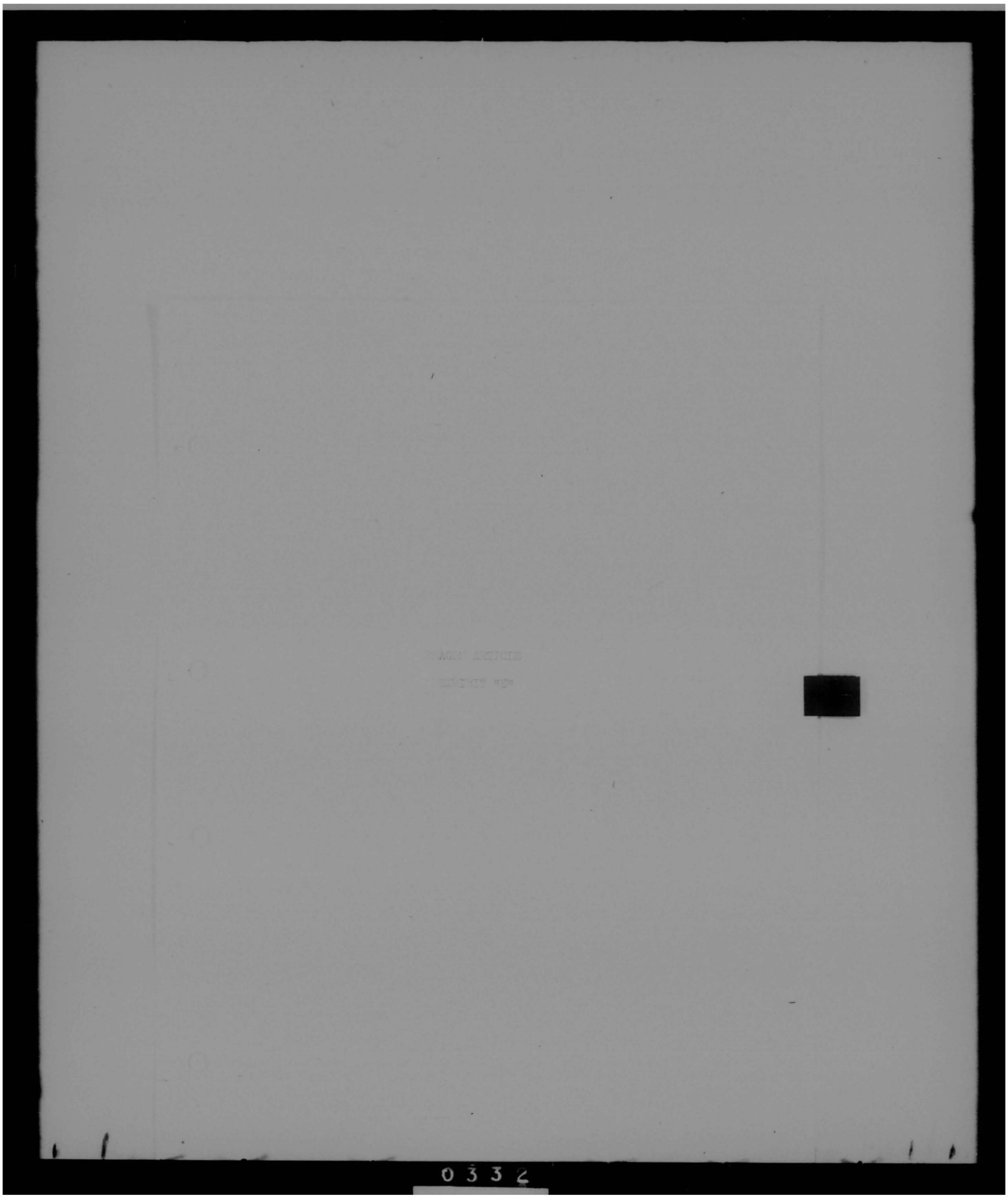

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THREE DIFFERENT DECORATIONS were presented to men of the 320th Bomb Wing by Colonel Loran D. Briggs, Wing Commander at ceremonies last week. (Left) highest decoration of the day was awarded to A/2c Charles W. Heisey in the form of the Distinguished Flying Cross. (Center) Major Thomas A. Wacht was presented the Bronze Star and (right), Captain Robert W. McQuady received the Commendation Ribbon. Col. Briggs, (extreme right) said, "These men, by the actions for throughout SAC today." All three of the decorations were given for service in the Korean theater. which these decorations were awarded, reflect the high degree of efficiency which is in evidence

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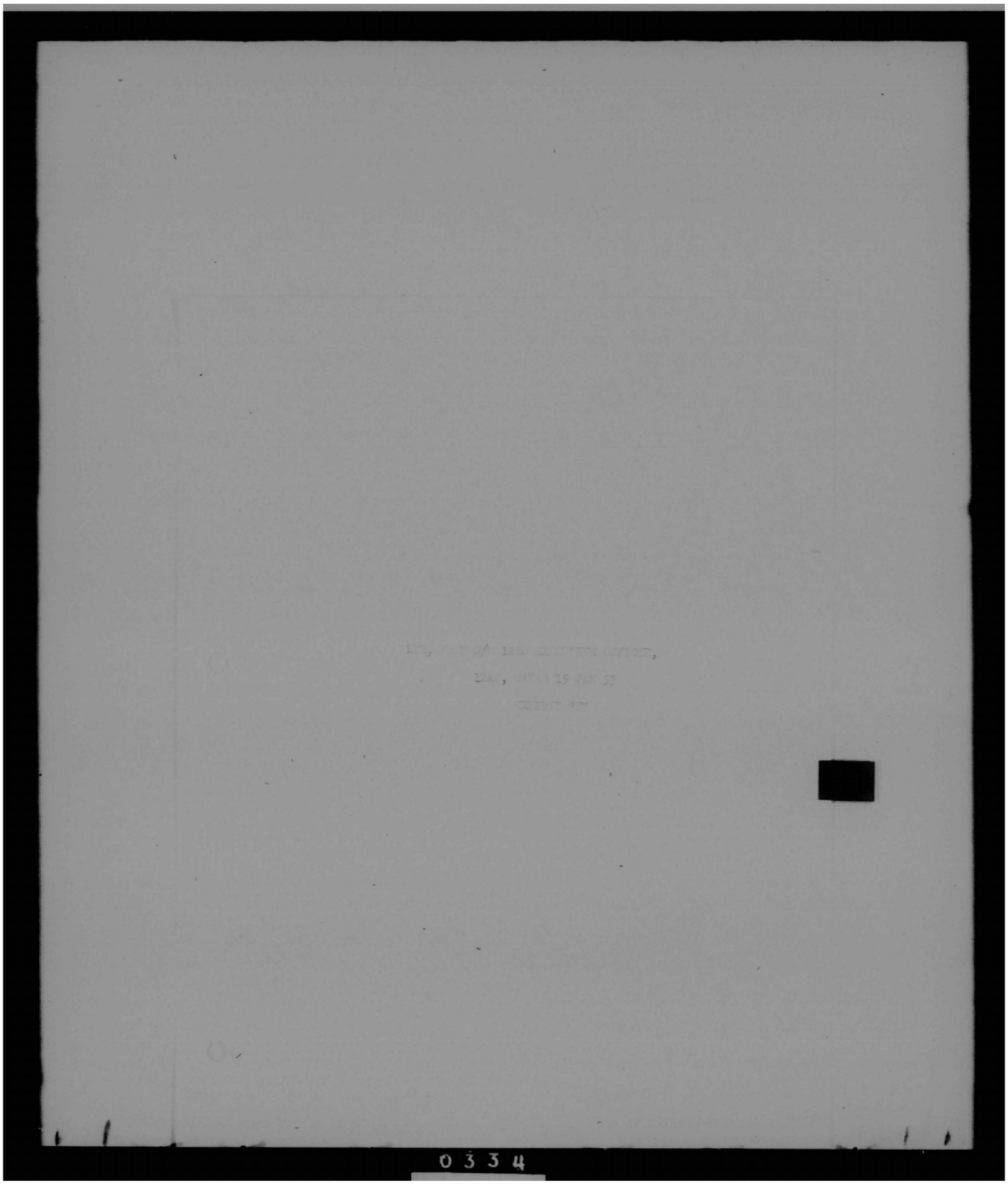

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HEADQUARTERS 12TH AIR DIVISION
MARCH AIR FORCE BASE
CALIFORNIA

AJEX 333

5 February 1953

SUBJECT: Report of Staff Visit to A360 Build-Up Line

TO: Commanding Officer, 22d Bombardment Wing (H) SAT
Commanding Officer, 320th Bombardment Wing (M)
March Air Force Base, California

1. The attached Staff Visit Report has been read and approved by the Commanding General. It is requested that necessary action be taken to correct discrepancies as noted in the report.

2. A follow-up visit will be paid to this activity during the last week of February.

1 Incl
Rpt of Staff Visit
to A360 Build-up Line
15 Jan 53

/s/t/ JOHN C. KIDDOO
Lt Col, USAF
Executive Officer

0335

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Report of Staff Visit to 4360 Build-up line

Executive Officer
12th Air Division

Director of Materiel
12th Air Division

15 Jan 53

1. A staff visit was made by 1/Sgt Doggett and S/Sgt Allen of the 4360 Engine Build-up line. The following personnel wer contacted:

a. Captain Bennett
b. Captain Hardie

2. The staff visit was conducted on the 9th, 10th and 12th of January 1953.

3. The purpose of the visit was to inquire into the procedures and functions of the 4360-59 Engine Build-up Line.

4. The following matters inquired into:

a. Work sheets for 4360-59 Engine Build-up Line, rework sheets for the power package and installation work sheet for the R4A-41 Supercharger.

(1) Findings: Work sheets used for build-up of engine were not applicable to 4360-59 engine; no work sheets were used for the power package or R4A-41 Turbo.

b. Government furnished items for power package.

(1) Findings: At the time of the visit all government furnished items were on requisition but no follow-up action had been taken.

c. Personnel and 4360 Engine Build-up in general.

(1) Findings: The 4360 Engine Build-up Line was not properly organized, no stations were indicated; personnel were not assigned to specific duties.

5. Recommendations:

a. That new work sheets now available, be put into immediate use.
b. That follow-up action be accomplished by this headquarters during the week of 26 January 1953.
c. That follow-up action be taken on all government furnished items in accordance with par 28, Sec 4, Part 3, AFR 67-1.
d. That personnel be permanently assigned to a specific station on the Engine Build-up Line and that they accomplish their work at that station as indicated by the work sheet. The practice of assigning men to other duties before they complete a job at their assigned station should be discontinued. If a shortage of personnel makes it necessary to utilize the men in various duties within the Engine Shop at least a portion of the personnel assigned at each station should work at that station continuously until completion of their portion of the work.

/s/t/ MARTIN F. ANDERSEN
Major, USAF
Maint Staff Officer

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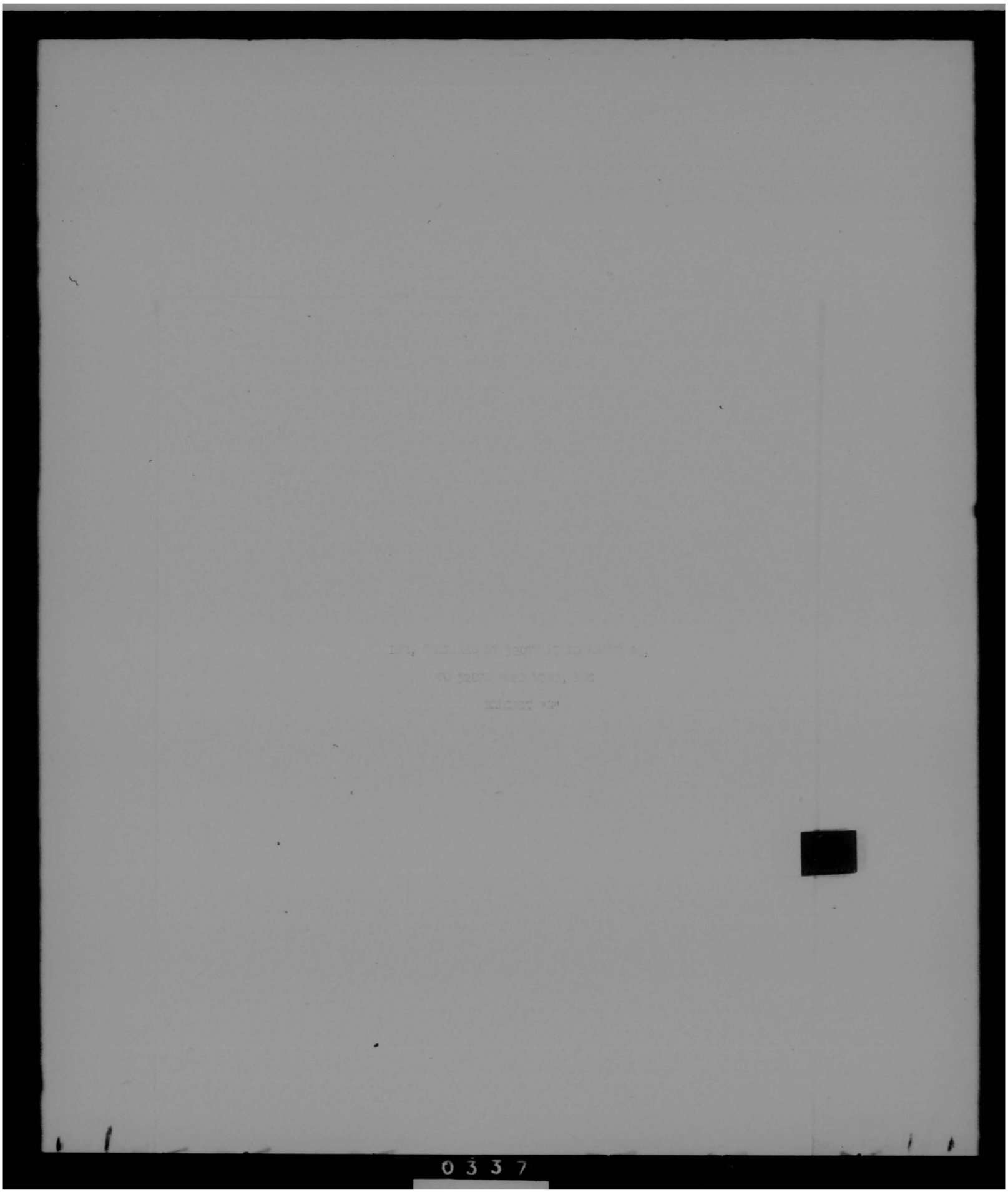

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Disp Form Cont'd, Ltr 18 Feb 43, Sub: Report of Staff Visit to A360 Build-Up Line

5. Paragraph 5 (c).

(1) Personnel are assigned to a station on the Build-up line, however, not permanently and are changed from station to station and from the A360 to the 2350 line for maximum training.

(2) Due to the supply shortage it would be extremely impractical to permanently assign personnel to a specific station on the Build-Up Line.

(3) In keeping in line with the utilization of the limited man power available, it is necessary to use men in various sections throughout the entire Engine Build-Up Section, by so doing, the knowledge of these men is increased by heterogenous assignments along the Build-Up Line.

/s/ THOMAS A. WARE, Major, USAF
Commanding

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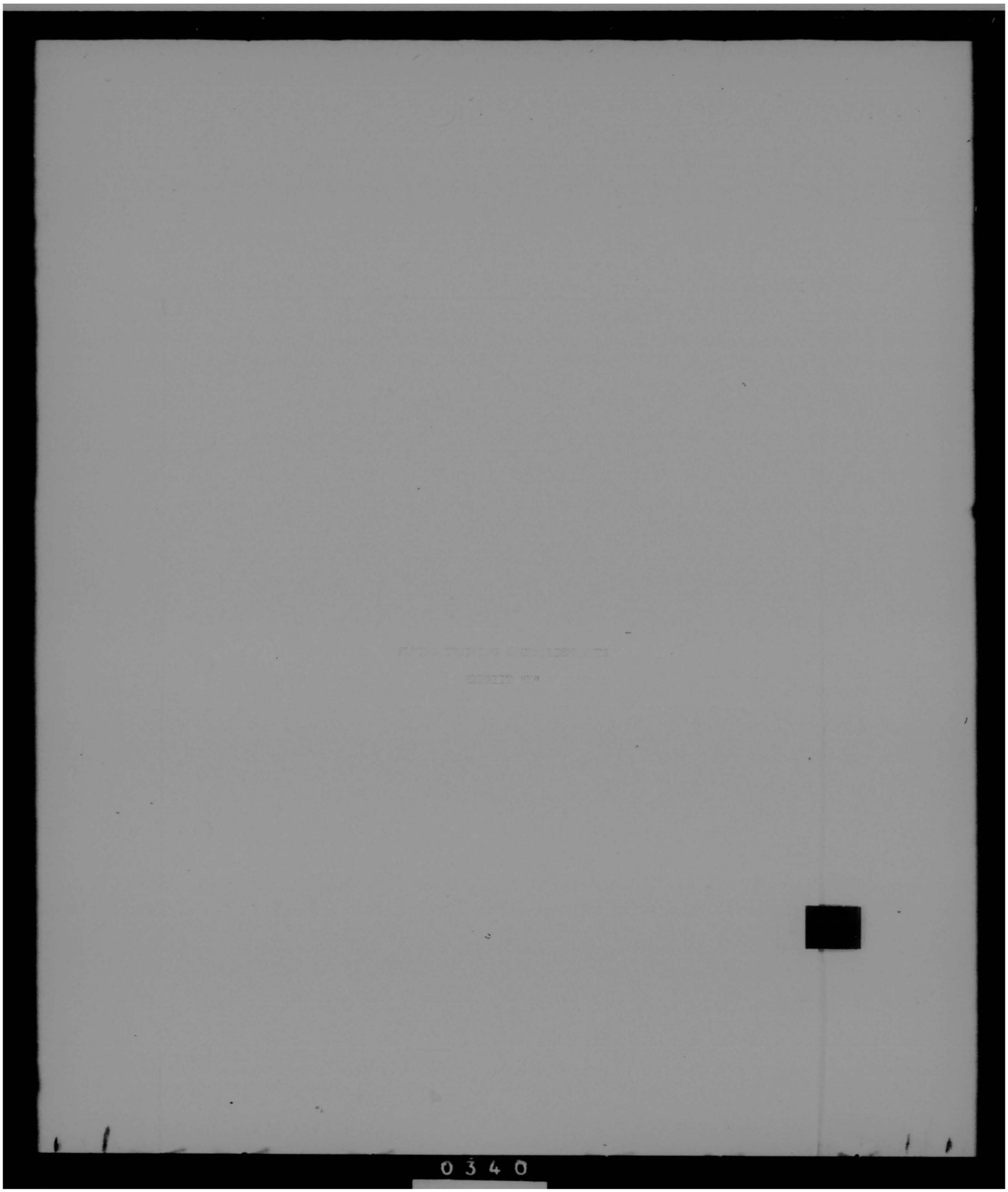

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FLYING TRAINING ACCOMPLISHMENTS

Total Flying Time - KC-97	450:00
Total Flying Time - B-29	922:10
Number Sorties - KC-97	72
Number Sorties - B-29	156
Number Practice Bombs	57
Number Scored Bombs	10
Radar Gross Errors	2
Radar Attacks (Camera Scored)	12
Radar Record Runs	17
Malfunction Runs	6
Visual Gross Errors	2
Visual Record Runs	24
Visual Attacks (Camera Scored)	20
Night Celestial Nav (quality)	10
Night Celestial Nav (quantity)	12
Day Celestial Nav	20
Grid Nav	3
Other Navigation Nav	47
Maximum Load Mission	0
Number Rounds Fired (A/A, A/S)	23,290
Number Scored Attacks	0

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Hours Formation 3-8 Aircraft	10:00
Hours Formation 9 or more aircraft	0
Formation Releases	0
Formation Assemblies	5
Long Range Cruise Control (Sup)	2
Long Range Cruise Control (Unsup)	15
Record Runs A/C	16
Record Runs SAC Simulators	11
Night Landings A/C	7
Night Effort Proficiency	11:00
Hours Instrument Flying	10:00
Number GCA's	68
Number Maximum Weight Take-offs	19

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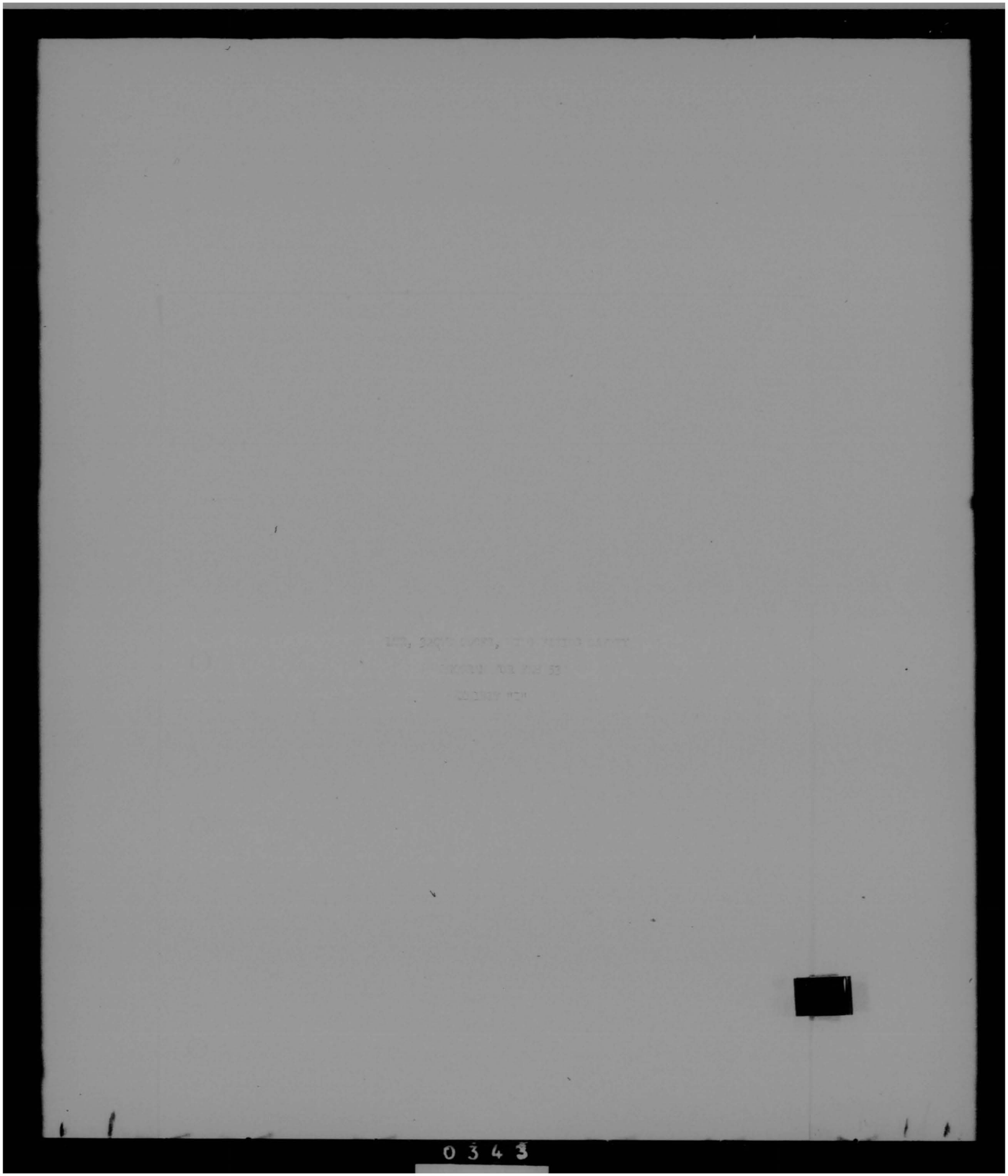

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6 I

OFFICE OF THE FLYING SAFETY OFFICER
DIRECTORATE OF OPERATIONS AND TRAINING
320TH BOMBARDMENT WING, (M)
March Air Force Base, California

320 ODCFS

SUBJECT: Wing Flying Safety Program for February 1953

TO: Commanding Officer
320th Bombardment Wing, (M)
March Air Force Base
California

1. This report is submitted in accordance with Wing Regulation 62-1, dated 18 January 1952.

2. Wing Aircraft Accident Prevention Meeting:

a. The monthly meeting was held in Theater #2 at 1600 hours on 20 February 1953. Three hundred eight (308) personnel were present.

b. This meeting was held for all flying personnel assigned to the 320th Bomb Wing and the 807th Air Base Group. The meeting was conducted by the Flying Safety Officer. The plaque was awarded the 320th Air Refueling Squadron by the Wing Commander for winning the Flying Safety Rating for the month of January. TWX's were read on the following items:

(1) Observer in the nose of B-29 aircraft.

(2) Crash of B-50 on take-off at Hunter.

(3) Violation of ADIZ Zones.

c. A lecture and demonstration was given by Captain Southwick on the fitting and use of the parachute, Mae West, and dinghy. These were the items emphasized in the "Safe Aircraft Campaign for 53", as outlined by SAC for the month of February.

3. Squadron Aircraft Accident Prevention Meetings:

a. Tactical Squadrons

(1) 441st Bomb Squadron. The meeting for flying personnel was held on 21 February 1953. Assigned, 134 - present, 93. Subjects covered were those outlined in the Wing Program for February.

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(2) 442nd Bomb Squadron. Squadron meeting was held on 14 February 1953. Assigned 162 - present, 114. A short skit was presented covering Personal Equipment. All material outlined in the Wing Program was covered and read to the personnel.

(3) 443rd Bomb Squadron. Meeting for flying personnel held on 21 February 1953. 146 assigned - 110 present. Program was conducted by Captain Greear and covered the subjects as outlined in the Wing Program for February.

(4) 320th Air Refueling Squadron. The meetings were held each Saturday morning during the month for flying personnel. Assigned 116 - present 100. Regulations and bulletins were read and discussed as outlined. Lecture given on Personal Equipment.

b. Maintenance Squadrons. The three Maintenance Squadrons conducted good meetings and they were well attended.

4. Flying Safety publications were distributed and a record made of their distribution.

5. The Flying Safety Officer visited Norton Air Force Base to check on accidents by new pilots assigned to SAC. Also visited the Flying Safety Branch.

6. The Flying Safety Officer attended the KC-97 Staff Course at the Base MTD.

7. A great deal of time was spent with the new Flying Safety Officer in the 320th ARS and the 443d Bomb Squadron setting up a good flying safety program.

8. The following inspections were made during the month of February.

a. Maintenance Section of the 442nd Bomb Squadron.

b. Periodic inspection of the ramp, taxiways, and runways.

c. Attended briefings in each squadron during the month.

d. Attended the Flying Safety Meetings in each squadron.

Loyd A. Coats

LOYD A. COATS
Captain, USAF
Flying Safety Officer

7 Incls:
1. Acc Prev Mtg, 441st
2. " " " 442nd
3. " " " 443rd
4. " " " 320 ARS
5. " " " 320 PM
6. " " " 320 A&E
7. " " " 320 FM

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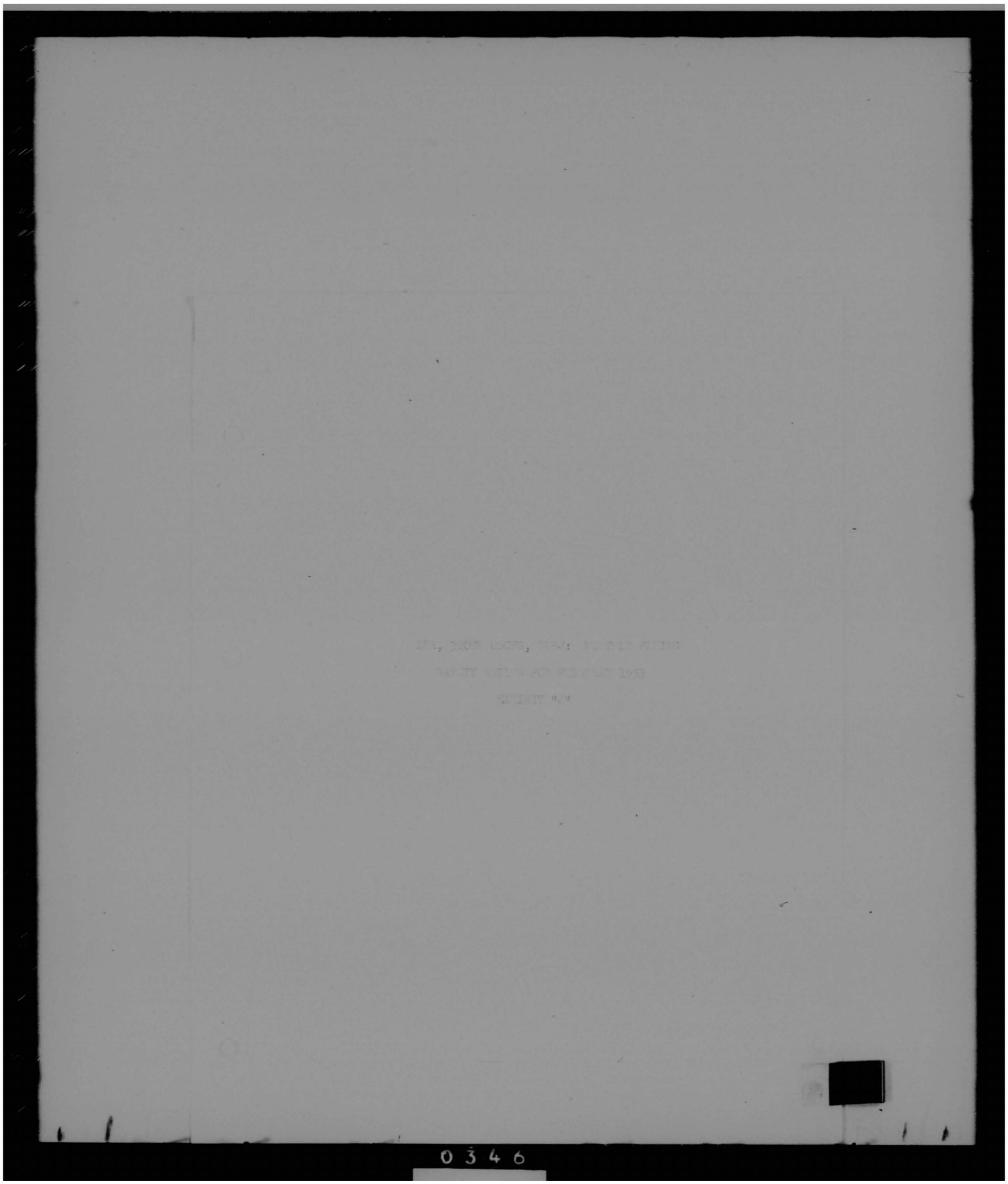

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OFFICE OF THE FLYING SAFETY OFFICER
DIRECTORATE OF OPERATIONS AND TRAINING
320TH BOMBARDMENT WING, (M)
March Air Force Base, California

320 ODCFS

SUBJECT: Monthly Flying Safety Rating for February 1953

TO: Commanding Officer
320th Bombardment Wing, (M)
March Air Force Base
California

1. The monthly Flying Safety Rating for February 1953 shows the following breakdown by Squadrons:

a. Accident Free Quarter:

(1) There were no major or minor accidents in this Wing so each Squadron receives the maximum of 50 points.

b. Quality of Squadron Flying Safety Program:

(1) Attendance at the Squadron meetings are as follows:

Squadron	Assigned	Hosp, TDY, Not Joined	Present	%	Points
441	134	32	93	91	15
442	162	19	114	80	13
443	146	29	110	94	15
320 ARS	116	0	100	95	15

(2) The quality of the Flying Safety Meeting and the appearance of the Bulletin Boards:

Squadron	Points
441	9
442	10
443	8
320 ARS	10

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c. Attendance at the Wing Flying Safety Meeting:

Squadron	Assigned	Hosp, TDY, Not Joined	Present	%	Points
441	148	35	94	83	23
442	164	46	78	66	18
443	157	35	72	59	16
320 ARS	116	0	58	50	14

d. Flight Crew Proficiency:

(1) Scores made on Emergency part of Stand Board examination:

Squadron	%	Points
441	87	17
442	88	18
443	88	18
320 ARS	93	19

(2) Percent of Personnel Completing Stand Board Rides during the Past Six Months:

Squadron	Assigned	Completed	%	Points
441	148	148	100	10
442	164	164	100	10
443	157	157	100	10
320 ARS	116	79	68	7

(3) Utilization of Synthetic Trainers:

Squadron	Hrs Assigned	Hrs Used	%	Points
441	156:30	154:00	98	4
442	152:00	153:00	100	5
443	148:30	156:45	100	5
320 ARS	31:30	32:00	100	5

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(4) Percent of Personnel Reading P.I.F.:

Squadron	P&CP Assigned	P&CP Complying	%	Points
441	27	25	93	5
442	40	32	80	4
443	29	26	89	4
320 ARS	36	25	69	3

e. Non-violation of Flying Regulations:

(1) No violations have been reported in this Wing during the month of February 1953. Each Squadron will receive the maximum of 25 points.

f. 12th Air Division Flying Safety Award:

(1) No Squadron received this award for February 1953. No points will be awarded on this item.

g. Crew Preflight and Cleanliness of Aircraft:

Squadron	Points
441	24
442	23
443	24
320 ARS	25

As the 320th Air Refueling Squadron was not ahead at this time, the three Bombardment Squadrons were rated on the following two items:

h. Proficiency in Planning and Execution of Mission:

Squadron	Points
441	50
442	49
443	45.5

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320 ODCFS
Subject: Monthly Flying Safety Rating for February 1953

1. Squadron Proficiency in Operations Under the SAC Rating System:

Squadron	Total Points	% Max Points	Points
441	364.9	76.8	38
442	241.1	50.8	25
443	393.9	82.7	41

2. A total of each Squadron's points gives the following winner:

Squadron	Points
441	270
443	261.5
442	250
320 ARS	173

Loyd A. Coats
LOYD A. COATS
Captain, USAF
Flying Safety Officer

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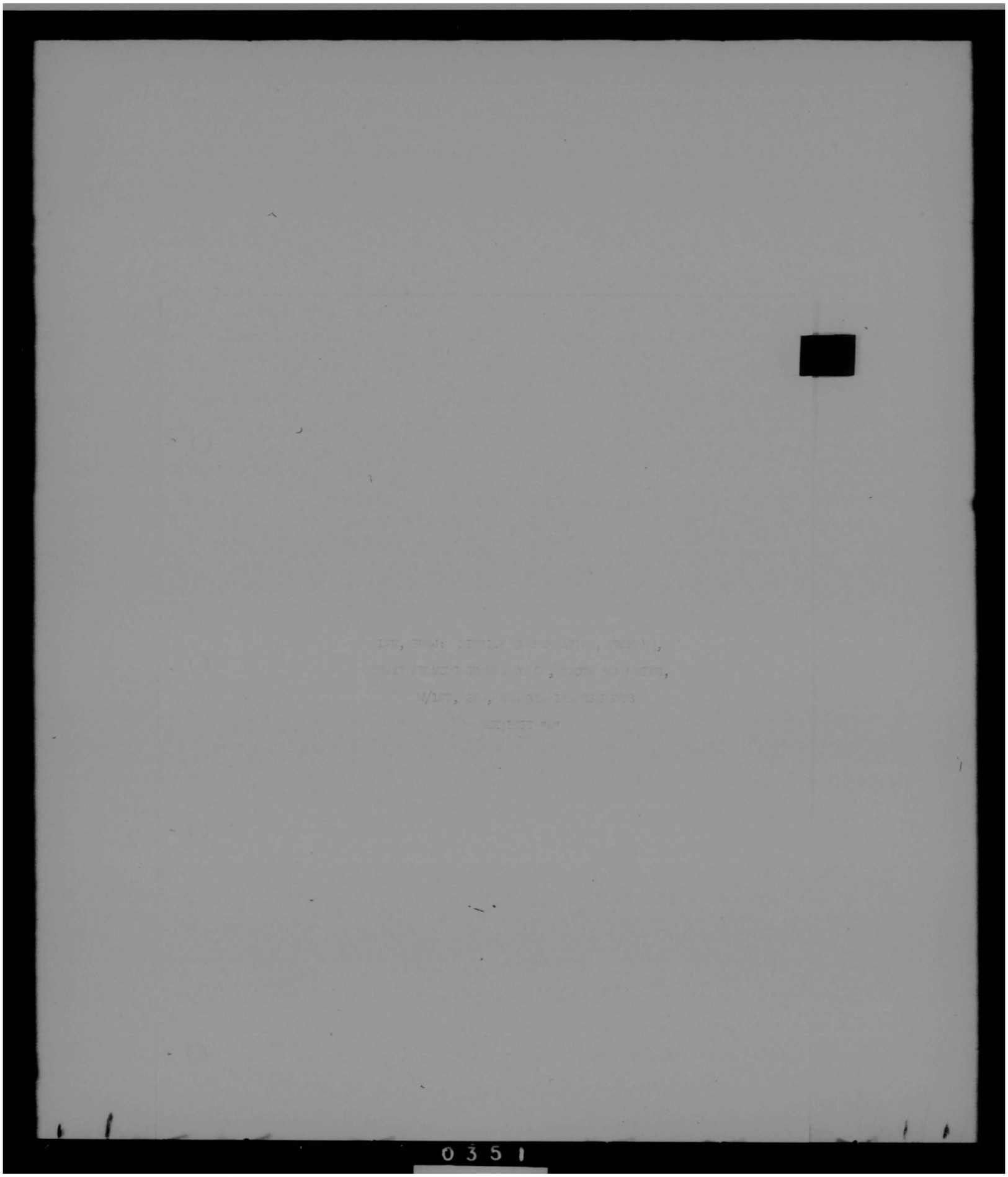

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HEADQUARTERS
DUGWAY PROVING GROUND
TOOELE, UTAH

CMLDS-00-LA 21 January 1953

SUBJECT: Mission Commendation

TO: Commanding General
Fifteenth Air Force
March Air Force Base
Riverside, California

TO: Commanding General
320th Bomb Wing
March Air Force Base
Riverside, California

1. Dugway Proving Ground, Tooele, Utah, wishes to express its appreciation for the mission flown by the 320th Bomb Wing on 19 January 1953 in support of the testing program at this installation. It is requested that this appreciation be extended to the personnel of the 441st, 442nd, and 443rd Bomb Squadrons, who participated in this project.

2. The interest and cooperation displayed by the Mission Commander, Major W. W. Lenizer, and his crews, were of the highest order, evidencing the superior quality of your personnel.

3. The placement of the test items by the crews was well within the limitations of the proposed plan. It was an "excellent show" and a successful test.

/s/t/ DONALD P. HALE
Colonel, Cml C
Commanding

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Hq Dugway Proving Ground CMSDG-AM-IA Subject: Mission Commendation

201.2 (21 Jan 53) 1st Ind

HEADQUARTERS FIFTEENTH AIR FORCE, March Air Force Base, California, 3 Feb 53

TO: Commanding General, 12th Air Division, March Air Force Base, California

It is a pleasure to add the appreciation of this Headquarters to that expressed by Colonel Male. The outstanding performance of duty rendered by Major Lininger and his crews reflect admirably upon themselves and this command.

BY COMMAND OF MAJOR GENERAL O'DONNELL:

JOE P. STERLING
Colonel, USAF
Chief of Staff

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Hq Runway Proving Ground CHLRK-AC-LA Subj: Mission Commendation

ADEK (21 Jan 53) 2nd Ind

HEADQUARTERS 12TH AIR DIVISION, March Air Force Base, California, 19 Feb 53

TO: Commanding Officer, 320th Bombardment Wing (M), March Air Force Base, California

1. It is a real pleasure to forward to you the above letter of appreciation from Colonel Hale and the indorsement thereto.

2. The outstanding manner in which Major W. [illegible] Linirer and the members of his group performed their mission reflect most favorably on themselves and their command.

3. I desire that you express my thanks to each of those personnel involved for their superior work while conducting this mission.

s/t/ [illegible]
Brigadier General, USAF
Commanding

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Hq Dugway Proving Ground CMIRE-DU-LA Subj: Mission Commendation

320 CG (21 Jan 53) 3d Ind

HEADQUARTERS 320TH BOMBARDMENT WING, (M), March Air Force Base, California
26 Feb 1953

TO: Commanding Officer, 441st Bomb Squadron
Commanding Officer, 442nd Bomb Squadron
Commanding Officer, 443rd Bomb Squadron
March Air Force Base, California

1. It is with a great deal of pleasure that I forward to you the above letter of appreciation from Colonel Hale and the indorsements thereto.

2. The outstanding manner in which Major Liniger and all crew members from the 320th Wing performed while conducting these flights at Dugway reflects most favorably on themselves, their Squadron, and the 320th Wing.

3. It is my desire that you personally thank all crew members participating in these tests and give a copy of this correspondence to all personnel involved.

s/t/ LORAN D. BRIGGS
Colonel, USAF
Commanding

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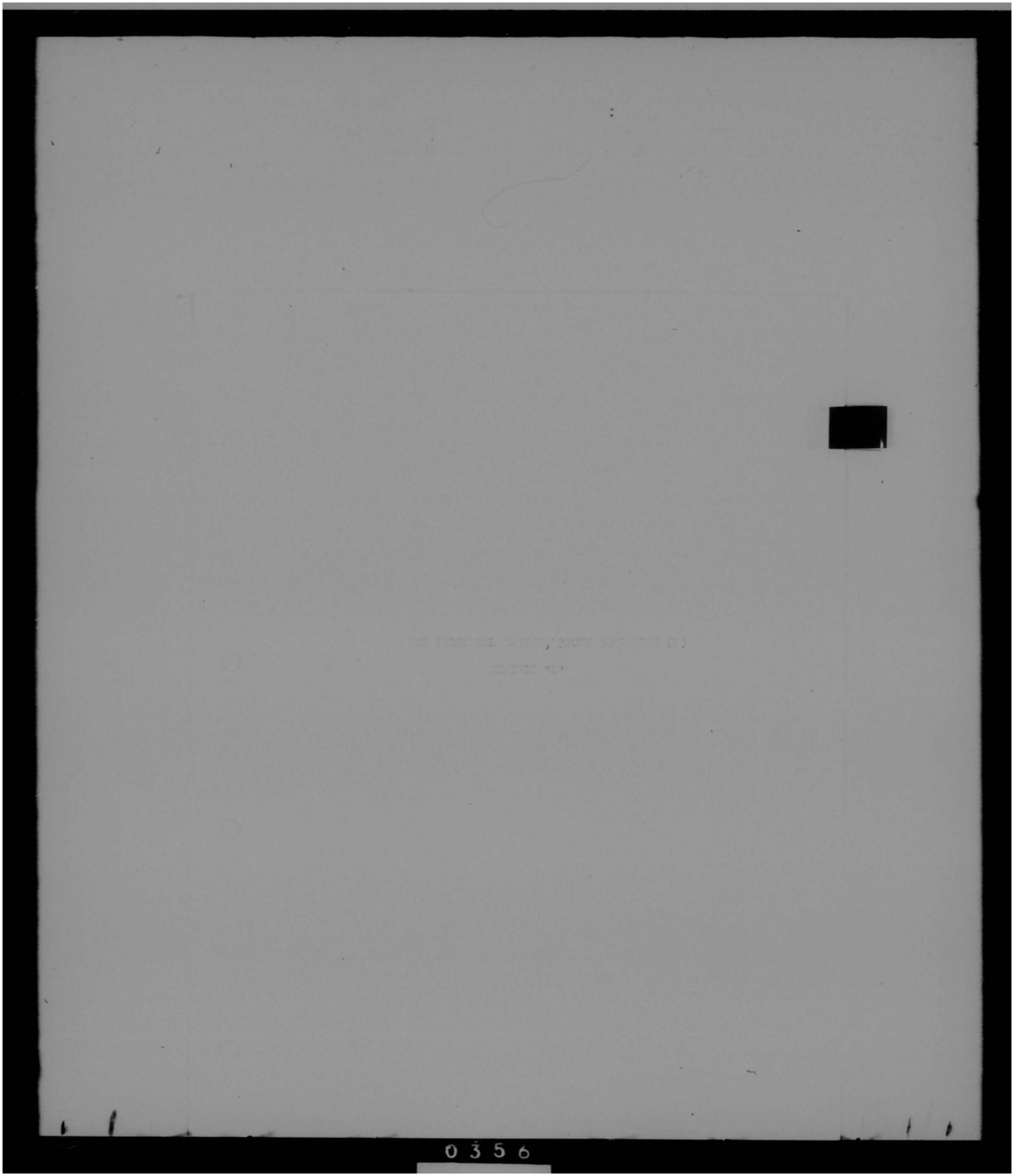

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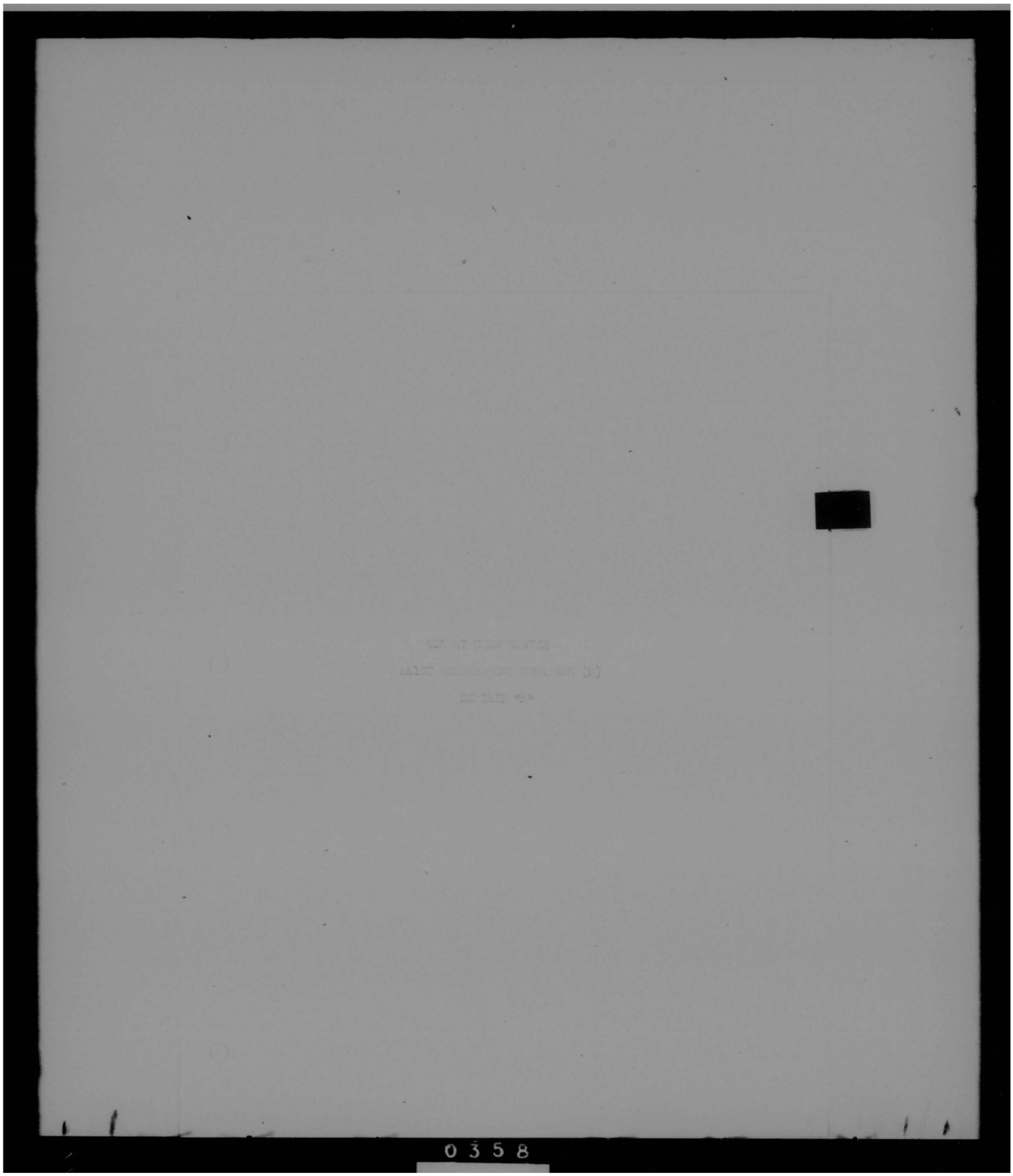

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441ST BOMB SQUADRON

COMMANDING OFFICER
LTCOL. PALLISTER

CREW ROSTER

OPNS OFFICER
MAJOR SALIBA
POSTED: 1MAR 53

STATUS	A/C	PILOT	NAVIGATOR	BOMBARDIER	RADAR	ENGINEER	RADIO	CFC	LG	RG	TG
[illegible]3H	TABOR	O'BRIEN	MIGEN	ERICKSON	CALLOWAY	BASH	ADAMICK	SUDBURY	SMITH	SMELSON	RYAN,W
R12Q	HENSHAW	ANDERSON	TIMMS	TICHSCHREEK	HOBSON	GRIGGS	JAMES	McDONALD	BALL	HUGHINS	FOREMAN
R15I	ALLEN	SHERIDAN	BISSETT	ADAMS	WALKER	ORR,F	BEAVER	ECHOLS	ECK	BOESEN	HURLBURT
N24A	EVANS	CLARE	WILLIS	LYONS	BURKETT	PHILLIPS	THOME	FISHER	WILBERT	CONNOR	SCHMIDT
N17B	KUYKENDALL	RENEAU	HUDKINS	BLOOMER	HOYT	ELIAS	VERNINO	MUNOZ	WALKER,K	RIDDLE	BAUCK
N21T	WATERS	NELSON	ROBISON	POWERS	SHAMHART	HOSSFELD	HART	HUBBARD	LEIRNC	LARSON	ROBERTS
230H	GORDON	SWEATT	MARTINICH	WRIGHT	ANDERSON	VIRDEN	RIOS	MCKAY	HEATH	REBER	BONN
N90D	CARVIN	GJELHAUG	LUTTMAN	HAMILTON	BROWN	SMART	LUCKY	CARMEN	MARCELLO	DAVIS	COLIGHTLY
N78I	MERCEREAU	ADAMS	CAUFFIEL	SPETNER	HARRINGTON	MALLORY	POLLARD	ORR	PEARCE	GLOSBERG	KOERNER
R40L	SMITH,J	SIMPSON	REESE	QUINN	THOMPSON	ADAMS	WILLIAMSON	WALDROP,H	WALDROP,D	PENNINGTON	M.FARLAND
N91B	GOAD	ROBERTSON	OLIVE	CALLAHER	HESS	AABERG	GINTHER	SCHOENFELT	MICHAEL	HEISEY	WALKER,C
R66H	MILLER	STROMBERG	SCHAALK	FAULKNER	EMERSON	RICHEY	BELL	TURNER	EVANS	WHITE	MORGAN

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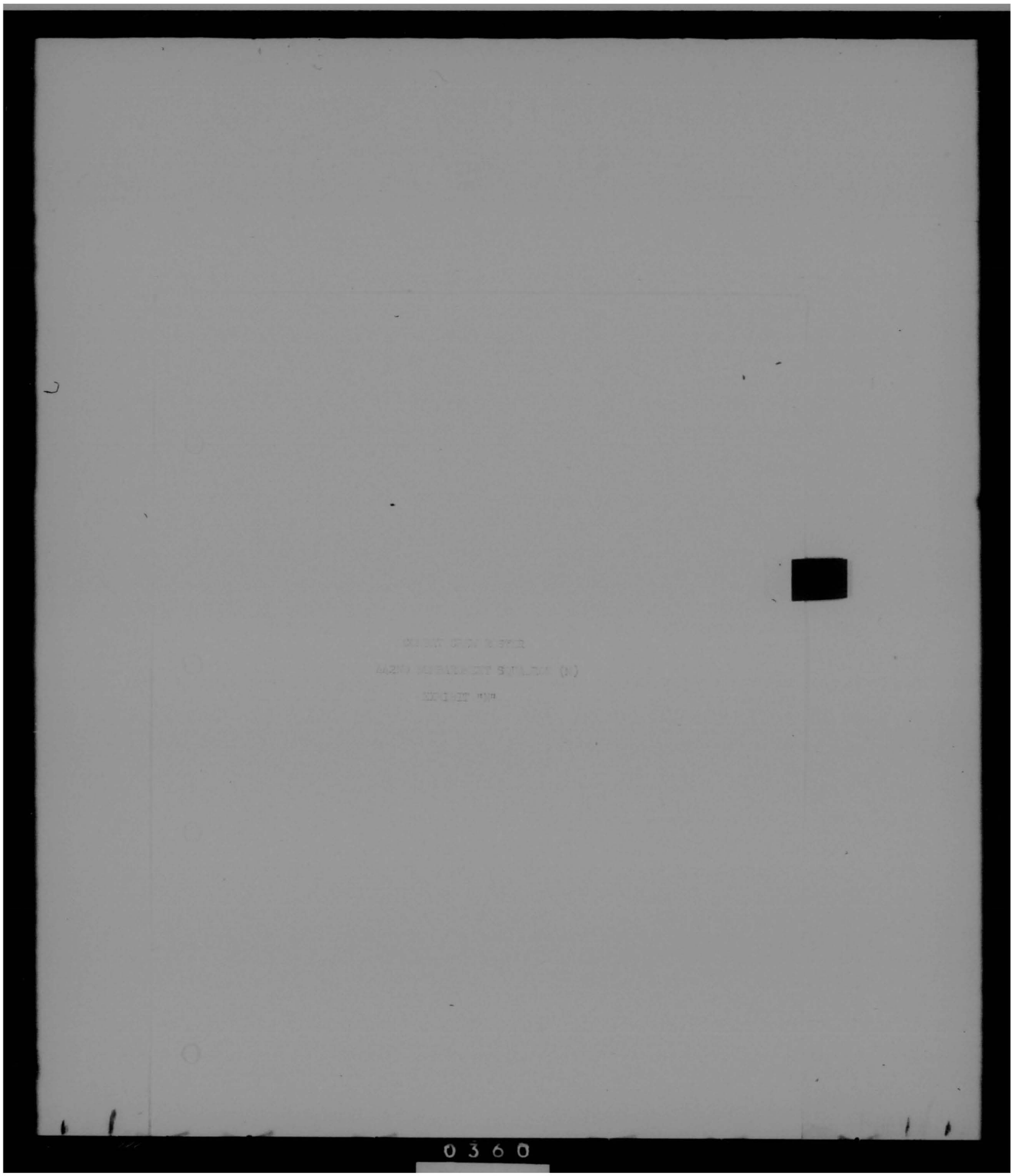

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442ND BOMB SQUADRON

COMMANDING OFFICER
LT COL. HOLDERNESS

CREW ROSTER

OPNS OFFICER
MAJOR DICK
POSTED: 1 MAR 53

STATUS	A/C	PILOT	NAVIGATOR	BOMBARDIER	RADAR	ENGINEER	RADIO	GFG	LG	RG	TG
R02P	ROBERTS	BERG	MULLIGAN	TURNER	LIPTON	ROBINSON	RAZO	LOYA	CURL	HEINTZ	MCCULLOUGH
N01A	LATIMORE	SANDMAN	BORDEN	GRIM	BRIGGS	MILLS	ARQUILLA	DANIELSON	MCDANIEL	BUCHANAN	MCINTOSH
R96D	C. BARR	BURTON	TRENT	LIBBY	MCQUADY	LIBENGOOD	GIANELLI	ADAMAK	WELSH	LOONEY	POTLOCKIO
R28F	LARKRIGHT	RANKIN	CANTWELL	WIRTH	LAROCK	ROGNE	REDELSBERGER	TROTTER	HENDRICKSON	WILKERSON	CRAVEN
N14A	CABRAL	SOURS	BURCZAK	SIMENSON	BARRETT	SADLER	ROWLAND	MAIN	MOOK	ATKINSON	WEEMS
R4GJ	STUBBLEFIELD	KENNEDY	RAY	LAMBIASE	KELLEHER	DENNY	OSHITA	GREENWALT	CAPELO	WELCH	SHEMC
N92D	TRLESDALE	MCDONALD	GREY	HUM	WASHMON	FORTUNE	ROCKFIELD	LIVEZAY	LAFEE	CARSON	DAVIS, D
R41K	BOHLING	LONG	SMITH, H	WILMETH	TAYLOR	BRASHAW	RUST	THROWER	MCSPADDEN	MCQUILLAN	BURROUGHS
N94G	HOPKINS	CHAPMAN	EPTON	RADER	ROSS	CANFIELD	MALLICOTE	HENSLEY	MONIHAN	SHIREY	WILLIAMSON
N26A	JACOBS	TETIVA	MCCARTHY	REED	ROBERTS	HATFIELD	DARNELL	PURDIN	BARRY	ATWOOD	SCHEIWILER
R60I	BARRICKLOW	SWITZER	GRAY	PLOWMAN	PFEIFFER	RIDGELL	RUTH	LARSON	LUNDQUIST	FLANIGAN	DEWALD
N97B	NEVILLE	PERKINS	BARNHART	MOORE, C	MOORE, A	LIDARD	ISRAEL	BARBE	WEISER	STEVENS	BURDICK
N07A	EGLEY	BRADFORD	ALLEN	NEIFERT	HULSE	WOLFE	BIGGS	COLE	KUNDE	NAY	GILBREATH

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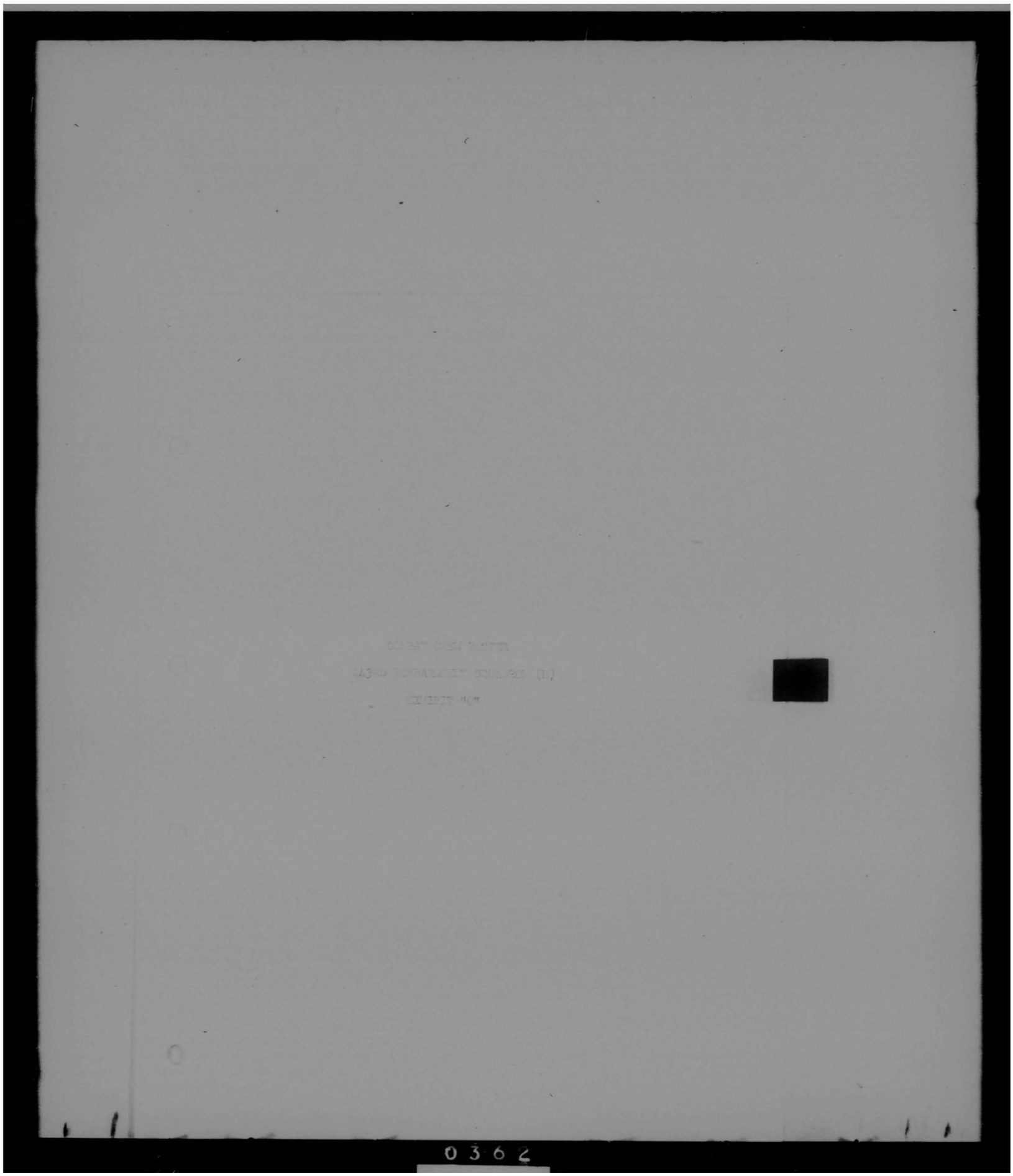

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443RD BOMB SQUADRON

COMMANDING OFFICER
LT COL WOULD

CREW ROSTER

OPNS OFFICER
MAJOR MARTIN
POSTED: 1 MAR 53

STATUS	A/C	PILOT	NAVIGATOR	BOMBARDIER	RADAR	ENGINEER	RADIO	CFC	LG	RG	TG
N32H	GREEAR	MULLIN	FITZURKA	OWEN	SWEET	BOMBARDNER	POOR	CHATFIELD	AMES	SMERCIAK	WATSON
R57E	KAMP	LANE	COCHRAN	COLEMAN	LAUSTROP	SALVATORE	KEMP	MANCUS	STONESTREET	DALLEY	KOSUT
R49E	LOVELL	BICE	TAYLOR	NELSON	ALLEY	CROUCH	ANDERSON	WHITE, O	HAYNES	ROVNAK	SMITH, TC
R47H	STEVENS	MARTIN	CATO	ORR	IMBORNONE	WHITE	YORK	VERNON	WATSON	LANE, R	HAWKINS
N25L	PASCOE	FARRIS	ROTHERS	TAYLOR, G	SEDIVEC	ADAMS, R	RODEMAN	SMITH, DJ	STIMAK	HOWELL	BURNHAM
1290	ADAMS	OWENS	FORNES	ESTES	ALMACK	THOMPSON	ARNEVIK	GATES	DRAEGER	DANIELS	KAUFMAN
N98C	CRANE	KNOPP	WELLMAN	STARNES	RIDEMOUR	PINKHAM	FERGUSON	STEIN	GRANT	BROWN	ANDERSON
N99C	BAKER	MAXWELL	PERLVOZIK	BARTELS	RICE	CUNNINGHAM	STONE	CUSTER	EUBANK	CURTIS	PEMA
N88G	TROST	BYRUM	HUGHES	MARTIN	WEEDMAN	BAKER	HUMBERD	GILSON	LEWICKI	TECTOR	SERVALS
R58M	LINIGER	BROWN, B	BOROVILOS	KINCAID	HUDIBURGH	REYNOLDS	DURST	CHECK	MILLS	McCARY	GLEASON
N89C	CHALIFOUX	WHYTE	STATUM	GAUCHE	MELEKY	HARRIS	ROBINSON	HICKMAN	AYDLETT	MULLINS	RAIKES
R61F	HODGE	BEBENIN	HARDIN	BASILE	ORTH	CREACH	KAUGHER	SESSIONS	SKIDMORE	WOOLFOLK	NELSON, A

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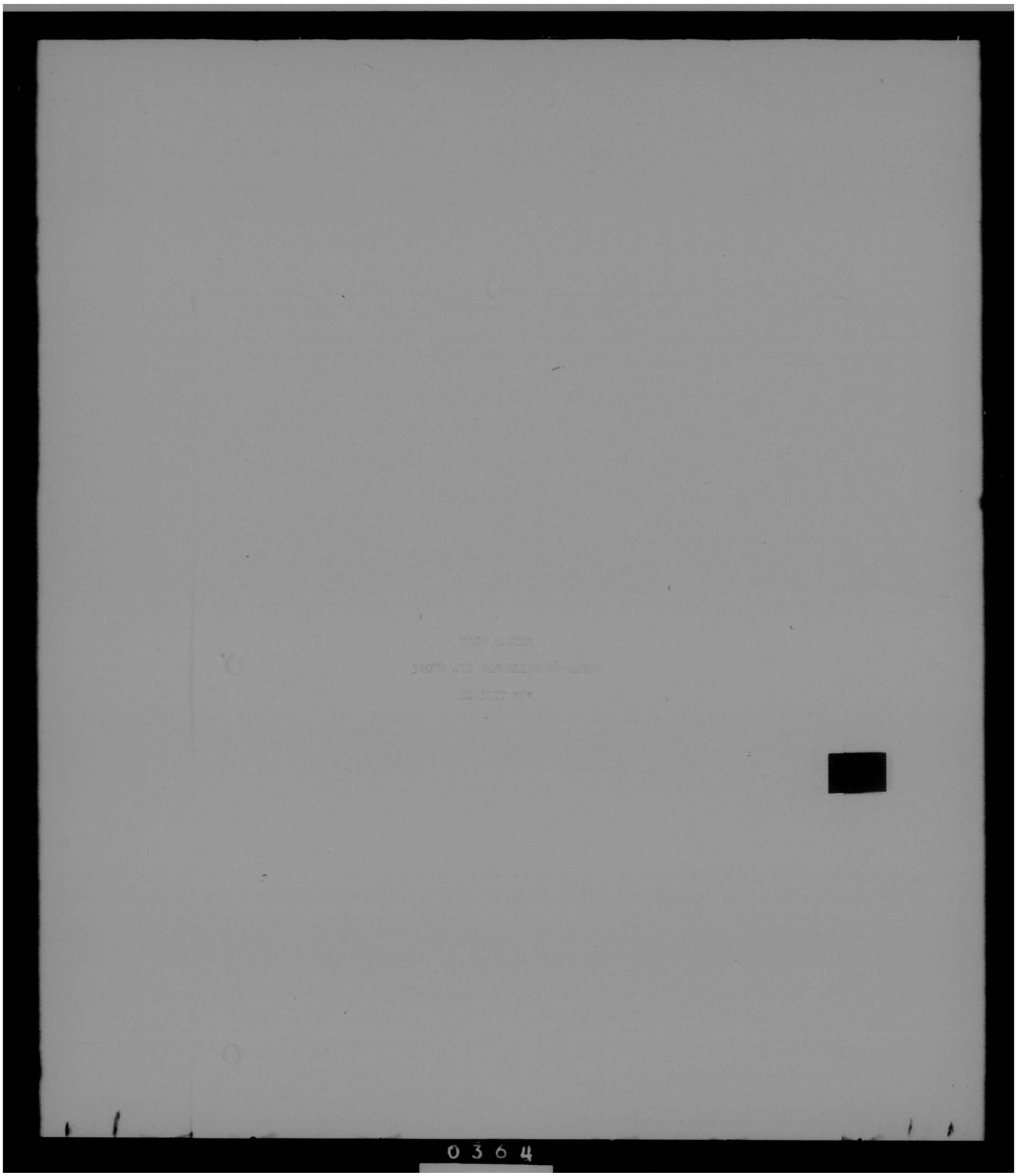

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320TH AIR REFUELING SQ

CREW ROSTER

COMMANDING OFFICER
LT COL IRELAND

OPERATIONS OFFICER
MAJ DECKER
POSTED 1MAR 53

STATUS	A/C	C/P	NAV	APE	R/O	BOOM OP	ASST B/O
M01AO	PHILLIPS	MCARTHUR		PLESSER	TERIO	MEDINO	CAMPBELL
M06AO	STAPEL	ROMANS		COCHELL	RIDLON	WILLIAMSON	DEAN
M14AO	STENGER			KRAFT	BROWN	CACHIANES	PLOURDE
M07AO	TALLENT	MCDOWALL		ADAMS	STOVER	O'HARA	MORELAND
M19AO	WEAVER	WISNIEWSKI		HOLT	ROBINSON	MORGAN	HULING
M12AO	DMYTYRK			BENTON	DODDS	O'NEIL	O'CONNOR
M03AO	NELSON			BEEBE	TABELLIJA	CARNES	CARPENTER
M17AO	ROED	KINNEY		WILKINSON	ROMANEK	ALEXANDER	KING
M10AO	BENWELL			GREENE	ELLIS	BLAND	ULKUS
M04AO	TAYLOR	ZENTZ		CONNELLY	MORRISETTE	VINKLAREK	EDDINGS
M20AO	WALKER	GRUBER		RODRIQUEZ	CROSS	DENNIS	GERARDEN
M15AO	RANCK	GEHRIG		CASTLE	APPLEGATE	FRANCIS, E.	FRANCIS, J
M18AO	BARNETT	AHERN		LEONARD	LUCK	KENNEDY	SAWTELLE
M05AO	BYRD	DIDDLE		CROSSGROVE	WILLIUG	STEPHAYS	TAYLOR, F
M02AO	BURKETT	DOMBAUGH		WILLIAMS	TAYLOR, L	POTTER	BRUCE
M13AO	DAVIS	EVANS		BUSHBY	COX	BURBAGE	HOOKE
M11AO	HUNTER	STANLEY		HICKS		CONOVER	SMITH, H.C.
M16AO	MC DONALD	HUTCHINGS		HOVINGA	SCANLON	AUSLEY	PILON
M09AO	SCOGGAN	STERIOS		EVERETT	THOMPSON	MYERS	SVIRIDENKO
M08AO	MARTIN	JACOBS		CORDERY		CARLSON	MATHIS

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SECURITY INFORMATION

K-WG-320-HI
March 1953

HISTORICAL REPORT

320 TH

BOMBARDMENT WING (M)

#4

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AUTH: CO 320BW
DATE: 4 May 53
LMITS:

HISTORY OF THE
320TH BOMBARDMENT WING (M)
MARCH 1953

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March Air Force Base, California

****

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Prepared by A/2c Francis R. Delaney, AF 19 239 986
in accordance with
AFM 210-1 and SAC Manual 210-1

****

Julian M. Hexum
JULIAN M. HEXUM
Captain, USAF
Historical Officer

Francis W. Nye
FRANCIS W. NYE
Colonel, USAF
Commanding

****

12th Air Division
Fifteenth Air Force
Strategic Air Command

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CHAPTER I

ORGANIZATION AND ADMINISTRATION

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SECRET SECURITY INFORMATION

MISSION

The mission of the 320th Bombardment Wing, Medium, is outlined in Historical Report I, page 1, dated December 1952.

FIFTEENTH AIR FORCE INSPECTION

The Annual General Inspection of March Air Force Base was conducted during the period 9 thru 24 March 1953. This inspection was conducted by 17 officers and 15 airmen of the 15th Air Force. The general overall picture of the 320th Bombardment Wing in the final report of this inspection was viewed as satisfactory.

Because of the present conversion program, a heavy work-load exists in all sections. It was noted in the report that most of the high-level skilled personnel are TDY to B-47 school which in all instances leaves lower-level personnel for the maintenance on B-29s and KC-97s. While this is true it might also be added that the Wing is meeting its required flying time and in some cases, accumulating even more than the assigned hours.

The new UPREAL is an additional work load to the already strained supply sections. Though discrepancies were indicated in the report it was noted that in most cases none of a serious nature existed.

In the administrative section, it was noted that an improvement occurred in comparison to the previous report on this section. Despite the heavy work load in this field, administration is conducting its

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functions in a satisfactory manner.

WING REORGANIZATION

Section II, General Order #9, issued by Headquarters, SAC, dated 24 March 1953 reorganized the 320th Bombardment Wing and subordinate units effective 25 March 1953. The unit designation, T/O, and authorized strength is as follows:

Unit	T/O	Off	Airmen
Hq, 320th Bomb Wing	1-1047P, 1 May 52 1 x Part II	51	108
Bomb Squadron Medium 441 - 442 - 443	1-1178P, 1 May 52 1 x Part II	57 (each)	107
320th Armt & Elect Maint Squadron	1-7170P, 1 May 52 1 x Part II	13	318
320th Fld Maint Sq	1-7169P, 1 May 52 1 x Part II	8	356
320th Per Maint Sq	1-7171P, 1 May 52 1 x Part II	5	182

320TH FIELD MAINTENANCE SQUADRON

Under T/O 1-7169P, dated 1 May 1952, the airmen strength was increased from 305, as authorized in T/O 1-7506P and SAC Manning Document PIM 320 to the new total of 356. At the same time, the officer level of 8 remained as previously authorized.

The authorization of man-power brought about the creation of two new sections of this organization. These were the Flight Refueling

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and Power Pack repair sections. It also changed the control of the Auxilary Equipment Section from Power Plant Branch to Aero Repair Branch. The authorization of Personnel and Administration now reflects a true picture of the Orderly Room functions and the actual work load.

320TH AIR REFUELING SQUADRON

There has been a change in the administrative practices of this squadron. This change comes in the form of a new system of operation which provides for cross-training of all personnel of the Orderly Room. It covers all phases of activities of the organization which will help relieve the work load in this section in the event an airman becomes sick, takes leave or goes PCS. Presently, two clerks are trained to handle additional work and assume more responsibilities.

442ND BOMBARDMENT SQUADRON

The new T/O for this squadron calls for a radical change in personnel. The operational elements still carry the load under this new conversion program. The B-47 bomber requires 3 crew members whereas the B-29 required 11 crew members. This reduction of flight personnel will present and overage of combat crew members. The change-over will bring a manning decrease from 198 crew members to the figure of 164 as required under the new T/O with the major cutbacks coming from the combat crew members. However, the organizational chart of the squadron remains the same.

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SECRET SECURITY INFORMATION

320TH A&E MAINTENANCE SQUADRON

Three sections of this squadron are under major changes. The ECM Section will either be reduced or totally eliminated. Also, the Bomb-sight section will be eliminated while the CFC will be changed to the Gunlaying Section. The latter calls for a change of AFSC from 32330, 50F to 32330, 50C. Such changes will affect the career of many airmen in this squadron.

The solution of these problems are as follows: The ECM Section was kept busy during the month of March in the removal and turn-in of all ECM equipment to the 263 Property Officers. Most of the ECM mechanics will be absorbed by the Radar Section until further disposition. The Bomb-Sight Section personnel will be sent to K-System Schools or transferred to other B-29 or B-50 Wings. Almost the entire CFC Section was transferred during the month of March to several other SAC Bases. Attempts will be made to enter the remaining number of airmen in either the Gunlaying or K-System Schools.

CHANGE IN CAREER FIELDS

Surplus B-29 crew members who have been displaced pending the arrival of the B-47s at the 320th Bombardment Wing are being processed into other careers of their desires and within the limits of the Air Force needs. 1/

1. Beacon Article ----------TAB"A"

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WING SOP

Wing SOP 50-8,[2] dated 12 March 1953 establishes a standard procedure for mission briefing pertaining to the 320th Air Refueling Squadron of this Wing. This SOP is drawn up in two sections; general Briefing and Specialized Briefing. General Briefing advises all crew members as to the part they will play as a team member on a combat crew. The Specialized Briefing will cover only subject matter pertaining to each crew member's specialty.

WING REGULATION

Wing Regulation # 39-2,[3] dated 4 March 1953, establishes a specific policy for the placement of certain Wing Maintenance personnel on flying status under the provisions of SAC Regulation 39-9, dated 15 October 1951, amended. Personnel concerned are referred to as second priority personnel in paragraph 6b, AFR 39-47, dated 26 January 1952. This regulation supersedes Regulation # 39-2, dated 28 December 1951 and Regulation # 39-2A, dated 14 October 1952.

WING FLYING SAFETY BULLETINS

Wing Flying Safety Bulletin #6,[4] dated 11 March 1953, brings to the attention of personnel assigned to the ramp areas all smoking violations noted by the Flying Safety Officer in detail, and simple corrective measures which should be observed by all concerned.

Wing Flying Safety Bulletin #7,[5] dated 12 March 1953, is a survey

2. Wing SOP 50-8, dtd 12 March 1953 ----------TAB"B"
3. Wing Regulation 39-2, dtd 4 March 1953----------TAB"C"
4. Wing Flying Safety Bulletin #6, dated 11 March 53----------TAB"D"
5. Wing Flying Safety Bulletin #7, dated 12 March 53----------TAB"E"

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of all mid-air collisions in the Air Force during the period 1 January thru 1 November 1952. Figures indicated by percent basis the type of aircraft and circumstances surrounding the air collisions.

WING SECURITY BULLETIN

Wing Security Bulletin #8,[6] dated 13 March 1953, is a detailed practice which will be enforced regarding the circulation control of personnel on the flight line as directed by the Commanding General, 12th Air Division.

The Engineering Officer of each squadron of the Wing will serve as the security control of that squadron. Specialists, who are not personally known by the Crew Chief approached, will be instructed to report to the Engineering Officer.[7] It will then be the duty of the Engineering Officer to make the proper identification of the Specialist or crew members that are not personally known by the crew chief.

LEADERSHIP AND MORALE

An analysis of the 12th Air Division Unit Leadership and Morale Rating System was made for the months of January, February, and March.[8] The most substantial gain was made by the 320th Air Refueling Squadron. The squadron rating has advanced to 88.6%, placing it 7th on the Base. The 320th Air Refueling Squadron also advanced to 3rd place in the Wing for the month of March on a one-month basis and to first place on a three-months basis.

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6. Wing Security Bulletin #8, dated 13 Mar 53----------TAB"F"
7. See 320th Bomb Wing Historical Report III, dtd Feb 53, page 2.
8. Ltr, 320th AAC, dated 15 Apr 53, Subj: Analysis of the Unit Leadership Effectiveness and Morale Ratings----------TAB"G"

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The 320th Medical Group made considerable advances during the month of March. Their standing in the Base has advanced to 3rd place on a one-month basis and to 1st place in the Wing on a one-month basis. The Wing showed and increase to 84.1% for the month of March from 82.3% in February on a one-month basis based on a percentage of maximum points obtainable. The Wing had one AWOL for the month of March but points were primarily lost in reenlistment and NCO membership.[9] In addition, an increase of delinquent MPOs has accounted for a loss of points.

The scores awarded for the various categories in Leadership, Effectiveness and Morale System are based on a new scoring system that will be published this month.

MONTHLY ANALYSIS

The Monthly Analysis Report for March 1953, RCS-U2, was completed and forwarded to Fifteenth Air Force.[10] The 320th Bombardment Wing was relieved from requirements of the SAC Rating System as per SAC Message DOTRS 0163, dated 10 January, effective 1 March 1953.

The Wing scored a total of 257.3 points, 71.5% of a possible 360 points. 63 points of the total lost was attributable to MIRS.

The 27 crews assigned to the 320th Bomb Wing as of 31 March 1953 represent the masimum number of crews that could be formed from the present resources. Forty-three crew changes were made during the month

9. Unit Leadership Effectiveness and Morale Rating System Report--TAB"H"
10. Monthly Analysis for Mar 53, (RCS: 15-U2)----------TAB"I"

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SECRET SECURITY INFORMATION

of March, 22 changes were made because of personnel being transferred, three because of personnel being discharged and the remaining 18 were due to school quotas and to replace the crew positions left vacant by the above mentioned causes. The regression of 12 combat crews is due to conversion of the 320th Bombardment Wing to B-47 type aircraft.

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CHAPTER II

PERSONNEL

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SECRET SECURITY INFORMATION

MANNING

An encouraging reduction of personnel losses were experienced by the 320th Bombardment Wing for the month of March. A sharp drop of discharges existed while the rate of transfer quotas diminished more than 50 percent. Changes of officers were noted but with a less marked reduction rate.

The principle loss of skilled manpower and the attendant gain of unskilled levels remained substantially the same. Desired stability is expected to become more apparent in the near future with the continued employment of the Strategic Air Command Policy. This policy is designed to stabilize tactical squadron commanders, operations officers, members of the Standardization Boards and key airmen in their assignments. 11/

During the month of March, there was an output of 110 personnel from this Wing and and imput of 99. A break down of this total figure is as follows:

	Officers	Airmen
Strength 1 March	370	1487
ZI Transfers	5	58
Overseas Transfers	9	17
Separations & Discharges	12	9
Total Loss	26	84
Gains	22	77

11. ADDPE 350, Subj: Stabilization of Personnel, dtd 18 Feb 53

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SECRET SECURITY INFORMATION

Strenth 31 March 366 1480

RECLASSIFICATION

Reclassification actions were intense during the month of March due to the Airmen Proficiency Testing Program, which included the 32, 42, 52, 55, and 56 career fields in Febraury and the consequent return of the allowable upgrading of the majority of the 40 airmen who successfully completed the tests. During the month of March 63 reclassifications were completed. These actions are as follows:

Upgraded to 7 level	10
Upgraded to 5 level	22
Upgraded to 3 level	1
Change in Career Fields	20
Change in AFSC Suffix	10
Total	63

Compared with the 50 airmen who were tested in February 1953, 193 of the 250 scheduled received examinations in the 63, 64, 70 fields. Scores for these tests will be received in April and a sharp increase in reclassification action is anticipated.

Since the inauguration of the Proficiency Tests in September of 1952, the number of reclassifications varied greatly from month to month. Because of the scheduled continuation of the projected monthly turnover of personnel along with the normal progression to higher skilled

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levels, no deviation from this plicy is expected.

SCHOOLS

Because of the introduction of the Air Force Training Command Policy which limits TDY tenures to advanced courses at the formal technical schools, thirteen (13) airmen returned from schools during March. This was a low figure in comparison with past months. All but one airman was detailed to Specialized B-47 training in line with the 320th Bombardment Wing Conversion to B-47 Aircraft. Twenty-three airmen entered schools during the month of March. Four officers entered schools during the month and 14 officers were graduated during March.

WEAPONEERS

Fifteenth Air Force message PLM 119 authorized the assignment of 3 Weapon Officers to this Wing, effective immediately. Pending the June revision of the T/O, an overage will be authorized. These Weapon Officers are to be principally assigned as Staff Officers in chare of the Special Weapons functions pertaining to our Atomic capability with B-47s.

EFFECTIVENESS REPORTS

Non-acceptance by higher headquarters of Outstanding Effectiveness Reports inspired the Commanding General, 12th Air Division, to require each Wing to establish a reading committee which would read and analyze Outstanding Effectiveness Reports to insure that the outstanding rating is documented and justified. The reading committee for the 320th Bomb

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SECRET SECURITY INFORMATION

Wing is composed of 5 members: the Wing Executive Officer, 2 members from the director of Personnel, one from the director of Operations, and one from the director of Intelligence. The reading committee attended an address by Captain Van Zent of Headquarters, Fifteenth Air Force in which he discussed the weaknesses in the "word picture" which failed to substantially support outstanding ratings. The purpose of the meeting was to outline to the committee the methods used by higher headquarters in analyzing Effectiveness Reports.

PROMOTIONS

There were no airmen promotions for the month of March because of the bi-monthly promotion program. Wing Regulation 39-5[12], dated 25 March 1953 supersedes wing regulation #39-5. The superseded regulation is shown in 320th Bomb Wing Historical Report for January 1953, Chapter II. The purpose of this regulation is to establish a uniform method of selection of airmen for promotion to the non-commissioned grades and to implement the provisions of AFR 39-30 and 15th AFL 39-2. The provisions of this regulation applies to all units assigned or attached to the 320th Bombardment Wing.

441ST BOMBARDMENT SQUADRON

During the month of March the squadron suffered the loss of 37 members against the gain of only 7 officers and 7 airmen. Of the 37 lost, 17 were officers and 20 were airmen. Three men were separated

12. Wing Regulation 39-5, dtd 25 March 1953----------TAB"J"

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from the service in March, however one immediately reenlisted. Eight men were sent to jet school during the month. One basic airman, twice carried AWOL, was dropped from the rolls as a deserter as of 4 March 53.

442ND BOMB SQUADRON

A serious problem in the personnel section resulted during the month of March because of the reclassification of squadron members and the bringing of service records up to date in preparation for the conversion program. There was an increase in the movement of squadron personnel to TDY, survival school and AOB school.

There were 130 overages at the end of March. Also, 87 new slots remained to be filled. Retainabilities of surplus personnel continued to present the biggest problem in the re-assignment project. Efforts were being made during the month of March to re-assign gunners, flight engineers and radio operators who have become surplus as a result of the conversion program.

Strength of the squadron declined during the month of March in line with the requirements of the new T/O. The new T/O authorizes 57 officers and 107 airmen for the squadron.

443RD BOMBARDMENT SQUADRON

During the month of March the Personnel Section of the 443rd Bombardment Squadron accomplished the Reserve Officer Indefinite Commission project. Besides completing the above mentioned project for the month

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of March there has been considerable burden in the processing of incoming officers from Air Force Schools, and processing officers to either technical schools or to survival schools. In addition to this, there is a heavy work load in accomplishing effectiveness reports.

The airmen's section seems to share the same work load. Much time is spent in processing airmen to jet schools and the reassigning of surplus airmen who can not be utilized in the B-47 program. Though both sections are assuming heavy work loads, the work is being performed satisfactorily. These sections were given an overall rating of satisfactory by the Fifteenth Air Force Inspection Team.

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SECRET SECURITY INFORMATION

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CHAPTER III

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SECRET SECURITY INFORMATION

320TH FIELD MAINTENANCE SQUADRON

The overall picture of the 320th Field Maintenance Squadron may be viewed with extreme interest. A close study will reveal an above normal amount of work load per section.

There is still a shortage of supply personnel which has resulted in the assignment of airmen to a night shift. In addition to the above activities, the B-47 and KC-97 UPREALs have been received and have been screened against the T/O and applicable ECL's. It was found that 7 of the ECL's in the UPREALs were out of date and it was necessary to secure the latest changes.

While the rest of the units in maintenance indicated a normal amount of work, the parachute shop seemed to have accomplished a great deal of work during the month which is as follows:

	Repaired
B-5 Life Vest	167
C-2A Life Rafts	355
E-2B Life Rafts	38
Parachutes	525

In addition to the figures above, this section started and completed a fair number of specialist work orders and shop manufacture jobs.

The Electrical shop accomplished the following repairs:

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Items of Repair	Number
Generators	15
Starters	14
Actuators	20
Regulators	30
Lights of Various Types	22
Inverters	16
Conduits	50
Bonding	75
Turbo Governors	6
Pressuretrols	4
Waste Gate Motors	7
Motors (Other)	15

There were numerous other items repaired and specialist work orders completed during the month. During March 13 airmen were sent to MTD School.

The Power Plant Section of the 3350 engine build up line ceased to operate 18 March 1953 because of the lack of engines. This left only nine engines completely built up. These nine engines were installed or assigned to aircraft. The build-up line is now completing fly away engines for future use.

The R-4360 build-up line changed 3 engines during the month of March.

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SECRET SECURITY INFORMATION

They built up only one engine due to the shortage of engine mounts. The engine mounts were shipped from the factroy in March but have not been received yet. The R-4360 engine build-up line is not only suffering from the shortage of engine mounts but also from tach generators, metering assemblies, propeller conduits and special belts for the turbo mounting.

While there are no exact figures for illustration, the propeller shop has been kept busy in changing the propeller assemblies on the KC-97s. Also, a number of transfer inspections were completed on the B-29 aircraft.

Again this section reports that the shortage of transportation is responsible for the serious shortage of manhours. This section is also having difficulty in obtaining parts for the propeller installed on the KC-97 aircraft.

320TH PERIODIC MAINTENANCE SQUADRON

For the month of March this squadron performed and completed Periodic Inspections on six B-29s and started the inspection on three more such aircraft. Also, Periodic Inspections were completed on five KC-97s and the inspection of two additional KC-97s was started.

Considerable time is being spent by this squadron in the preparation for conversion to the B-47 bomber.

A new J-47 overhaul training program was made available at Norton

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KODAK SAFETY FILM

SECRET SECURITY INFORMATION

Air Force Base. This squadron was allotted 2 personnel to attend this first course. Reports from the personnel attending this course indicate that this type of training will be of considerable benefit because work is performed on Jet engines received at the depot for overhaul. The men spend 1 week at each station which includes: teardown, inspection, rebuild, and test. Since the engines are used not only for training but will be put back into service, all work accomplished is done correctly. This training differs greatly from the class room technique, whereas only one engine is built up and the engine never leaves the class room. A total of 480 hours of Jet engine overhaul was utilized during March.

In addition to the B-47 bomber, the KC-97s are receiving considerable attention. Eleven airmen were sent to the MTD R-4360 school. Five airmen were sent to MTD, airplane in general, course of one week duration. In addition to these figures, several electricians were sent to the same course in order to extend their knowledge in the electrical layout of the KC-97 aircraft.

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CHAPTER IV

OPERATIONS AND TRAINING

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SECRET SECURITY INFORMATION

FLYING TRAINING

320TH Bombardment Wing training efforts for the month of March were met as follows:[13] transition and A/C check-outs, instrument check-outs, cross training of 1524s and 1244s. Five 1244s completed the A/C check-outs.

Instrument checks were completed in so far as availability and capability of personnel permitted. Closing of the base instrument school, and the required additional instrument time practice for the 1244s slowed down the program. 60-2 requirements for 1524s and 1244s were also met in so far as availability of personnel permitted. Following is the summary of the flying accomplishments as allocated:[14]

	Alloc	Accom
B-29 aircraft	750	734
KC-97 aircraft	700	469
Wing Total	1450	1203

Seventeen navigators were assigned to the 320th Air Refueling Squadron during the month of March. Flying time was accomplished as follows:

	Alloc	Accom
Long range navigation, instrument proficiency and cruise control missions	400	247

13. Information obtained from Planning Factors and Intentions for March 1953.
14. Flying Training Accomplishments----------TAB "K"

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	Alloc	Accom
Transition training required by Sup II, SAC reg 50-33,11 Jan 53	270	215
Flight Tests	30	7
Total Flying Time	700	469

The average number of KC-97 aircraft for training purposes during the month of March was only ten due to grounding for T.O. compliance.

The Bombardment Squadrons utilized flying time for the month of March as follows:

	Alloc	Accom		
		441st	442nd	443rd
Transition & instrument checks	85	73	63	57
Cross training for 152As & 124As	85	60	124	92
60-2 requirements & instruments practice, 124As	50	54	30	61
Tests flights & ferry flights	30	39	33	37
Other	—	—	5	6
Total	250	226	255	253

The three Bombardment Squadrons were relieved from Celestial, Loran, Bomb and Supersonic trainers 9 March, because of the absence of many observers and the non-availability of other personnel in the program. Link was scheduled and utilized during March throughout the Wing on the basis of one period per pilot per month.

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GROUND TRAINING

The two evaluators assigned to the Unit Ground Training Section attended the course of instructions given at Norton Air Force Base and as a result no oral or wirtten evaluations were conducted.

UP-GRADING

Up-grading unier the previsions of Wing Regulation 50-1 was accomplished by the following:

443rd Bomb Squadron	15 hours
320th Air Refueling Squadron	11,840 hours

The KC-97 Mobile Training Detachment was utilized with the student manhours per squadron listed below:

320th Air Refueling Squadron	2,950 hours
320th Field Maintenance Squadron	262 hours
320th Periodic Maintenance Squadron	842 hours
320th A&E Maintenance Squadron	66 hours
441st Bombardment Squadron	560 hours
442nd Bombardment Squadron	710 hours
443rd Bombardment Squadron	264 hours
Total	5,454 hours

B-47-8 MTD

The B-47-8 Mobile Training Unit was utilized with student hours per squadron as follows:

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320th Field Maintenance Squadron	1,010 hours
320th Periodic Maintenance Squadron	864 hours
441st Bombardment Squadron	182 hours
442nd Bombardment Squadron	74 hours
443rd Bombardment Squadron	83 hours
Headquarters Squadron Section	130 hours
Total	2,333 hours

WING SOP

Wing SOP 100-50, dated 19 March 1953,[15] was published and distributed to all organizations within the 320th Bombardment Wing. The subject of this SOP is Wing Address Groups. It establishes a specific procedure to insure that all messages transmitted by the 320th Bombardment Wing will reach their destination. The procedures set forth will be adhered to by all airborne operators. All messages intended for this Wing will contain in the address element of the message heading the appropiate "Address Group" as assigned in ACP 101.

JANAP 114(F) call signs will be used by aircraft when calling and working ground stations. Therefore, a "Plaindress" message heading must always be used; regardless of the station the message is passed to for relay to appropiate "Address Groups". Departure, arrival, abort, position report, strike reports and any other messages intended for the 320th Bombardment Wing will be addressed as outlined above.

15. Wing SOP 100-50, dtd 19 March 1953

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WING ALERT

A Base Alert was called on 24 March 1953. This alert served as a test of the evacuation procedure. During this alert the Wing Alert and Evacuation Plans were put into action. Results from this operation were critiqued and recommanlations were made for a more effective operation pattern designed to correct errors which were noted.

This alert was known as test #1 as directed in Fifteenth Air Force Letter 55-5. Satisfactory results were reported in the operational phase of this test. However, some minor discrepancies were noted in the reporting used between the Tactical Squadrons and Wing. Appropiate measures were taken to insure that all provisions of this letter were understood by all Squadrons of this Wing.

AIR CREW TRAINING SECTION

Twenty-two officers were scheduled to attend the Basic Survival School for the month of March. Thirty-one officers have completed the Advanced Survival School. Eight officers completed the BC School, while another five officers entered the BC School and will complete the course in April. Nineteen observers were in the High Speed Navigation School at Mather AFB. A total of four crews departed for the B-47 Transition School which is scheduled to start 1 April.

The month of March was spent in obtaining 60-2 training requirements. Cross training of 1524s and 1244s, checked out all qualified

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1244s as aircraft commanders. This section also assisted in the support of a classified mission and ferried aircraft to the storage depot for transfer.

320TH A&E MAINTENANCE SQUADRON

The future arrival of the B-47 bomber will present a serious problem of maintenance to this squadron. These bombers are equipped with the K-System, a delicate radar bombing assembly.

The problem of skilled manpower to service these aircraft arises. This problem is being solved by a school within the squadron. During the month of March, 15 airmen with AFSC's of 32130E reported to the squadron for duty following their attendance of a training Command School. It was felt that these airmen should attend a school for the K-Systems rather than having them utilized in the shops.

This school runs on an average of 6 hours a day with the instruction divided as follows: the Sperry Gyrscope Representative, who was borrowed from the 22nd A&E Maintenance Squadron, conducting the morning classes, and the RCA and Philco engineers conducting the afternoon classes. The instructors demonstrate the theory of radar and the K-System by utilizing the mock up table. Tests are given to determine the knowledge that the students are absorbing from the classes.

Unlike the normal Training Command School classes, the students are broken into smaller groups of attendance. This allows the students

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to grasp a better understanding of what is being taught and also allows the instructor to note who in his class needs more attention.

While this school is serving its mission it is not solving a problem which may arise. The K-System mock up shows the student the entire arrangement of the radar units but still the student has no proper training of exactly where all these units are located on the B-47. The student does not have a good idea of what he should and should not touch while he is working on the aircraft. Though this may not appear to be a serious problem for consideration, due thought will have to be given to this subject in order that these students will have the proper briefing on the B-47 bomber to help prevent ground accidents.

320TH AIR REFUELING SQUADRON

Considerable loss of flying time was noted in this squadron for the month of March. However, a close study reveals that the loss of the flying time is in no manner to be reflected on the operational efficiency of the squadron.

On 13 March all KC-97 aircraft were grounded pending inspection of all oil control unit assemblies of the Hamilton Standard Propeller. Basis of this inspection was the fact that there has been occasions when these propellers have gone into the reverse position while inflight. A further investigation indicated that the oil control units were the basic trouble. As the squadron was up to strength on aircraft allowance,

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time was needed for a careful inspection of each assembly per aircraft. After the overall condition of the aircraft was studied by the Aircraft Maintenance Officer, it was decided to try to keep some aircraft ready for flight. The only solution to this problem was to remove the oil control units found to be in proper condition and attach them to the aircraft where one or two of these assemblies failed to pass the inspection. This was done until the squadron had enough aircraft to continue flying operations. Ten of the aircraft were grounded but returned to flying commission during the month as the replacement parts arrived from the Air Materiel Command.

As the inspection of the Hamilton Propeller was Air Force wide, a system was set up to determine which organizations would receive the replacement parts first. This squadron is not presently considered a tactical operational unit and time again was lost in waiting for the parts to arrive. This, plus the before mentioned reasons indicates why the squadron could not meet the flying requirements for the month of March.

WING MEETING

The Wing Aircraft Accident Prevention Meeting was held on 20 March 1953 in conjunction with other organizations of the base. At this meeting the Flying Safety Plaque for the 320th Bomb Wing was presented to the 441st Bombardment Squadron for the month of February 1953.

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SECRET SECURITY INFORMATION

MONTHLY FLYING SAFETY RATING FOR MARCH

The Monthly Flying Safety Rating for March 1953 was published and forwarded to the Commanding Officer, 320th Bombardment Wing from the Flying Safety Officer.[16] There were no minor or major accidents in this Wing so each squadron received the maximum of 50 points. Attendance at the Squadron Flying Safety Meetings averaged 94%. Attendance at the Wing Flying Safety meeting averaged 66.03% for the 4 squadrons attending. No violations of Flying Safety Regulations have been reported in this Wing during the month of March 1953.

16. Ltr, 320th ODCFS, Subj: Monthly Flying Safety Rating for March 1953----------TAB "L"

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APPENDIX

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APPENDIX

	TAB
BEACON ARTICLE, DATED 10 APRIL 1953	"A"
320TH WING SOP 50-8, DATED 12 MARCH 1953	"B"
320TH WING REGULATION 39-2, DATED 14 MARCH 1953	"C"
320TH WING SAFETY FLYING BULLETIN NUMBER 6	"D"
320TH WING SAFETY FLYING BULLETIN NUMBER 7	"E"
320TH WING SECURITY BULLETIN 8	"F"
LTR, 320TH AAC, ANALYSIS OF THE UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING	"G"
UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM REPORT	"H"
MONTHLY ANALYSIS FOR MARCH 1953. (RCS-15-U2)	"I"
320TH WING REGULATION #39-5, DATED 25 MARCH 1953	"J"
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LTR, 320TH ODCFS, MONTHLY FLYING SAFETY RATING FOR MARCH 1953	"L"
KEY PERSONNEL ROSTER, 320TH BOMBARDMENT WING (M)	"M"
COMBAT CREW ROSTER, 441ST BOMBARDMENT SQUADRON (M)	"N"
COMBAT CREW ROSTER, 442ND BOMBARDMENT SQUADRON (M)	"O"
COMBAT CREW ROSTER, 443RD BOMBARDMENT SQUADRON (M)	"P"
CREW ROSTER, 320TH AIR REFUELING SQUADRON	"Q"

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BEACON ARTICLE, DATED 10 APRIL 1953

EXHIBIT "A"

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The BEACON

VOL. VII—NO. 23 RIVERSIDE, CALIFORNIA FRI., APRIL 10, 1953

B-29 Crewmen Go Into Other Fields

Surplus B-29 crew members who have been displaced by the arrival of B-47's at the 320th Bomb Wing are being processed for other positions, according to Wing Commander Francis Nye.

He said that the largest surplus was in the gunner category since each B-29 carried four such specialists. A number of these have been sent to other bases to make up B-36 and B-29 crews.

Other men who have been displaced by the three-man B-47 are undergoing training at either school or on the job. A substantial number are with the 320th's refueling squadron, but others are changing career fields altogether and are entering clerical categories.

Colonel Nye said that every effort was being made to allow men to select fields of their choice with in the limits of Air Force needs.

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320TH WING SOP 50-8

DATED 12 MAR 53

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* SOP 50-8

HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

STANDING OPERATING PROCEDURE) 12 March 1953
:
NUMBER 50-8)

TRAINING

Mission Briefing

1. PURPOSE: To establish a standard procedure for conducting mission briefing by the Air Refueling Squadron assigned to the 320th Bomb Wing.

2. SCOPE: The provisions of this directive are applicable to the 320th Air Refueling Squadron.

3. RESPONSIBILITY: Commanding Officer, 320th Air Refueling Squadron is responsible for the implementation of this procedure.

4. GENERAL: The purpose of briefing is to acquaint all members of a combat crew with the intended mission and to inform them of their part in the overall plan. Briefing will be held in two parts: General Briefing and Specialized Briefing. General Briefing will acquaint all crew members as to their part they will play as a team member on a combat crew. Specialized Briefing will cover only subject matter that is peculiar to each crew member specialty.

5. General Briefing will be conducted as follows:

a. Roll Call (Operations Officer)

b. The Mission: A brief presentation of the mission will be given by the Operations Officer or his assistant utilizing annotated maps showing the route and important features; to include: Altitudes, highest terrain enroute, turning points, danger areas, communications procedures (unless briefed separately in paragraph D below), emergency airfields, alternate route, control points, length of mission, fuel needed in reserve. (This portion of the briefing should be well planned and rehearsed.)

c. Intelligence: The Intelligence Officer will cover security, enemy situations (simulated), survival, escape and evasion, and instructions for observing and reporting special intelligence information.

d. Other Staff Specialists: Other staff specialists such as communications, will brief only when applicable. It is desired to keep the briefing staff to an absolute minimum to insure that the maximum duration of briefing is 30 minutes.

* Supersedes SOP 50-8, 6 Jun 52

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e. Weather: The Weather Officer will present the prognostic synoptic situation for the mission and cross-section for the schedule route, stressing winds, cloud formations, icing conditions, visibilities and temperature in degrees centigrade. When applicable, he will also give barometric pressure in inches of mercury, D factors and ground temperatures for the route.

f. Announcements: Made by Operations Officer.

(1) Places for specialized briefings.

(2) Messing. (If applicable)

(3) Transportation.

(4) Personal Equipment.

(5) Time and Place for critique.

(6) Time hack.

g. Comments by Commanding Officer: (Optional)

6. Specialized Briefing: Will be held immediately following general briefing with crew members being divided into the following groups. Special emphasis should be placed on flying safety.

a. A/C-P. The Operations Officer will discuss:

(1) Taxi instructions.

(2) Take Off.

(3) Abort procedures.

(4) Danger areas.

(5) Communication security.

(6) Emergency procedures.

(7) Formations.

(8) Positions and landings.

b. Staff Navigator will brief navigators on:

(1) Control time and rendezvousing procedures.

(2) Danger areas.

(3) Emergency procedures.

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(4) Maintaining of formation positions.

(5) He should discuss the latest weather information and any late changes in the route and Lead and Deputy Lead Navigators problems if formation is being flown.

c. R.O. The Unit Communications, and Intelligence Officer will cover the following points with radio operators as applicable.

(1) Distribute communications flimsy.

(2) Discuss usage of H. F., VHF and UHF frequencies and callsigns assigned.

(3) Radio security.

(4) Emergency radio aids to navigation.

(5) Areas of radio silence.

(6) Employment of IFF.

d. For all missions the individual flight plans will be certified by the Aircraft Commander as adhering to master flight plans altitudes and airspeed patterns.

BY ORDER OF COLONEL NYE:

JULIAN M. HEXUM
Captain, USAF
Adjutant

OFFICIAL:

JULIAN M. HEXUM
Captain, USAF
Adjutant

DIST: "D"

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320TH BOMB WING REG # 39-2

DATED 14 MAR 53

EXHIBIT "C"

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*Wg Reg 39-2
1 - 2

HEADQUARTERS 320TH BOMBARDMENT WING (M)
MARCH AIR FORCE BASE, CALIFORNIA

4 March 1953

WING REGULATION)

NUMBER 39-2)

ENLISTED PERSONNEL

Placement of Maintenance Personnel on Flying Status

1. PURPOSE: To establish a policy for placement of certain maintenance personnel on flying status under the provisions of SAC Regulation 39-9, dated 15 October 1951, as amended.

2. GENERAL: Personnel concerned are referred to as second priority personnel in paragraph 6b, AFR 39-47, dated 26 January 1952. Flying status for such maintenance type personnel is authorized within this command on the following ratio basis:

a. Each Bombardment Squadron is authorized one (1) man month per aircraft assigned to the Squadron.

b. The 320th Air Refueling Squadron is authorized one (1) man month per aircraft assigned to the Squadron.

c. The 320th Periodic Maintenance Squadron is authorized the following percentage of Maintenance personnel on flying Status:

(1) 0.1 man month per Bombardment Aircraft assigned to the Wing.

(2) 0.1 man month per Refueling Aircraft assigned to the Wing.

d. The 320th Armament and Electronics Maintenance Squadron is authorized the following percentage of maintenance personnel on flying status:

(1) 0.1 man month per Bombardment Aircraft assigned to the Wing.

(2) 0.1 man month per Refueling Aircraft assigned to the Wing.

*Supersedes Reg 39-2, 28 Dec 51 and 39-24, 14 Oct 52. 1

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Ng Reg 39-2
3 - 4

3. DEFINITIONS: Man Month--Computed as one airman placed on flying status for 30 days, two airmen placed on flying status for 15 days, three airmen placed on flying status for 10 days, etc.

4. PROCEDURE:

a. Maintenance Personnel placed on flying status will be limited to those set forth in paragraph 5, SAC Regulation 39-9, dated 15 October 1951.

b. The provisions of paragraph 6, SAC Regulation 39-9, dated 15 October 1951, will apply on requesting flying status orders, reporting personnel on flying status and distribution of copies of flying status orders.

BY ORDER OF COLONEL KLUM:

OFFICIAL:

JULIAN M. KLUM
Captain, USAF
Adjutant

JULIAN M. KLUM
Captain, USAF
Adjutant

DIST "B"

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320TH WING SAFETY FLYING BULLETIN

NUMBER 6, DATED 11 MAR 53

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HEADQUARTERS 320TH BOMBARDMENT WING (M)
March Air Force Base
California

FLYING SAFETY BULLETIN) 11 March 1953
:
NUMBER 6)

Smoking on the Ramp

1. It has been noted that personnel (both Officers and Airmen) have been violating the NO SMOKING Regulations around aircraft parked on the Ramp.

2. Regulations state that there will be No Smoking within fifty (50) feet of any aircraft that is parked on the Ramp.

3. Personnel are very lax on this subject as they have been seen walking under the tail or wings of an aircraft with a lighted cigarette.

4. Care should also be used when an aircraft is being fueled or de-fueled as to wind direction. Gas fumes are very heavy around an aircraft under these conditions and a small wind will carry these fumes for some distance before they disapate.

5. Smoking has also been carried on around the refueling pits and the pumping station. In the handling of this fuel, it is impossible to keep some from spilling on the ramp. This makes a very dangerous situation and should be treated as such.

6. The NO SMOKING Regulation is everyones problem and all personnel should make it their own personal problem to use caution and care at to when and where they smoke when on the ramp.

Loyd A. Coats
LOYD A. COATS
Captain, USAF
Flying Safety Officer

DISTRIBUTION:
20 cys ea Tac Sq
20 cys 320 ARS
20 cys ea Maint Sq
20 cys Dir of Ops
Hq 320th Bomb Wing

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320TH WING SAFETY FLYING BULLETIN

NUMBER 7, DATED 12 MAR 53

EXHIBIT "E"

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OFFICE OF THE FLYING SAFETY OFFICER
320TH BOMBARDMENT WING, (M)
MARCH AIR FORCE BASE, CALIFORNIA

12 March 1953

FLYING SAFETY BULLETIN)
:
NUMBER 7)

MID-AIR COLLISIONS

1. A survey of all mid-air collisions in the Air Force during the period 1 January 1950 through 15 November 1952 show the following items of importance to all flying personnel.

a. There were 210 mid-air collisions during this period.

b. Ninety-eight percent of these collisions were the direct result of personnel error.

c. Fighter aircraft were involved in 48% of these collisions.

d. Forty-two percent of the aircraft involved were flying straight and level at the time of the collision.

e. Seventy-seven percent of these accidents involved aircraft on training missions.

f. Collisions occurred most frequently at traffic pattern altitude and between 10,000 and 20,000 feet.

g. Thirty-eight percent of the accidents occurred within three miles of an airport and 36% occurred more than ten miles from an airport.

h. In 24% of the collisions, either one or both of the aircraft involved were engaged in hooded instrument practice.

i. Ninety percent of the collisions occurred during daylight hours.

j. Sixty-seven percent of the collisions occurred when there were no clouds and visibility was unlimited.

k. In formations the number 2 positions accounted for 60% of the collisions.

l. Aircraft in formation collisions were piloted by personnel with 1000-2000 hours experience in 26% of the accidents, 200-300 hours experience also accounted for 26% of the accidents.

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2. The above figures show that mid-air collisions are generally caused by the pilots or observer not keeping proper watch for other aircraft.

Loyd A. Coats

LOYD A. COATS
Captain, USAF
Flying Safety Officer

DISTRIBUTION:

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320TH WING SECURITY BULLETIN

NUMBER 8, DATED 13 MAR 53

EXHIBIT "F"

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ETV FILM

HEADQUARTERS, 320TH BOMBARDMENT WING, MEDIUM
March Air Force Base
California

320 ODCU 319.1 13 March 1953

SUBJECT: Security Bulletin # 8

TO: Commanding Officer, Headquarters Squadron Section
Commanding Officer, 441st Bombardment Squadron
Commanding Officer, 442nd Bombardment Squadron
Commanding Officer, 443rd Bombardment Squadron
Commanding Officer, 320th Air Refueling Squadron
Commanding Officer, 320th Armt and Elect Squadron
Commanding Officer, 320th Periodic Maintenance Squadron
Commanding Officer, 320th Field Maintenance Squadron
Commanding Officer, 320th Medical Group

1. In order to explore the practicality of inaugurating an additional control of circulation on the flight line, the following proceedure has been directed by the Commanding General, 12th Air Division:

a. The Engineering Office of each Squadron will become the Security control point for that Squadron.

b. Specialists, who are not personally recognized by the Crew Chief approached, will be instructed to report to the Engineering Office. Under no circumstances will the Crew Chief allow any person, whom he does not personally recognize, to approach his aircraft until such person is escorted to the aircraft by some person known to the Chief, or unless the person can produce some sign, token, number or word known only to the Engineering Officer, or his authorized representative, and the Crew Chief.

c. The Engineering Officer will be responsible for the proper identification of specialists or crew members not personally recognized by the crew chief.

2. Personnel approaching and departing the aircraft parked on the ramp, will do so by traveling along the lane on which the nose of the desired aircraft is aligned. Personnel cutting across parking lanes diagonally will be subject to apprehension by the R & D Teams.

3. The above proceedure will be placed in effect not later than 0800 hours 16 Mar 53, for a period of two weeks.

4. At the end of the two week period, an informal report on the practicality of the plan will be made to the 320th Bomb Wing Security Officer.

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320 ODCU 319.1
SUBJECT: Security Bulletin # 8

5. This is not intended to limit or replace such Unit plans as may have been previously developed and which are believed superior to the plan offered in Par 1 above.

BY ORDER OF COLONEL NYE:

Julian M. Hexum
JULIAN M. HEXUM
Capt, USAF
Adjutant

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LTR, 320TH AAC, ANALYSIS OF THE UNIT
LEADERSHIP EFFECTIVENESS AND MORALE
RATING, DATED 15 APR 53
EXHIBIT "G"

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OFFICE OF THE COMPTROLLER
HEADQUARTERS 320TH BOMBARDMENT WING (M)
March Air Force Base
California

320 AAC

15 April 1953

SUBJECT: Analysis of The Unit Leadership Effectiveness and Morale Ratings

TO: Commanding Officer
320th Bombardment Wing (M)
March Air Force Base
California

I. General

An analysis covering a three month period, January February and March has been prepared by this office. The figures have been compiled and recorded under the provisions of 12th Air Division letter subject: "Unit Leadership and Morale Rating" dated 8 May 1952. Ratings are based on a maximum of 950 points. March ratings are also based on a one month and a combination of January-February-March which is a three month moving average. The scores are based on a percentage of maximum points obtainable.

II. Analysis

WING HEADQUARTERS

The scores and standings for the one and three month period are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	82.1	76.6	10	16	5	6
February	85.9	86.7	11	4	4	1
March	77.4	82.0	24	15	8	5

441ST BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month period are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	76.4	74.9	15	18	6	7
February	85.0	80.4	12	16	5	5
March	88.6	82.7	8	13	3	4

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

442D BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	72.9	78.3	20	11	7	3
February	92.6	85.5	4	8	1	3
March	72.5	79.1	28	19	9	8

443D BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	65.0	70.5	27	26	8	9
February	70.4	71.7	28	30	8	9
March	77.5	71.7	23	28	7	9

320TH AIR REFUELING SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	85.2	77.4	6	12	3	4
February	86.4	86.1	10	5	3	2
March	88.6	86.9	7	4	2	1

320TH ARMAMENT AND ELECTRONICS MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	92.6	84.3	1	5	1	1
February	67.3	79.2	29	20	9	7
March	87.3	80.7	10	17	5	6

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Subject: Analysis of The Unit Leadership Effectiveness and Morale Ratings

320TH FIELD MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	87.5	76.6	5	14	2	5
February	76.8	77.1	22	21	7	8
March	88.0	82.9	9	12	4	3

320TH PERIODIC MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	82.3	82.7	9	7	4	2
February	84.0	81.0	14	15	6	4
March	82.3	83.0	15	11	6	2

320TH MEDICAL GROUP

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	60.7	71.7	29	23	9	8
February	91.9	79.6	5	19	2	6
March	94.3	80.6	3	18	1	7

III. Comments

The Wing one month overall average amounted to 78.3% for January, 82.3% for February and 84.1% for March. The Wing overall three month average which has been showing a steady increase amounted to 76.9% for January, 80.8% for February and 81.1% for March. Discrepancies are caused primarily by the reenlistment, NCO Mess Membership and Delinquent MPO factors.

There were 31 squadrons competing in the three month period.

ELLIOTT A. FERDON
Lt. Col., USAF
Comptroller

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UNIT LEADERSHIP EFFECTIVENESS AND

MORALE RATING SYSTEM REPORT

EXHIBIT "H"

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LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM

AWARD SHEET

The scores awarded for the various categories in the Leadership, Effectiveness, and Morale Rating System are based on a new scoring system that will be published this month. The standings as shown on the attached scoring sheet are based on the experience data for March only. The awards for the 1st, 2nd and 3rd place as shown below are based on the highest percent of three months total possible score earned (current and two preceeding months).

AWARDS FOR MARCH

12th A D Assigned Units		% of Possible score	12th A D Tenants	% of Poss score
First Place	22 Medical Gp	92.57	9th Weather Sq	88.76
Second Place	Hq Sq Sec, 807 AB Gp	87.30		
Third Place	320th Air Rflg Sq	86.89		

Greatest Improvement
March Flt Sv Ctr — 23.15 percentage points

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM	PAGE 1 MARCH		1 9th Weather Sq		2 March Flt Sv Sq		3 320th Med Gp		4 22d Med. Gp		5 22d A&E Maint Sq		6 2d Bomb Sq		7 320th Air Ref Sq		8 441st Bomb Sq		9 320th Fld Maint Sq	
CATEGORY	PFD Str		53		60		106		360		330		253		252		168		255	
Part I Disciplinary Offenses	Pts Altd		No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60		0	60	0	60	0	60	1	60	1	54	0	60	0	60	0	60	1	54
b. AWOL	130		0	130	0	130	0	130	1	110.5	0	130	0	130	0	130	0	130	0	130
c. Serious Incidents	90		0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90
d. Drunk and/or Disorderly	60		0	60	0	60	0	60	0	60	0	60	0	60	0	60	0	60	0	60
e. Uniform Violations	20		0	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20
Part II Ground Safety																				
a. Minor Accidents (Other)	20		0	20	0	20	0	20	0	20	0	20	3	2	0	20	0	20	0	20
b. Major Accidents (Other)	50		0	50	0	50	0	50	0	50	0	50	1	33	0	50	0	50	0	50
Part III Veh Accident Prevention																				
a. Moving Traffic Violations	50		0	50	0	50	0	50	0	50	1	50	0	50	1	50	2	20	0	50
b. Driving Drunk	90		0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90
c. Major Accidents Vehicle	50		0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50
d. Minor Accidents Vehicle	20		0	20	0	20	1	4	0	20	1	16	0	20	0	20	0	20	1	12
Part IV Reenlistments			D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R
a. Regular	150			NR		NR		NR	0	0 150	1	1 150		NR		NR	2	1 135	1	1 150
b. Reserve and ANG									1	1	0	0					0	0	1	0
c. % Term. ANG&Res/%Reenlmt									100/100		0/100						0/50		50/50	
Part V NCO Mess			E	M	E	M	E	M	E	M	E	M	E	M	E	M	E	M	E	M
a. Members NCO Mess	30		17	7 0	21	9 0	22	11 0	51	26 0	76	76 30	27	27 30	90	51 0	42	33 0	54	30 0
Part VI Administration																				
a. Delinquent MPC's	60		0	60		NR	0	60	1	60	10	6	5	6	7	6	1	48	5	18
b. Morning Report Errors	70			NR		NR	0	70	3	42	3	35	0	70	1	63	1	49	2	42
% of Max Score (3 Mo. Avg.)			88.76		85.43		80.63		92.57		84.79		81.80		86.89		82.67		82.89	
TOTAL POSSIBLE SCORE (Mar)			730		670		800		950		950		800		800		950		950	
SCORE EARNED (Mar)			700		640		754		872.5		851		711		709		842		836	
% OF MAX SCORE (Mar)			95.89		95.52		94.25		91.84		89.58		88.88		88.63		88.63		88.00	

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM MARCH	PAGE 2	10 320th A&E Maint Sq		11 523d Band		12 Hq Sq Sec 22d Bomb W		13 Hq Sq Sec 807th ABGp		14 33d Bomb Sq		15 320th Pdc Maint Sq		16 22d Air Ref Sq		17 22d Pdc Maint Sq		18 Air Police Sq	
CATEGORY	PFD Str	233		38		149		375		158		127		270		200		410	
Part I Disciplinary Offenses	Pts Alld	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	0	60	0	60	0	60	1	60	0	60	0	60	0	60	0	60	0	60
b. AWOL	130	0	130	0	130	0	130	0	130	0	130	1	45.5	0	130	0	130	2	71.5
c. Serious Incidents	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90
d. Drunk and/or Disorderly	60	2	18	0	60	1	30	0	60	1	36	0	60	0	60	1	42	2	42
e. Uniform Violations	20	0	20	0	20	0	20	1	20	1	10	0	20	1	18	0	20	0	20
Part III Ground Safety																			
a. Minor Accidents (Other)	20	1	18	0	20	0	20	0	20	0	20	0	20	0	20	1	16	1	20
b. Major Accidents (Other)	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	1	50	0	50	1	35	1	50	1	35	1	30	1	50	0	50	0	50
b. Driving Drunk	90	0	90	0	90	0	90	0	90	0	90	0	90	1	63	0	90	0	90
c. Major Accidents Vehicle	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50
d. Minor Accidents Vehicle	20	0	20	0	20	0	20	1	18	0	20	0	20	1	14	0	20	0	20
Part IV Reenlistments		D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R
a. Regular	150		NR		NR	2	1	135	0	0	60	2	2	150	1	1	150	1	1	150
b. Reserve and ANG									5	1		2	0		0	0		0	0
c. % Term. ANG&Res/%Reenlmt						0/50			100/20			50/50			0/100			0/100	
Part V NCO Mess		E	M	E	M	E	M	E	M	E	M	E	M	E	M	E	M	E	M
a. Members NCO Mess	30	71	46	5	5	30	58	52	0	119	119	30	31	14	0	24	24	30	69	45	0
Part VI Administration																			
a. Delinquent MPO's	60	1	60	1	12	6	0	32	0	12	0	2	24	1	60	5	12	12	6
b. Morning Report Errors	70	2	42	2	0	0	70	0	70	1	49	1	42	1	70	8	7	3	49
% of Max Score (3 Mo. Avg.)		80.74		70.96		82.19		87.30		85.09		82.96		84.51		77.13		77.02	
TOTAL POSSIBLE SCORE (Mar)		800		800		950		950		950		950		950		800		950	
SCORE ERND (Mar)		698		682		800		798		790		781.5		772.5		649		768.5	
% OF MAX SCORE (Mar)		[illegible].25		85.25		[illegible]21		84.00		83.16		82.26		81.32		81.13		80.80	

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM — PAGE 3 — MARCH		19 2nd Air Res Sq		20 80th Mtr Veh Sq		21 3958d CRS Sq		22 224 Eng Maint Sq		23 443d Bomb Sq		24 [illegible] Sq Doc [illegible] Wg		25 907th Supply Sq		26 807th Oprs Sq		27 19th Bmb Sq	
CATEGORY	PFD Str Pts Altd	105		311		61		248		158		345		412		473		155	
		No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
Part I Disiciplianry Offenses																			
a. Security Violations	60	1	24	0	60	0	60	0	60	3	0	0	60	1	60	0	60	0	60
b. AWOL	130	0	130	0	130	0	130	0	130	0	130	0	130	0	130	2	84.5	0	130
c. Serious Incidents	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90
d. Drunk and/or Disorderly	60	2	0	2	36	1	0	1	60	1	36	0	60	4	18	5	18	0	60
e. Uniform Violations	20	0	20	1	18	0	20	0	20	0	20	0	20	0	20	0	20	0	20
Part II Ground Safety																			
a. Minor Accidents (Other)	20	1	10	2	14	0	20	0	20	0	20	0	20	2	16	0	20	1	14
b. Major Accidents (Other)	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	1	33
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	0	50	2	35	1	10	3	25	1	35	2	15	1	50	1	50	0	50
b. Driving Drunk	90	0	90	0	90	0	90	1	72	0	90	0	90	0	90	0	90	1	18
c. Major Accidents Vehicle	50	1	33	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50
d. Minor Accidents Vehicle	20	0	20	1	16	0	20	1	18	0	20	0	20	0	20	2	10	1	6
Part IV Reenlistments		D	R		D	R		D	R		D	R		D	R		D	R		D	R		D	R	
a. Regular	150	2	1	135			NR			NR	1	0	7.5			NR	3	1	60	3	1	15	2	1	135			NR
b. Reserve and ANG		0	0								1	0					0	0		1	0		0	0				
c. % Term. ANG&Res/% Reenlmt		0/50									50/0						0/33			25/25			0/50					
Part V NCO Mess		E	M		E	M		E	M		E	M		E	M		E	M		E	M		E	M		E	M	
a. Members NCO Mess	30	49	47	18	79	60	0	28	28	30	65	65	30	42	33	0	70	44	0	130	130	30	155	110	0	34	34	30
Part VI Administration																												
a. Delinquent MPO's	60	1	36	8	12	0	60	3	36	2	30	19	0	13	6	24	0	5	6
b. Morning Report Errors	70		NR	3	35	3	0	1	70	1	49	0	70	1	70	6	28	3	14
% of Max Score (3 Mo Avg.)		78.22		72.02		86.50		78.67		71.67		82.96		83.93		75.67		72.44	
TOTAL POSSIBLE SCORE (Mar)		880		800		800		950		800		950		950		950		800	
SCORE FAIL (Mar)		706		636		630		738.5		620		735		715		705.5		521	
% of MAX SCORE (Mar)		80.23		79.50		78.75		77.74		77.50		77.37		75.26		74.26		72.63	

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM — PAGE 4 — MARCH

CATEGORY	PTD Str Pos Allcd	28 4452a Comb Sqdn			29 1907th AACS Unit			30 8075th Instl Sqdn			31 [illegible] Sq												
		M	Points		No	Points		No	Points		No	Points		No	Points	No	Points	No	Points	No	Points	No	Points	
Part I Disciplinary Offenses		194			147			325			400												
a. Security Violations	60	1	30		1	24		0	60		0	60											
b. AWOL	130	0	130		0	130		1	110.5		1	32.5											
c. Serious Incidents	90	0	90		0	90		1	50		0	90											
d. Drunk and/or Disorderly	60	0	60		0	60		2	36		10	0											
e. Uniform Violations	20	1	12		0	20		0	20		0	20											
Part II Ground Safety																							
a. Minor Accidents (Other)	20	0	20		0	20		6	2		12	2											
b. Major Accidents (Other)	50	0	50		0	50		0	50		1	33											
Part III Veh Accident Prevention																							
a. Moving Traffic Violations	50	2	25		1	30		1	50		5	30											
b. Driving Drunk	90	0	90		0	90		0	90		0	90											
c. Major Accidents Vehicle	50	0	50		0	50		0	50		0	50											
d. Minor Accidents Vehicle	20	0	20		1	4		0	20		2	16											
Part IV Reenlistments		D	R		D	R		D	R		D	R											
a. Regular	150	2	0	7.5	2	0	7.5	1	0	7.5	2	0	7.5										
b. Reserve and ANG		0	0		3	0		0	0		0	0											
c. % Term. ANG&Res/% Reenlmt		0/0			67/0			0/0			0/0												
Part V NCO Mess		E	M		E	M		E	M		E	M											
a. Members NCO Mess	30	42	34	0	35	29	0	65	57	0	93	93	30										
Part VI Administration																							
a. Delinquent MPO's	60	1	48		2	24		6	18		17	6											
b. Morning Report Errors	70	1	56		NR			5	21		2	70											
% of Max Score (3 Mo Avg.)		79.09			73.59			68.41			68.75												
TOTAL POSSIBLE SCORE (Mar)		950			880			950			950												
SCORE EARND (Mar)		688.5			599.5			585			537												
% OF MAX SCORE (Mar)		47			68.13			61.58			56.53												

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MONTHLY ANALYSIS FOR MARCH 1953

(RCS : 15-U2)

EXHIBIT "I"

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SECURITY INFORMATION
CLASS: SECRET
AUTH : CO 320 BW
DATE : 16 Apr 53
INITS:

320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

320 AAC 16 April 1953

SUBJECT: Monthly Analysis for March, 1953 (RCS: 15-U2)

SECTION I

SUMMARY OF SCORES

	Max Score	320 Forecast Scores March	320 Scores February	SAC Averages Scores February	Best Scores in SAC February	Lowest Scores in SAC February
PERSONNEL	220	117.8	98.0	115.4	161.0	91.8
1. Manning in Required Specialities						
a. Officers	25	2.5	12.5	14.4	20.0	5.0
b. Airmen	45	4.5	4.5	11.8	27.0	4.5
2. Formation of Crews	20	20.0	NA	20.0	20.0	20.0
3. AWOL Rate	30	30.0	30.0	27.9	30.0	18.0
4. Ground Safety	25	18.8	15.0	16.6	25.0	1.3
5. Reenlistment Rate	40	10.0	2.0	5.5	30.0	2.0
6. Personnel Records	15	12.0	12.0	11.2	15.0	4.5
7. Mobile Tng Det Util	20	20.0	20.0	11.5	20.0	2.0
MATERIEL	140	99.5	96.3	89.6	99.8	45.4
1. Sorties Del as % of Required	60	60.0	60.0	56.0	60.0	8.5
2. TCC Rate	40	NR	NR	NR	NR	NR
3. Flyaway Kits	40	39.5	36.3	34.4	39.8	20.0
USCM & FLYING SAFETY	120	40.0	120.0	69.5	120.0	20.0
1. USCM	80	NR	80.0	65.5	80.0	41.5
2. Flying Safety	40	40.0	40.0	28.5	40.0	16.0

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Subject: Monthly Analysis for March 1953

SECTION I

SUMMARY OF SCORE (Cont'd)

	Max Score	320 Forecast Scores March	320 Scores February	SAC Averages Scores February	Best Scores in SAC February	Lowest Scores in SAC February
OPERATIONS	520	NR	245.9	239.6	438.2	205.7
1. Training Minimums	200	NR	29.2	18.3	125.9	00.0
2. RBS Radar Bomb Acc	50	NR	50.0	43.1	50.0	33.6
3. RBS Visual Bomb Acc	35	NR	28.7	26.9	35.0	18.5
4. Night Celestial Nav	25	NR	25.0	25.0	25.0	25.0
5. ECM Proficiency	45	NR	40.5	39.2	45.0	32.0
6. Cruise Control Prof	20	NR	20.0	19.0	20.0	14.0
7. Camera Gunnery Prof	25	NR	NR	NR	NR	NR
8. Scored Crews	50	NR	50.0	33.5	50.0	18.0
9. Combat Ready Crews	50	NR	2.5	21.5	45.0	2.5
10. Physical Condition	20	NR	NR	NR	NR	NR

1. The 320th Bomb Wing was relieved from the requirements of the SAC Rating System per SAC message DOTRS 0163, dated 10 January 1953 effective 1 March 1953. This analysis is submitted to show the Wing's progress during the conversion period.

2. The Wing scored a total of 257.3 points (71.5%) out of a possible 360 points. 63.0 points, 17.5% of the total lost was attributable to MIRS (officer - 22.5 points & airmen - 40.5 points). Reenlistment rate made a slight improvement with only 30.0 points lost, 8.3% of total. A comparison of the percent of possible points earned in each major category during the quarter ending March is shown below:

CATEGORY	% possible points - Jan	% possible points - Feb	% possible points - Mar
Personnel	50.6%	48.0%	53.8%
Materiel	99.2%	96.3%	99.5%
USGM & Flying Safety	100.0%	100.0%	100.0%
Operations	NR	51.8%	NR
TOTAL	69.6%	62.4%	71.5%

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Subject: Monthly Analysis for March 1953

SECTION II

PERSONNEL

1. Manning in Required Specialities

a. Officers (25 points) (2.5 points earned)

(1) The status of officer manning as of 31 March 1953 was as follows:

	320th Bomb Wing
No. Officers Required	347
No. Officers "IRS"	272
Percent "IRS"	78.4%
Points	2.5

b. Airmen (45 points) (4.5 points earned)

(1) The status of airmen manning as of 31 March 1953 was as follows.

	320th Bomb Wing
No. Airmen Required	1660
No. Airmen "IRS"	717
Percent "IRS"	43.2%
Points	4.5

2. Formation of Crews (20 points) (20.0 points earned)

a. The 27 crews assigned to the 320th Bomb Wing as of 31 March 1953 represen the maximum number of crews that could be formed from present resources.

b. Forty-three (43) crew changes were made during the month of March, twenty-two (22) changes were made because of personnel being transferred, three because of personnel being discharged and the remaining eighteen (18) were due t school quotas and to replace the crew positions left vacant by the above mention causes.

c. The regression of 12 combat crews is due to conversion of 320th Bomb Wing to B-47 type aircraft.

3. AWOL Rate (30 points) (30.0 points earned)

a. The comparative scoring for the calendar quarters ending 28 February 1953 and 31 March 1953 are as follows:

	February	March
No. AWOL's 320th Bomb Wing	8	7
AWOL Rate (Cumulative)	1.5	1.4
Points	30.0	30.0

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Subject: Monthly Analysis for March 1953

3. AWOL Rate (Cont'd)

b. The Periodic Maintenance Squadron had the only AWOL in the wing during the month of March 1953.

4. Ground Safety (25 points) (18.8 points earned)

a. The comparative scoring for the calendar quarters ending 28 February 1953 and 31 March 1953 are as follows:

	February	March
Accident Cost Index (Wg)	4.36	1.90
Ground Safety Index (Wg)	5.93	6.14
Percent of maximum score	60%	75%
Points	15.0	18.8

5. Reenlistment Rate (40 points) (10.0 points earned)

a. The comparative scoring for the calendar quarters ending 28 February 1953 and 31 March 1953 are as follows:

	February	March
Reenlistments	34	42
Termination Eligible for reenlistment	164	174
Reenlistment Rate	20.0%	24.0%
Terminations that were USAFR & ANG	111	109
% Terminations USAFR & ANG	68%	65%
Percent maximum score	5%	25%
Points	2.0	10.0

6. Personnel Records (15 points) (12.0 points earned)

a. This item is rated on the percent completeness of the Wing's Officers and Airmen Classification and Audit Lists. A separate percentage is computed for each category (officer & airmen) with the lower percentage being used to determine the score.

b. Computation is as follows:

OFFICERS

No. asgd - (388) x possible entries - (13) = 4906

$$\frac{\text{No actual entries} = 4881}{\text{No possible entries} = 4906} = 99.49 \text{ complete}$$

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Subject: Monthly Analysis for March 1953

6. Personnel Records (Cont'd)

AIRMEN

No. asgd - (1460) x possible entries (12) = 17520

$$\frac{\text{No actual entries} - 17490}{\text{No possible entries} - 17520} = 99.83\% \text{ complete}$$

c. The lowest percentage exists in the officer category (99.49%) thereby giving the Wing 80% of the score or 12.0 points.

7. Mobile Training Detachment Utilization (20 points) (20.0 points earned)

a. The wing is rated on the total monthly manhour utilization of KC-97 TD. A total of 3000 hours utilization is required for maximum score.

b. During the month of March 1953 the wing had a total of 5655 manhours of utilization thereby giving the wing maximum score for this category.

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Subject: Monthly Analysis for March 1953

SECTION III

MATERIEL

1. Sorties Delivered as a % of Required (60 points) (60.0 points earned)

a. During the month of March 1953 are sorties required were delivered establishing the following ratio:

$$\frac{\text{Total No. Sorties Delivered - B-29 - 121 - KC-97 - 71}}{\text{Total No. Sorties Required - B-29 - 121 - KC-97 - 71}} = 100\% = 60.0$$

2. Technical Order Compliance (40 points) (Not Rated)

a. Not rated per SAC directive.

3. Flyaway Kits (40 points) (39.5 points earned)

a. The percent completeness of squadron flyaway kits as of 1 March 1953 is:

	320th BW	441st BS	442d BS	443d BS
Percent Complete	98.7	99.0	98.5	98.7

b. The above percentages are on B-29 flyaway kits. The percent completeness of B-47 flyaway kits is 0%.

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SECRET SECURITY INFORMATION

Subject: Monthly Analysis for March 1953

SECTION IV

UNIT SIMULATED COMBAT MISSION AND FLYING SAFETY

1. Unit Simulated Combat Mission (80 points) (NR)

a. Not rated per SAC directive.

2. Flying Safety (40 points) (40.0 points earned)

a. No accidents were reported during the quarter ending 31 March 1953 therefore the Wing earned maximum score.

FRANCIS W. NYE
Colonel, USAF
Commanding

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320TH BOMB WING REG # 39-5

DATED 25 MAR 53

EXHIBIT "J"

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K

HEADQUARTERS 320TH BOMBARDMENT WING, M
March Air Force Base
California

* Wing Reg 39-5
3 Pages
Page 1

WING REGULATION)
:
NUMBER 39-5)

25 Mar 53

ENLISTED PERSONNEL

Promotion of Airmen

1. PURPOSE: To establish a uniform method of selection of airmen for promotion to the non-commissioned grades, and to implement the provisions of AFR 39-30, AFR 39-29, and 15th AFL 39-2.

2. SCOPE: The provisions of this regulation will apply to all units assigned or attached to the 320th Bombardment Wing, Medium.

3. PROMOTIONAL JURISDICTION: The authority to effect promotion of airmen to the grades of staff, technical, and master sergeant is retained by this headquarters. The complete authority (after receipt of quotas only) to effect promotion of airmen to grades through airman first class is delegated to organization commanders in accordance with current directives. Promotions to grade of airman third class may be effected without regard to quotas or T/O vacancies.

4. APPOINTMENT OF PROMOTION BOARDS:

a. Each unit commander will appoint a board consisting of four (4) officers and four (4) airmen (M/Sgt's) on unit orders. This board will consider all nominations for promotion and will make appropriate recommendations to the unit commander concerned. In the event that less than four (4) officers are assigned a squadron or attached unit, the commander concerned may appoint such officers as are available, including himself as president of the board.

b. The Wing Promotion Board will consist of the nine (9) unit commanders and the Director of Personnel who will act as president of the board. This board will consider nominations for promotions to the grade of staff, technical, and master sergeant. In the event a member of the board cannot meet with board as scheduled, he will designate an officer from his unit to be his representative.

5. 320th Bomb Wing Forms 155 and 156 will be transmitted in duplicate to reach this headquarters not later than 1700 hours the first day of each month in which promotion quotas are expected. Forms 155 will be submitted on airmen considered for promotion to the grades of M/Sgt, T/Sgt and S/Sgt only. Forms 156 will be used to transmit Forms 155 and to indicate the number of quotas desired for promotion of airmen in the lower grades. Unit promotion boards must take proper promotion action prior to submission of forms to this headquarters.

* Supersedes Wing Reg 39-5, 1 Jan 53.

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6. BOARD PROCEDURES:

a. The findings and/or recommendations of unit promotion boards will be clearly stated in a record of board proceedings and given unit commanders for final approval, after which the proceedings will be filed; destruction will be in compliance with paragraph 93 (14), AFM 181-5, as amended.

b. The findings and or recommendations of the wing promotion board will be clearly stated in a record of board proceedings and will be submitted to the wing commander for final action.

c. The 390th Bomb Wing Rating Form Number 155 (revised), Attachment Number 1, will be attached as an inclosure to the record of both wing and squadron board proceedings.

d. The numerical scores attained by airmen, as reflected on form number 155 (revised), will normally determine the order of preference for promotion; however, this is a guide only and will be so interpreted by unit and wing promotion boards.

7. ALLOCATION OF QUOTAS (Lower Levels): This headquarters will allocate quotas for promotion of airmen to the grades of A/1C and A/2C.

8. GENERAL:

a. Promotion criteria changes constantly; promotions will be based on latest criteria disseminated by higher headquarters. Unit commanders will provide their promotion boards with a working file of directives concerning promotion of airmen.

b. It will be the responsibility of every individual connected with the handling of nomination lists and/or promotion board proceedings to assure that information contained therein is handled (but not classified) as confidential material until duly published in orders.

c. Firm decisions on matters of priorities should be reached prior to submission of forms to this headquarters.

d. Not more than two (2) nominations for promotion to the grade of technical sergeant, nor more than two (2) nominations for promotion to grade of master sergeant will be submitted from any one unit. Second priority nominations, to the above grades, will be submitted only on personnel considered by the unit commander to have an equal chance of selection by the Wing Board as the number one priority.

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2 Pages

[illegible] will be no exception to this policy unless larger quotas are received [illegible] this unit. In this connection, it is pointed out that all airmen are afforded an opportunity under the present system to meet a unit promotion board.

BY ORDER OF COLONEL HYDE:

JULIAN M. [illegible]
Captain, USAF
Adjutant

OFFICIAL:

Julian M. [illegible]
JULIAN M. [illegible]
Captain, USAF
Adjutant

2 Attachments
1. 320th Bomb Wing Form No. 155
2. 320th Bomb Wing Form No. 156

DIST: "A"

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AIRMAN'S PROMOTION FORM (USE FOR ALL GRADES)

PART I Date: _____

_____ _____ _____ _____ _____
Last Name First Name MI AFSN Pres Gr

_____ _____ _____ _____ _____
Orgn PAFSC DAFSC Eff Rat Sign Sec Hd or Auth Rep

PART II (SQ BOARD ONLY)

1. _____
½ pt ea yr inact sv (Res, ANG, etc)

2. _____
2 pts ea yr active service

3. _____
5 pts max for commendations received since last promotion (copy of commendations attached)

4. _____
3 pts high school or GED

5. _____
2 pts ea yr college or college level GED or 2CX test

6. _____
1 pt ea mo in gr curr tr, Max 50

7. _____
1 pt if on combat crew or fly status

8. _____
Leadership - 20-Sup; 17-Ex; 15-Avge

9. _____
Job Knowledge - Max 30 pts

10. _____
Attitude - Max 5 pts

I certify that information reflected above has been checked against airman's records and is correct.

TOTAL POINTS, PART II ____

_____
Unit Board President Sign Here

PART III

_____
nit CO's Priority

Word Picture: _____

_____

_____

_____

_____

_____
CO's Signature

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PART IV (WING BOARD ONLY)

1. _____
Military Appearance - Max 10 pts

2. _____
General Knowledge - Max 50 pts

3. _____
Unit Priority 1 - 80 pts, 2 - 60 pts

14. _____
2 pts SAC Priority #1; 1 pt for SAC Priority #2

15. _____
Total pts awdd by Wing Bd

16. Yes: _____ No: _____
Wing Bd recommends to promote

TOTAL POINTS, PARTS II and IV: _____

President of the Board: _____

Member: _____

Member: _____

Member: _____

Member: _____

Member: _____

Member: _____

Member: _____

Member: _____

Member: _____

Member: _____

FORM
30 AW 155 (Replaces Form 155, 1 Jan 53 which is obsolete and will not be
May 53 used)

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KODAK SAFETY FILM

UNIT PROMOTION FORM

FROM:

TO: President of Airmen's Promotion Board
320th Bombardment Wing (M)
March Air Force Base
California

1. Submitted herewith are 320th Bomb Wing Forms 155 (Airmen's Promotion Forms) pertaining to M Sgt's, T Sgt's and S Sgt's.

2. The total number of airmen this unit desires to promote, in addition to those being submitted to M Sgt, T Sgt and S Sgt, are as follows:

GRADE	NUMBER
E-4	A/1C
E-3	A/2C

FORM
320BW 156 (Replaces 320BW Form 156, 1 Jan 53)
Mar [illegible]

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FLYING TRAINING ACCOMPLISHMENTS

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Flying Training Accomplishments

Total Flying Time - 10-47	469:10
Total Flying Time - 5-49	734:20
Number of Sorties - 10-47	70
Number of Sorties - 5-49	130
Number of Practice Bombs	52
Various Local Missions	2
Number of Hours	104

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LTR, 320TH ODCFS, MONTHLY FLYING SAFETY

RATING FOR MARCH 1953

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OFFICE OF THE FLYING SAFETY OFFICER
DIRECTOR OF OPERATIONS AND TRAINING
320TH BOMBARDMENT WING, MEDIUM
March Air Force Base, California

320 ODCFS

SUBJECT: Monthly Flying Safety Rating for March 1953

TO: Commanding Officer
320th Bombardment Wing, (M)
March Air Force Base
California

1. The monthly Flying Safety Rating for March 1953 shows the following breakdown of points by Squadron:

a. Accident Free Quarter

(1) There were no major or minor accidents in this Wing so each Squadron receives the maximum of 50 points.

b. Quality of Squadron Flying Safety Program:

(1) Attendance at the Squadron meetings is as follows:

Sq	Asgd	Hosp,TDY Not Joined	Present	%	Points
441 BS	119	14	103	99	15
442 BS	121	14	98	91	15
443 BS	131	33	91	92	15
320ARS	181	8	163	94	15

(2) The quality of the Flying Safety Meeting and the appearance of the Bulletin Boards:

Squadron	Points
441 BS	10
442 BS	9
443 BS	9
320 ARS	10

c. Attendance at the Wing Flying Safety Meeting:

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320 ODCFS
Subject: Monthly Flying Safety Rating for March 1953

Sq	Assgd	Hosp,TDY Not Joined	Present	%	Points
441 BS	113	39	66	89	24
442 BS	129	26	26	25	8
443 BS	130	40	68	75	21
320 ARS	176	17	140	88	24

d. Flight Crew Proficiency:

(1) Scores made on Emergency part of Stand Board exams:

Squadron	Percent	Points
441 BS	87	17
442 BS	88	17
443 BS	88	17
320 ARS	91	19

(2) Percent of personnel completing Stand Board rides during the past six (6) months:

Squadron	Assigned	Completed	%	Points
441 BS	113	113	100	10
442 BS	133	133	100	10
443 BS	134	134	100	10
320 ARS	176	92	52	5

(3) Utilization of Synthetic Trainers:

Squadron	Hrs Assg	Hrs Used	%	Points
441 BS	72:00	77:30	100	5
442 BS	64:30	58:00	90	4
443 BS	68:00	76:30	100	5
320 ARS	44:30	45:00	100	5

(4) Percent of personnel reading P.I.F.:

Squadron	P&CP Assg	P&CP Complying	%	Points
441 BS	28	28	100	5
442 BS	34	34	100	5
443 BS	38	34	89	4
320 ARS	48	36	75	4

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320 ODCFS
Subject: Monthly Flying Safety Rating for March 1953

e. Non-violations of flying Regulations:

(1) No violations have been reported in this Wing during the month of March. Each Squadron will receive the maximum of 25 points.

f. 12th Air Division Flying Safety Award, or higher:

Squadron	Award	Points
441 BS	Heads Up Flying Club	40
442 BS	None	0
443 BS	None	0
320 ARS	None	0

g. Crew preflight and cleanliness of aircraft:

Squadron	Points
441 BS	27
442 BS	25
443 BS	27
320 ARS	27

2. A total of each Squadron's points gives the following winner:

Squadron	Points
441 BS	228
442 BS	168
443 BS	183
320 ARS	183

Loyd A. Coats

LOYD A. COATS
Captain, USAF
Flying Safety Officer

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KEY PERSONNEL ROSTER, 320TH BOMBARDMENT WING (M)

EXHIBIT "M"

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KEY PERSONNEL, 320TH BOMBARDMENT WING,(M)

COLONEL FRANCIS W. NYE	COMMANDING
MAJOR RALPH H. LANE	DEPUTY COMMANDING OFFICER
CAPTAIN JULIAN M. HEXUM	ADJUANT
LT. COLONEL MELVIN V. ENGSTROM	D/C PERSONNEL
MAJOR WILBUR GOFF	D/C MATERIAL
MAJOR GEORGE PERBETSKY	D/C OPERATIONS
LT. COLONEL ELLIOTT A. PERDON	COMPTROLLER
CAPTAIN WILLIAM A. GROTE	COMMANDING OFFICER HEADQUARTERS SQUADRON SECTION
MAJOR LOUIS A. GARVIN	COMMANDING OFFICER 441ST BOMBARDMENT SQUADRON
MAJOR WAGONER DICK	COMMANDING OFFICER 442ND BOMBARDMENT SQUADRON
MAJOR HARRY F. BAKER	COMMANDING OFFICER 443RD BOMBARDMENT SQUADRON
MAJOR THOMAS A. WACHT	COMMANDING OFFICER,320TH FIELD MAINTENANCE SQUADRON
LT. COLONEL RUSSELL F. IRELAND	COMMANDING OFFICER,320TH AIR REFUELING SQUADRON
MAJOR CECIL S. MARTIN	COMMANDING OFFICER,320TH ARMAMENT & ELECTRONIC SQUADRON
MAJOR ROBERT DUNN	COMMANDING OFFICER,320TH PERIODIC MAINTENANCE SQUADRON
LT. COLONEL C.E.ENGLEHART	COMMANDING OFFICER,320TH MEDICAL GROUP
MAJOR L.T. SMITH	WING ALERT OFFICER

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COMBAT CREW ROSTER

441ST BOMBARDMENT SQUADRON (M)

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441ST BOMB SQUADRON

COMMANDING OFFICER
LTCOL. PALLISTER

CREW ROSTER

OPNS OFFICER
MAJOR SALIBA
POSTED 20 MAR 53

STATUS	A/C	PILOT	NAVIGATOR	BOMBARDIER	RADAR	ENGINEER	RADIO	CFC	LG	RG	TG
XXXXX	TABOR	O'BRIEN	MARTINEZ	ERICKSON	LIEN	YEURIEWICZ	LUCKY	SUDBURY	ORR	HOSKINS	FOREMAN
R12Q	HENSHAW	CLARE	TIMMS	TUCHSCHERER	HOBSON	GRIGGS	VERNINO	McDONALD	BALL	REBER	McKAY
R15K	ALLEN	SHERIDAN	THOMPSON	QUINN	WALKER	ORR, F	BEAVER	ECHOLS	ECK	BOESEN	HURLBURT
XXXXX	KUYKENDALL	ROBERTSON	GARVIN	[illegible]	HOYT	PHILLIPS	ISRAEL	WILBERT	ROSS	RIDDLE	MICHAEL
N21V	WATERS	NELSON	ROBISON	POWERS	OLIVE	HOSSFELD	LAFFERTY	HUBBARD	LEIRNO	WHITE	MORGAN
R30I	GORDON	SWEATT	MARTINICH	WRIGHT	ANDERSON	ADAMS	RIOS	EVANS	WALDROP, H	RYAN, W	YATES
N90F	GOAD	GUELHAUG	LUTTMAN	HAMMOND	BROWN	SMART	BELL	CARMEN	MARCELLO	DAVIS	HEISLY
XXXXX	DUNHAM	ADAMS	GALLAHER	FAULKNER	HARRINGTON	MALLORY	POLLARD	ANDERSON	PEARCE	WALKER, U	KOERNER
XXXXX	MILLER	SIMPSON	HESS	BLOOMER	MAYER	ELIAS	WILLIAMSON	FISHER	SCHOENFELT	CONNOR	SCHMIDT

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COMBAT CREW ROSTER

442ND BOMBARDMENT SQUADRON (M)

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442ND BOMB SQUADRON

COMMANDING OFFICER
LT COL. HOLDERNESS

CREW ROSTER

OPNS OFFICER
MAJOR DICK
POSTED: 20 MAR 53

STATUS	A/C	PILOT	NAVIGATOR	BOMBARDIER	RADAR	ENGINEER	RADIO	CFC	LG	RG	TG
R02P	ROBERTS	BERG	MULLIGAN	TURNER	LIPTON	ROBINSON	RAZO	LOYA	CURL	HEINTZ	McCURLOUGH
N01B	LATIMORE	SANDMAN	MOORE,C	GRIM	BRIGGS	MILLS	ARCVILLA	DANIELSON	McDANIEL	BUCHANAN	McINTOSH
R96D	C/RARK	BURTON	TRENT	LIBBY	McQUADY	LIBENGOOD	GIANELLI	ADAMAR	WELSH	LOONEY	POTLUCKID
R28F	LARNRIGHT	EGLEY	CANTWELL	WIRTH	LaROCK	ROGNE	REDHSBERGER	TROTTER	HENDRICKSON	WILKERSON	WELSH
		CISSNER		BATES	BARBA	HOLDER		CROSBY	QUICK	RUSSELL	WHITINGTON
			DONLON	SIMENSON	BARNETT	SADLER		TAN	MOOK	ERANSON	WEEMS
N4GL	STUBBLEFIELD	KENNEDY	RUSS	LAMBIASCH	KELLEHER	DENNY	ROCKFIELD	GREENWALT	MONIHAN	WELCH	SHEMC
	TRLESDALE		GREY	HUM	WASHMON	FORTUNE				CARSON	DAVIS, D
R41K	BOHLING	LONG	SMITH, H	WILMETH	TAYLOR	BRASHAW	RUST	THROWER	McSPADDEN	McQUILLAN	BURROUGHS
				NEIFERT		WOLFE		COLE	KUNDE	NAY	GILBREATH
N26A	JACOBS	EPTON	McCARTHY	REED	ROBERTS	HATFIELD	DARNELL	PURDIN	BARRY	ATWOOD	SCHENILER
N60K	BARRICKLOW	SWITZER	RADER	PLOWMAN	BANNHART	RIDGELL	RUTH	LIVEZAY	LNEE	FLANIGAN	DEWALD
XXXXX	NEVILLE	PERKINS	ALLEN	HOUSE	MOORE,A	LIDARD	WALSH	BARBE	WEISER	STEVENS	BURDICK

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COMBAT CREW ROSTER

443RD BOMBARDMENT SQUADRON (M)

EXHIBIT "P"

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CREW ROSTER

320TH AIR REFUELING SQUADRON

EXHIBIT "Q"

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443RD BOMB SQUADRON

COMMANDING OFFICER
LT COL WOULD

CREW ROSTER

OPNS OFFICER
MAJOR MARTIN
POSTED 20 MAR 53

STATUS	A/C	PILOT	NAVIGATOR	BOMBARDIER	RADAR	ENGINEER	RADIO	CFC	LG	RG	TG
	GREAR							CHATFIELD	AMES	SPANGLER	WATSON
	BAKER		PERUZZY		RICE	CUNNINGHAM		CUSTER	EUBANK		PLMA
R57G	KAMP	MULLIN	ESTES	COLEMAN	ALLEY	SALVATORE	KEMP	MANCUS	McCARY	DALLEY	KOSUT
R47I	STEVENS	SOUTHWICK	CATO	ORR	LAUSTRUP	WHITE	YORK	VERNON	DABENY	LANE, R	HAWKINS
25C	PASCOE	FARRIS	ROTHERS	TAYLOR, G	SWEET	GRUBB	DURST	SMITH, DJ	STIMAK	CURTIS	BURNHAM
N29P	ADAMS	OWENS	FORNIS	OWENS	ALMACK	THOMPSON	ARNEVIK	CHECK	DRAEGER	DANIELS	KALFMAN
N98D	CRANE	BICKLEY	WELLMAN	STARNES	RIDEMOUR	PINKHAM	FERGUSON	STEIN	GLEASON	BROWN	ANDERSON
	LINGER			KINGEAD	HOLBURN	REYNOLDS			MILES		
N88H	TROST	BYRUM	HUGHES	AINSLEE	NEEDMAN	BAKER	HUMBERD	GILSON	SETTERS	TECTOR	SERVAIS
		RICE		NILON					HAYNES		SMITH
N89D	CHALIFOUX	WHYTE	STATUM	GAUCHE	MELEKY	HARRIS	STONE	HICKMAN	AYDLETT	MULLINS	RAKES
N61G	HOUDE	BROWN	MARTIN	BASILE	CRTH	CRFACH	KAUGHER	WEISKE	KOVNAK	WOOLFOLK	NELSON, A

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320TH AIR REFUELING SQ

CREW ROSTER

COMMANDING OFFICER
LT COL IRELAND

OPERATIONS OFFICER
MAJ DECKER
POSTED 20 MAR. 53

STATUS	A/C	C/P	NAV	APE	R/O	BOOM OP	ASST B/O
MC1AO	PHILLIPS	SCURS	RAY	HEALEN	TERRO	MEDINO	LAMBELL
MC2AO	BURKETT	DUMBAUGH	HUDKINS	WILLIAMS	TAYLOR L.	POTTER	BRUCE
MC3AO	NELSON	KINNEY	BISSETT	BEEBE	TABELLIJA	CARNES	CARPENTER
MC4AO	BYRD	DIDDLE	WILLIS	CROSSGROVE	ADAMICK	STEPHENS	TAYLOR, F.
MC5AO	STAPEL	MAXWELL	COCHRANE	COCHELL	RIDLON	WILLIAMSON	DEAN
MC6AO	CABRAL	RANKIN	REESE	ADAMS	HART	O'HARA	MORELAND
MC7AO	MARTIN	JACOBS	TAYLOR	CORDERY	ANDERSON	CARLSON	MATHIS
MC8AO	SCOGGAN	STERIOS	MURPHY	EVERETT	THOMPSON	MYERS	SVIRIDENKO
MC9AO	HUNTER	STANLEY	HARDIN	HICKS	POOR	CONOVER	SMITH, AC
MC10AO	DAVIS	EVANS	BORDEN	BUSHBY	COX	BURBAGE	HOOKE
MC11AO	McDONALD	HUTCHINGS	BOROVILOS	HOVINGA	SCANLON	PUGSLEY	PILON
MC12AO	BARNETT	AHEARN	BEARD	LEONARD	ROWLAND	KENNEDY	SAWTELLE
MC13AO	WEAVER	ROED	SCHAACK	HOLT	ROBINSON	TOWERS	HULING
MC14AO	WALKER	GEHRIG	MOEN	RODRIQUEZ	CROSS	DENNIS	GERARDEN
MC15AO	TAYLOR	KNOPP		CONNELLY	MORISETTE	VINKLAREK	EDDINGS
MC16AO	LOVELL	BRADFORD		GREENE	ELLIS	BLAND	ULKUS
MC17AO	DMYTRYK	RANCK		BENTON	BIGGS	O'NEIL	O'CONNOR
MC18AO	STENGER	WISNIEWSKI		KRAFT	BROWN	CACHIANES	PLOURDE
MC19AO	EVANS	McDOWELL		CASTLE	OSHITA	FRANCIS, EJ	FRANCIS, JP
MC20AO	TALLENT	RENEAU		WILKINSON	JAMES	KING	ALEXANDER

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SECURITY INFORMATION
K-WG-320-HI
April 1953

HISTORICAL REPORT

320TH

BOMB WING (MEDIUM)

K-4769-3A

CHAPTER V

APRIL 1953

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SECRET SECURITY INFORMATION

CLASS: SECRET
AUTH: OI 320BW
DATE: 4 June 93
INITS:

"STRENGTH THROUGH AWARENESS"

MOTTO OF THE

320TH BOMBARDMENT WING (H)

92-4869-29

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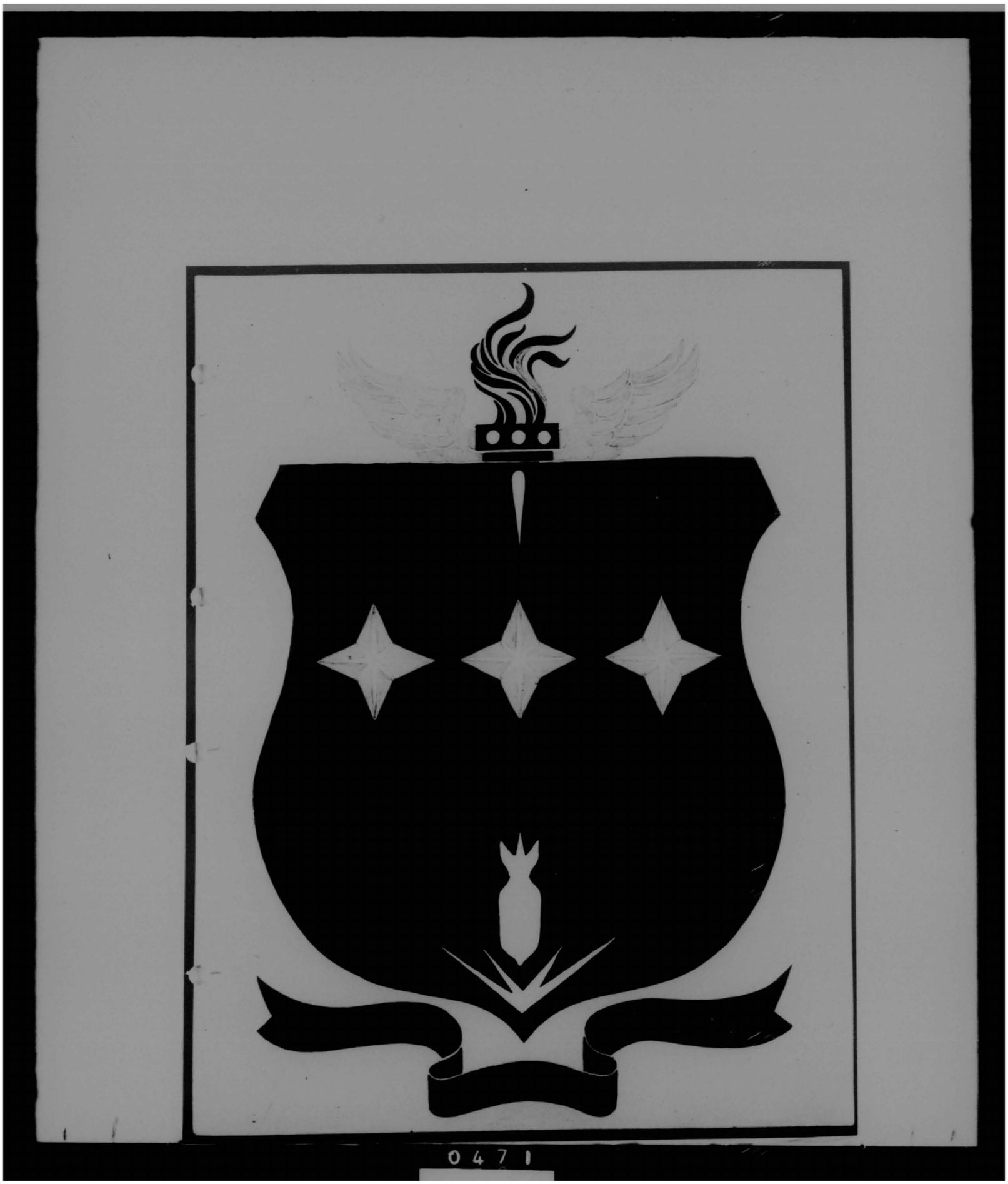

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SECURITY INFORMATION

HISTORY OF THE

320TH BOMBARDMENT WING (H)

APRIL 1953

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March Air Force Base, California

****

****

Prepared by A/2c Francis R. Delaney, AF 19 239 986
in accordance with
AFM 210-1 and SAC Manual 210-1

****

Julian M. Hexum
JULIAN M. HEXUM
Captain, USAF
Historical Officer

Loran D. Briggs
LORAN D. BRIGGS
Colonel, USAF
Commanding

****

12th Air Division
Fifteenth Air Force
Strategic Air Command

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KODAK SAFETY FILM

MISSION

The mission of the 320th Bombardment Wing, Medium, is outlined in Historical Report I, page I, dated December 1952.

320TH BOMBARDMENT WING INSIGNIA

In a letter, dated 17 November 1952, the Commanding Officer, 320th Bombardment Wing, requested that the Director of Research and Developement, Headquarters, USAF, authorize this Wing the offical insignia of the 106th Bombardment Wing which reverted to National Guard status 3 October 1952. The first endorsement, dated 5 December 1952, Headquarters, USAF, approved the transfer of the 106th Bombardment Wing insignia to the 320th Bombardment Wing, Medium.

The basic design of this device is a heraldic shield, which, by custom, represents Honor, Integrity and Protection. The protection being the symbolic mission of the USAF, protector of the Peace.

The lower part of this shield is dark Air Force blue. The costallation of this color is symbolic of the obstructions and the problems confronting this Wing in its mission.

The light blue above the dark hue represents the sky. the yellow stars represents the three tactical squadrons of this Wing. The general design of these stars stems from the orginal insignia of the 106th Bomb Group which was activated in World War II and is the forerunner of the present Bombardment Wing.

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The red bomb burst at the lower part of the shield is symbolic of the primary mission of the Wing; getting the bombs on the target, despite all obstacles.

At the top of this device and in the center is a winged torch which is symbolic of flying and bombing knowledge reached through training and preparation by this Wing.

At the lower part of this shield is a blue scroll on which is written the motto; STRENGTH THROUGH ALERTNESS, which is emblazed in gold letters and represents the spirit of this Wing.

REPORT OF ANNUAL GENERAL INSPECTION

Headquarters, 320th Bombardment Wing, had forwarded to the Commanding Officer, 12th Air Division, March Air Force Base, California, an endorsed report regarding the deficiencies noted by the 15th Air Force Inspection of this organization.

This 17 page report covers all sections within Wing Headquarters and squadrons of this organization. The overall picture shows a shortage of skilled personnel as the primary reason for most of the deficiencies. Other cases point to the fact that more training is needed, closer supervision is required and a more accurate understanding of various regulations and directives pertaining to the operation of this Wing must be reached.

320TH BOMBARDMENT PROGRESS REPORT

The Third Monthly Progress Report on the 15th Air Force Programming

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Plan I-53, conversion of the 320th Bombardment Wing, Medium, to YRB-47 aircraft, March Air Force Base, California, dated 11 May, covering the period 1 through 30 April 1953, is a detailed outline of the progress of this Wing concerning the conversion. Points of primary interest follow.

The conversion of the 320th Bombardment Wing to YRB-47 aircraft is progressing satisfactorly. The mission of this Wing has been established as primarily bombardment, with reconnaissance being a secondary unit mission.

Manning of the 320th Bombardment Wing remains practically the same as the previous reports show except a slight regression of airmen manning, due to an increase in T/DA of 68 airmen for the 320th A&E Maintenance Squadron. There were 17 crews attending or scheduled to attend B-47 CCTS at Wichita AFB, Headquarters, Strategic Air Command is being queried relative to the input of six instructors, B-47 aircraft, for assigment to the 320th Bombardment Wing.

Eight B-29s were transfered during the month of April. A request has been submitted to Headquarters, Strategic Air Command, to furnish the 320th Bombardment Wing with nine T-33 aircraft.

It was noted in the report that the Wing is programming students for various B-47 schools on a long range basis. Classes for personnel selected to attend schools range into the latter part of September 1953.

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Key personnel of the Wing will attend a special training course on B-47 endoctrination which will be administered by the 22nd Bombardment. Previously, this special training was to have given by MacDill Air Force Base, Florida however this project was canceled by Headquarters, Strategic Air Command to save both expense and traveling time.

No information has been received by this Wing from Headquaters, Strategic Air Command, regarding the augmention of B-47 MTD facilities to provide reconnaissance training. Other B-47 MTD courses of instruction are progressing with satisfaction.

The Director of Intelligence, in coordination with the Director of Plans and Operations, established the requirements for support that will be furnished by the 15th Reconnaissance Technical Squadron and will determine the necessity for personnel augementation and special equipment authorization needs. Action on this matter is being held pending receipt of the 320th Bombardment Wing reconnaissance mission from Headquarters, Strategic Air Command.

WING SECURITY BULLETINS FOR APRIL

Wing Security Bulletin # 11, dated 2 April 1/ is the authority for Squadron Commanders of the 320th Bombardment Wing to issue Visitors Badges and Restircted Area Tabs at squadron level and is a further delgation of the authority for this issuance by the Wing, as outlined in paragraph 13, Base Regulation 205-20, dated 12 March 1953.

1. Security Bulletin #11, dtd 2 Apr 53 ——————————TAB"A"

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The Squadron Commanders are accountable for these tabs and badges and will cause a physical invertory to be taken of all Visitors Badges and Restricted Area Tabs issued within the sections of the squadron on the last working day of each quarter and will forward the report of inventory to the Wing Commander not later than the ninth day of the following month.

Wing Seciruty Bulletin #15, dated 10 April, 2/ draws attention to Air Force Regulation 205-27 which requires the completion of tests, "Safeguarding Military Information," Air Force Form 184 and 184a, by personnel who have access to classified material in their regular assigned duties. Completed tests are to be filed in the 201 file of the individual concerned.

Wing Security Bulletin #16, dated 14 April, 3/ pertains to Phase I and Phase II indoctrination plans. Ten copies of Phase I and 50 questionnaires have been distributed to each squadron of the 320th Bombardment Wing. These lessons are designed to serve as both reference and lesson plan for indoctrination lectures as a home study course to satisfy the requirements of SAC Regulation 205-16.

When the requirement exists to indoctrinate one or a smaller number of persons, the home study method will be used. Lessons and questionnaries covering the five lessons will be required. Successful completion of the five questionnaires will be acceptable in liue of indoctrination lectures.

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2. Security Bulletin #15, dtd 10 Apr 53 ----------TAB"B"
3. Security Bulletin #16, dtd 16 Apr 53 ----------TAB"C"

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Successful completion of the five questionaires will be acceptable in lieu of indoctrination lectures covering the subjects of Phase I. Phase II is presented in the Base-wide ground training program and may be supplemented as necessary by the Unit Security Officer.

Phase I indoctrination of person el who had access to classifed information in the performance of their duties will be completed as soon as possible and a certificate of completion, signed by the Unit Commander and the Unit Security Officer will be placed in the indivdual's 201 file.

Wing Security Bulletin #17, dated 14 April 4/, is in reference to paragraph seven, Base Regulation 205-20, dated 12 March 1953. This paragraph is interpreted to mean that the SAC Badge may be displayed within the limits of March Air Force Base as was acceptable in the case of the old March Air Force Base pass.

Wing Security Bulletin #18, dated 20 April 5/, pertains to the list of publications which should be read by the Squadron Staff (eapically the Security Officer) sectio heads and other key personnel in order to familiarize themselves with the security program of this base.

WING SOP, ADMINISTRATIVE PRACTICES

320th Bombardment Wing SOP 11-1, dated 23 April 6/, established a reporting procedure on AWOL's and disposition of records of individuals dropped from the rolls as deserters. Administrative sections of the 320th Bombardment Wing organizations will adhere to this SOP to prevent delay in

4. Security Bulletin #17, dtd 14 Aprl 53 ----------TAB"D"
5. Security Bulletin #18, dtd 20 Apr 53 ----------TAB"E"
6. Wing SOP 11-1, dtd 23 Apr 53---------- ----------TAB"F"

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taking action against members of this Wing who have been returned to military control after being dropped from the rolls as a deserter.

When and individual goes AWOL, his unit of assignment will forward in writing, within 24 hours, to the Director of Personnel, 320th Bombardment Wing, the individual's name, grade, serial number, primary and duty AFSC, day and hour of commencement of the unauthorized absence and other information pertaining to the individual.

AMENDMENT OF WING SOP 11-1

320th Wing SOP 11-1a, dated 24 April[7], is an ammendment of Wing SOP 11-1, dated 23 April. Information to be included in report of airmen change of status from AWOL to deserter is to include DDForm 392, "Extract From Service Record", (Airmen's section only) and any other information bearing on the case.

CONTROL ROOM SOP

320th Wing SOP 55-4, dated 20 April[8], established a firm policy pertaining to the 320th Bombardment Wing Control Room in accordance with SAC Regulation 55-15, dated 23 October 1952.

The Control Room is under the direction of the Wing Communications Officer who assumes the additional duties as Wing Control Room Officer with the aid of five airmen . Off duty control Room Officers are scheduled for duty by the AG Section of the Wing.

This Control Room operates on a 24 hour basis, seven days a week

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7. Ammendment of Wing SOP 11-1, dtd 24 Apr 53 ----------TAB"G"
8. Wing SOP 55-4, dtd 20 Apr 53 ----------TAB"H"

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and is a part of such control room throughout the Strategic Air Command, designed to control and survey all SAC air operations.

This systems provides a location for and through which the Wing Commander can exercise command and control of his aircraft. This is accomplished by intergrated communication systems. Provisions are made for rapid dissemination of information to higher headquarters and from higher headquarters to this Wing on emergencies and for mission accomplishment s and daily requirements.

In the event of a Class I or Class II aircraft emergency, the Duty Officer will insure that the Squadron Operations Duty Officer and Squadron Engineering Officer of the squadron concerned are notified.

In the event of a Base Alert or Organizational Alert the Duty Officer will determine the type alert and note information required on the Alert Status Board and promptly notify all persons listed therein, in the order listed.

320TH FIELD MAINTENANCE SQUADRON

A new Table of Organization for this squadron was received but it was with drawn before a study could be made and tentive plans for future implemention initiated. The ammendment to the current T/O L-7169F has not been distributed. It varied the authorized AFSCs in the Auxilary Equipment Section.

A request for additional living quarters has been approved

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effective 5 May 1953. One barracks has been allocated to overcome the crowded conditions of this squadron.

Ninety-nine airmen, found to be eligible for Aircraft Observers training as indicated by their service records were interviewed by the Squadron Commander. Of this figure, 13 decided to apply for training. However, only two passed the local processing and are now awaiting further ap roval. Poor eyesight was the largest disqualification factor.

A letter has been written asking authority to deviate from the Strategic Air Command Policy 66-12 pertaining to the establishment of Auxilary Equipment Section under Fabrication Branch rather than under Aero Repair as outlined in the Table of Organization.

A "Welcome" letter 9/ to all newly assigned personnel has been published by this squadron. In this letter the Squadron Commander explains the mission of the squadron and the various policies and what is expected from members of the organization in the manner of working ability and military conduct.

The volume of requests for missing forms of airmen's 201 file, while not in excessive for the number of personnel reasigned and departed from this squadron, indicated a need for a letter of transmittal 10/ itemizing enclosures. As items of the 201 file are audited, they are given an enclosure number, if in file. If not in file, effort is exerted to obtain

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9. "Welcome" letter, 320th FMS, dtd 14 Apr 53----------TAB"I"
10. Letter of Transmittal, 320th FMS----------TAB"J"

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missing forms applicable to the specific personnel action being accomplished. Since the complete 201 file cane be seperated into 11 sections within the squadron and base, a check list is necassary to include all items and contain a reference in the event that quries pertaining to these forms are received. It will be several months before results can be evaluted.

MORALE PROBLEM, 442ND BOMBARDMENT SQUADRON

The uncertanties of reassignments of personnel of this squadron who have been rendered surplus in the conversion program has resulted in low morale, particularly among the gunners and other flight members awaiting reassignment. Supervisors are making every effort to give surplus personnel as much information as possible concerning their future duty prospects, however the complexities of reassigning so many personnel leave the majority of the questions unanswered. Despite this and the fact that workloads increased in the orderly room and sharply decreased on the flight line, ground and air accidents, VD and AWOL rates were nonexistant during the month of April for this squadron.

MONTHLY ANALYSIS

The Monthly Analysis Report for April, RCS-U2, was completed and forwarded to Headquarters, 15th Air Force. [11] As mentioned before, the 320th Bombardment Wing has been removed from the SAC Rating System per SAC message DOTRB 0163, dated 10 January 1953, effective 1 March 1953.

The RCS-U2 Report points out that this Wing is centering more

11. Monthly Analysis for April 53 (RCS-U2)----------TAB "K"

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effort on the conversion program. The Wing is still faced with shortages of skilled manpower in maintenance, supply, electronics and medical career fields. An imput of airmen in these critically short AFSCs is anticipated during the month of May. The principle shortages of officers compares with the formentioned list of airment shortages. The only immediate relief expected is the reclassification of 20 officers from 1234, (pilot, four engine)-to 1244 (Pilot, Aircraft Observer) which should increase the percent of effective manning to 93 percent.

The Wing received an Operational Readiness Index of "two" (2) as of 30 April 1953. This is due primarily to the status of combat crews. As of 30 April the Wing seven combat crews for B-29s and 17 non-combat crews for B-29s. The Wing had six non-combat crews for B-47s as of 30 April 1953.

The Wing had 12 B-29s assigned as of 30 April 1953. Eight B-29s were phased out during that month while four more B-29s are scheduled for phasing out in May. The Wing has a full quota of KC-97s on hand. The 320th Air Refueling Squadron was required to deliver 102 sorties which was accomplished. B-29 aircraft were rquired to deliver 90 sorties which was accomplished.

LEADERSHIP AND MORALE

An Analysis of 12th Air Division Unit Leadership Effectiveness and Morale Rating System for the months of Febuary, March and April [12]

12. Analysis of Unit Leadership and Effectiveness and Morale for Feb., Mar., Apr.,53 ----------TAB"L"

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has been received. The Wing showed a decrease to 81.5 % for the month of April from 84.1 % in March on a three month basis and then showed an increase in April to 82.4 % from the score of 81.1 % in March on a one month basis considering the percentage of maximum points obtainable. The Wing had three ANGI's for the month of April but points were primarily lost on Reelistments and NCO Mess Memberships.

On the squadron level, the substantial gain was made by the 320th Air Refueling Squadron. This squadron has advanced to a score of 92.8 on a one month basis and then to 89.1 score on a three month basis. Presently, this squadron has the standing of first place within the Wing on both a one and three month basis and in addition, this squadron has advanced to third place standing within the base. 13/

The 442nd Bombardment Squadron has shown a remarkable advance for the month of April in comparision with the previous reports of this squadron. Score on a one month basis is 93.4 while the three month score has advanced to 85.5 . Standing in the Wing has advanced to second place on a one month basis and then to third place on a three month basis. The standing on the Base has advanced to furth place on a one month place and to eleventh place on a three month basis.

FINANCIAL MANAGEMENT

Key personnel of the 320th Bombardment Wing attended a series of lectures pertaining to financial management for Air Force organizations.

13. Leadership Effectiveness and Morale Rating System---------TAB"L"

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Basically speaking, these lectures, which were given by the Base Comptroller, pointed out to the key personnel the common sense that should be exercised in expending goverment funds for improvement, construction or on reconstruction of installation on Air Force Bases. Principle attention was placed on the past waste of money and of future efforts which will lead to the conservation of tax payers money.

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CHAPTER II

PERSONNEL

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MANNING

Wing manning has been directed toward filling B-47 authorized positions. Officer MIRS, including the Medical Group, is 89 percent. The principle shortages are in the maintenance, supply, electronics and medical fields. Wing expects that these shortages will be filled during May.

As for the B-47 officer crew members, 104 Pilot-Observers, AFSC 1244, are either assigned or programmed to the Wing with an authorized number of 109. Fifty-eight Observers, AFSC 1524, are assigned with 60 authorized. The Wing approached 100 percent manning of B-47 crew personnel during the latter part of April but a future 12th Air Division committment for one A/C, seven pilots and two observers will effect this manning figure during May.

The effective manning of airmen is 50 percent without augmentation of photographic personnel and 47 percent with augmentation. This MIRS figure will substantially increase as the flow of maintenance personnel complete B-47 schools and reclassification is accomplished. Also, the initial flow of B-47 pipeline maintenance personnel has been received with resultant help in MIRS.

Strength of the 320th Bombardment Wing is as follows:

	Officer	Airmen
Strength, 1 April 1953	373	1483

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	Officer	Airmen
TI Transfers	15	47
Overseas Transfers	7	21
Separations & Discharges	2	10
Total Losses	24	78
Gain	32	75
Strength, 30 April 1953	381	1,480

SURPLUS PERSONNEL, 320TH BOMBARDMENT WING

During the month of April, a major effort was directed toward the elimination of surplus personnel. By the end of April, 501 unauthorized airmen overages were still assigned. However, many of these will be eliminated by reclassification actions which will be performed within the near future. The biggest surplus problem is the elimination of B-29 crews. Numerous projects and surveys have been received to eliminate these overages, especially in the gunnery field. Many of these projects have overlapped, requiring special care in "freezing" a particular individual for a certain project. Gunnery personnel have been assigned OJT in critically short career fields.

The biggest problem with these airmen is their limited retainability. A complete priority system for elimenation of gunnery personnel has been received by USAF, listing B-29 CCTS to FEAF and transfer to B-36 units as top priority.

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The elimentation of surplus B-29 officers has been accomplished by the transfer of pilots and navigators to authorized positions in the 320th Air Refueling Squadron. The assigment of 13 bombardiers to triple rated observers school has served as elimentation of surplus observers with useable retainability.

SCHOOLS

A full list of quotas has been received for B-47 maintenance schools. By the end of April, 64 percent of the required 235 airmen were attending various schools.

A full list of 60 quotas for observers to attend Hi-Speed Navigation School has been received. Five observers have completed the course with 23 presently attending the course.

Additional quotas for Pilot-Observers, AFSC 1244, to attend Wichita and Pinecastle CCTS are expected to be received during the first part of May following a meeting between Air Training Command and Headquarters, Strategic Air Command. The absence of firm pilot B-47 CCTS quotas has materially hindered the planning and conversion to the B-47 aircraft.

RECLASSIFICATION

Reclassification action during the month of April was moderate in comparison to the past. A breakdown of the figures is as follows:

Upgraded to 7 level	7
Upgraded to 5 level	9

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Upgraded to 3 level	3
Change in Career Field	21
Award of additional AFSC	6
Total	44

441ST BOMBARDMENT SQUADRON LOSSES

During the month of April this squadron suffered the loss of 24 members. Four were officers and 20 were airmen. Against this figure the squadron gained seven officers and four airmen. Twenty airmen were sent to jet maintenance school, while seven airmen graduated from this course during the month of April and returned to the squadron.

442ND BOMBARDMENT SQUADRON PERSONNEL PROBLEMS

Major problems of the personnel section of this squadron continued to remain those of reclassification and the reassignment of personnel rendered excess to the requirements of the conversion program.

At the end of April, 12 gunners were pending PCS assignments out of the gunnery field and five more were TDY for training in other career fields.. Still awaiting further assignment or reclassification actions were 28 members of this squadron.

However, progress is being made. Manning in required specialities for airmen rose to 41 percent for April. Officer manning increased from 60 percent at the start to April to 96 percent at the end of the month.

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CHAPTER III

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320TH BOMBARDMENT WING SUPPLY PICTURE

Units of this Wing are now in receipt of UPTRALs which have been prepared by AMC for the 303rd Bombardment Wing. These 303rd Wing copies of the UPTRAL are being utilized in the interim period and will eventually be replaced by reprinted UPTRALs for the 320th Bombardment Wing. The units within this organization have had many changes to individual UPTRALs inasmuch as the authorizations were predicated on ECL's which were printed and effective in 1949 and 1951. However, 1952 ECL's are now in effect which is necessitating a varied amount of manual changes to preprint UPTRALs.

The conversion of this organization is progressing at an orderly rate and the turn-in of equipment is being made on the basis comparable to an applicable loss of B-29s. As of 30 April, approximately 56 percent of all items no longer authorized have been returned to supply channels. As of 30 April, the following percentages indicate the UEE completeness of the 320th Bombardment Wing. The overall percentage is 68.2. A breakdown by squadron is as follows:

Squadron	Percentage
441st Bombardment Squadron	68.4
442nd Bombardment Squadron	69.4
443rd Bombardment Squadron	68.7
320th AEE Maintenance Squadron	41.6

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Squadron	Percentage
320th Periodic Maintenance Squadron	72.9
320th Field Maintenance Squadron	59.3
320th Air Refueling Squadron	96.1
320th Medical Group	69.4

ARRIVAL OF K-SYSTEM UNITS

The month of April was marked by the 320th AEE Maintenance Squadron by the arrival of the first K-System Bomb-Navigation equipment. This material did not arrive as a fully operational assembly but in four parts which were stored in one half of the Bomb-Sight Building. It is hoped that enough equipment will arrive by July 1953 which will allow the squadron to set up four complete K-System bench sets.

320TH FIELD MAINTENANCE SQUADRON EFFORTS

Shortages of skilled manpower still place a heavy workload on the various sections of this squadron. Nevertheless, these sections are meeting their obligations. A breakdown of facts and figures are as follows, starting with the Electrical Shop:

Items of Repair	Repaired
Motor Generators	4
Inverters	7
Pressuretrols	3
Amplifiers	3

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Items of Repair	Repaired
Governors	1
Generators	8
Relays	2
Lights	4
Landing Lights	9
Starters	8
Switches	7
Signal Bells	7
Actuators	9
Inverter Controls	4
Regulators	15
Motors (other types)	11

The Hydraulic Shop completed 34 line work orders, expended 353 manhours on tires, 108 manhours on hose assemblies for engine build up. The new Tire Shop has been completed except for electrical installation by AIC.

The Instrument Shop gained ten airmen for the month of April. Eighty-five work orders were received, one-hundred and twenty-six reparable items were processed, 46 were returned serviceable and 80 were reparable.

The Parachute Shop, for the month of April, extended its full

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efforts as follows; packed 540 parachutes, processed 42 B-2B multi-place life rafts, 418 C-2A one man life rafts, 506 anti-exposure suits and 216 B-5 life vests. In addition, numerous special work orders were completed for shop manufacture of equipment.

During the month of April the Propeller Shop completed 82 work orders consisting of major inspections and line maintenance. The oil control units still remain a short item in supply, causing the grounding of eight KC-97s of the 320th Air Refueling Squadron.

The Power Plant Branch had ten airmen TDY to Chanute and five more airmen TDY to Amarillo for B-47 aircraft maintenance and jet engine overhaul. The R-3350 engine build up line completed the buildup of six R-3350 flyaway engines. The R-4360 engine build up section changed two engines and built up five more. The Turbo Shop issued four turbo units and build up four units.

The Master Control Shop issued five right hand injection pumps and built up five, issued three injection nozzels and built up six master controls. Engine mounts, tach generators, metering assemblies, propeller conduit assemblies, special bolts for turbo mountings, turbo governors, waste gate motors and adapters all remained work stoppages for R-4360 aircraft engines.

The Auxiliary Power Equipment Section conducted 15 inspections on D-2 Auxiliary Power Plants in the docks, made a major overhaul on one

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D-2 Power Plant and made 12 inspections on 12 C-21 Power Plants.

320TH PERIODIC MAINTENANCE SQUADRON ACCOMPLISHMENTS

For the month of April the 320th Periodic Maintenance Squadron completed periodic type inspections on six B-29s and on five KC-97s. A new technical order is now in effect which directs the inspection of the landing gear systems of all KC-97 and B-29 aircraft which will add another day to the normal inspection time in the inspection docks.

In line with the conversion program, the B-29 activity has been cut down to one dock for inspection. With less activity pointed toward B-29 maintenance efforts, more personnel from this squadron are being sent to schools. Twenty-four airmen have been sent to formal B-47 schools at Amarillo and Chanute which leaves the figure of 15 airmen assigned to each inspection dock. This hampers maintenance activities to some extent. However, TDY personnel are due back from schools soon and pipeling personnel are beginning to arrive for duty. It is clear that the shortage of manpower may soon be overcome.

443RD BOMBARDMENT SQUADRON MAINTENANCE ACTIVITIES

During the month of April this squadron centered its efforts on the conversion of personnel to jet maintenance and the accomplishment of 175 B-29 flying hours. Despite the shortage of maintenance personnel the squadron accomplished 217:45 hours of flying time.

The Maintenance Section of this squadron sent 20 airmen to formal

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B-47 school, while another four airmen attended B-47 MTD and three airmen started OJT with the corrallary unit of the 22nd Bombardment Wing.

This section completed one periodic type inspection, one transfer inspection, one period inspection and completed 17 post flight inspections. In addition, two engines were changed due to wear and time element and four more engines were changed due to malfunctions of inverters assemblies.

Major problems that were encountered during the month of April:

(a) Flying schedule as agreed upon at 60-9 meetings were regularly interrupted by unscheduled classified missions and by radioactive aircraft returning from missions which required much extra washing and isolation.

(b) Dock scheduling was not replanned to meet interrupted flying schedules.

(c) The quality of support received from Field Maintenance has been poor due to the fact that most of their highly skilled personnel are TDY to schools.

442ND BOMBARDMENT SQUADRON MAINTENANCE ACTIVITIES

Maintenance activities for this squadron for the month of April were on a smaller scale than before with an average of 4.5 B-29 aircraft assigned. During April the squadron accomplished 175:05 hours of flying time or 38.9 hours per aircraft. During April there were three aborts,

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three engines were changed and two of the squadron's B-29s were transfered to the depot.

320TH AIR REFUELING SQUADRON

During the month of April six KC-97s of this squadron entered the docks for inspection. None of these aircraft have been released for flying. Eight KC-97s still remained grounded due to AOCP of 32 propeller control units. This reflects on an AMC T.O. issued in March which grounded all KC-97 aircraft pending inspection of the propeller control units. It is expected that the rest of the parts will arrive during May and that flying time from these eight KC-97s will be utilized.

For the month of April this squadron accumiliated 714:30 hours of flying time. Approximately 66 maintenance personnel were assigned with an average of 59 maintenance personnel present for duty.

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SPECIAL WEAPONS SECTION

The Special Weapons Section of the Directorate of Operations commenced its activities as directed by 15th Air Force Letter 35-3, dated 7 April 1953, and SAC Regulation 136-6, dated 20 April 1953. The only previous atomic training under taken by this Wing has been Bomb Commander's training. This training was practically completed with only a few potential students not scheduled to start training during the month of April. This Wing has many Bomb Commanders assigned who had participated in little if any refresher training since they finnished Bomb Commander's School.

Training facitities consist of one building in a restricted area known as Area #12. One MK6 weapon is available for training purposes. Action has been initiated to procure classroom and office furniture as well as classified technical equipment. The Special Weapons Training School was set as a joint effort between the 320th Bombardment Wing and the 22nd Bombardment Wing.

A four hour staff course was presented to the Wing Staff personnel to acquaint them with the training requirements, organization and other phases of the Special Weapon program as it will be intergrated into the Wing's operational activities.

Training for the 320th Armament and Electronic Maintenance Squadron personnel is to provide the unit with post-loading capability as required

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by SAC Regulation 136-6. The course consisted of 16 hours of lectures with further technical training to follow as the equipment arrives. Plans were made and courses laid out to provide training for all phases of the Special Weapons training program as required by reference directive. Courses were drawn up and advanced scheduling for the first phase of combat training to be initially presented 4 May 1953. This training was designed to refresh old Bomb Commanders and to provide each combat crew observer with the basic knowledge necessary for him to undergo MK6 training and to fit him to carry out his monitering duties associated with the in-flight control. Seventy crew members are scheduled to attend this course in May. The course is to continue until all personnel requiring this training have successfully completed the course.

A break down of the training is as follows:

Staff Course	44
Post Loading Team	144
Pre B.C. Prep Course	40
Total hours	228

The Wing Special Weapons Officer attended a training conference at Headquarters, Strategic Air Command in April. This conference was called for the purpose of discussing and bringing up to date certain combat crew atomic training directives. An entirely new directive was

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KODAK SAFETY FILM

involved which will set forth new training requirements.

Difficulties encountered during the month of April were mainly concerned with supply. No office furniture, class room equipment or technical equipment was received during the month of April. Classes were conducted by using student equipment borrowed from the 320th Air Refueling Squadron.

320TH A&E MAINTENANCE SQUADRON SPECIAL WEAPONS TRAINING

The Special Weapons Section of the 320th A&E Maintenance Squadron conducted a three day training course on the ringing-out and post loading checks in preparation to the loading of special weapons. The Squadron Commander and eight airmen attended the course.

INTELLIGENCE SECTION

For the month of April, due to limited operational requirements this section wittnessed little gain in the operational aspects of Intelligence functions.

Intelligence activities were centered on continued assistance to the Base Survival School, including the commencement of floor displays as well as phyiscal refinement of the entire school. Further, attention was placed on Intelligence training as noted on the revised Survival School schedule. Four instructors from this section have been assigned the task of lecturing at each course.

At the invitation of a Police Inspector of the Los Angeles Police

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Department, two officers and the NCOIC of the Intelligence Section attended a conference on Prisoner Interrogation on 23 April. This afforded an excellent opportunit to observe the techniques and procedures used by Criminal Officals during the interrogation. The individuals from this section were then able tc compare the civic methods and military methods of interrogation and can now inform the aircrew members of this Wing as to some of the methods of interrogation that may be expected in the event that they fall into the hands of the enemy.

SECURITY

The 320th Bombardment Wing was charged with four violations for the month of April. Three of these were the loss of area passes and one was the case of an aircraft abandonment. A total of 12 violations were reported during the month of April on March Air Force Base. Thus, the Wing was responsible for 33 1/3 percent of the violations.

No alerts were called during the month of April and considerable difficulty has been encountered in maintaining up-to-date alert plans for off duty hours. However, it is believed that 70 to 80 percent of the Wing personnel could be recalled within two to three hours with or without telephone communications.

On the 29th and 30th of April, a staff visit was paid to each squadron of the Wing to review their progress in correcting discrepancies noted in the January Wing Inspection and the March Air Force Base

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Annual General Inspection by 15th Air Force, in preparation for the SAC staff visit expected from the fourth to the ninth of May. Organizations were found satisfactory or satisfactory progress was being made in correcting all discrepancies.

A Vulnerability Test was conducted 2 April, by the OSI. Only one aircraft, a KC-97 of the 320th Air Refueling Squadron was successfully penetrated by the Vulnerability Team. The Crew Chief of this aircraft was relieved from duties on this aircraft pending the completion of intensive re-endoctrination of his responsibilities in security awareness.

AIRCREW TRAINING SECTION

Primary emphsis was placed on transition training and checks, cross training of observers and 60-2 requirements during the month of April. Thirteen B-29s and 20 KC-97s were available for flying training during the month. The following is a list of the training accomplishments:

Long Range Navigation and Cruise Control Missions	436:25
Instrument Proficiency and Training Required by Suppl. II, SAC Reg 50-33	398:00
Cross Training of Observers	145:50
Classified Missions	11:05
Total	1041:10

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AIRCREW GROUND TRAINING

Aircrew training for the month of April are as follows: four crews departed for Phase I training at Wichita AFB, two crews started Phase II training at Pinecastle AFB. Fourteen officers were sent to Bomb Commander's School at Sandia Base, N.M. Thirty-two officers obtained their helmets and completed the Physiological Training course. A staff indoctrination course of Special Weapons was accomplished by 14 officers. Ten navigators of the 320th Air Refueling Squadron completed a three day radio and radar course in accordance with SAC Regulation 50-33. Two hours of intelligence training, code blinking, judo training and phyiscal training was given to aircrews present for duty.

FLYI G SAFETY COMMITTEE MEETING

The Base Meeting of the Flying Safety Committee convened at 1050 hours, 22 April as required by SAC Regulation 62-20, dated 3 July 1952 and Base Regulation 62-1, dated 1 August 1952.

The 320th Bombardment Wing was represented by the following key personnel; Wing Commander, Director of Operations, Director of Maintenance and the Wing Flying Officer.

At this meeting the Wing requested that the Base Instrument School be put back into operation. Director of Operations, 12th Air Division, reported that this had been accomplished and that the Base Instrument School is now in operation.

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14. Summary, Flying Safety Committee Meeting, dtd 23 Apr 53----TAB"N"

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COMBAT OPERATIONS

At the request of higher headquarters a check was made on the parking of aircraft to insure that proper facilities were available in case of an emergency to facilitate an orderly movement of aircraft to safety. This check confirmed that both equipment and manpower are available and alert to handle any emergency in case of a fire or explosion.

A visit was made to each unit to check their Operational Orders and applicable regulations to insure that they are up to date and that those regulation that were not on hand were on order. This visit revealed that in many cases personnel were not familar with the material and that sufficient copies of regulations were not on hand. A clear briefing was given on the current Operations Orders and a request has been initiated to obtain copies of those publications that were found short.

FLYING SAFETY

The Monthly Flying Safety Meeting for the 320th Bombardment Wing was held on 24 April. At this meeting the 441st Bombardment Squadron was awarded the Flying Safety plaque. This is the second award to this squadron. This same award was given to this squadron for the month of Febuary which indicates that a high rate of flying proficiency is being maintained by the members of this squadron.

At this meeting, the guest speaker, Captain Goodwin, from base weather, gave a talk on summer thunderstorms.

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WING SOP, AIRCRAFT POSITION REPORT

Wing SOP 100-2, dated 13 April,[15] establishes a procedure to insure hourly position reports to the 320th Bombardment Wing while aircraft of the Wing are in the local flying area. The procedures of this Wing SOP will be adhered to by all aircraft commanders.

All aircraft commanders will be briefed to moniter on "Bravo" channel from take off time til landing time. A compulsory position report will be transmitted to the Base Control Tower with relay instruction to "Barker" Control, hereby designated the Wing Control Room.

When a two hour delay from the last report exists, the Wing Control Room will call the Base Control Tower, who in turn will call the aircraft on "Bravo" channel and request a position report. From this time on an urgent situation exists until contact with the aircraft in flight is made.

CHANGE IN WING SOP, 50-8

Wing SOP 50-8a, dated 20 April,[16] changes the General Briefing Section to be conducted as follows; a brief presentation of the mission will be given by the Operations Officer or his assistant and will utilize maps showing the route and important features, to include, altitudes, highest terrian enroute, turning points, danger areas, communication procedures, emergency airfields, alternate route, control points, length of mission, fuel reserve needed and codes to be used in the mission.

15. Wing SOP 100-2, dtd 13 Apr 53----------TAB"O"
16. Wing SOP 50-8a, dtd 23 Apr 53----------TAB"P"

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The Intelligence Officer will cover enemy situations, (simulated) survival, escape and evasion, and instruction for observing and reporting special intelligence information.

320TH AIR REFUELING SQUADRON ACTIVITIES

The 320th Refueling Squadron started training crews in accordance with SAC Regulation 51-19 and 50-33, pertaining to the in-flight refueling on the KC-97 aircraft. Eight aircrews, consisting of one pilot, co-pilot and flight engineer have completed the one week IFR ground training course.

442ND BOMBARDMENT SQUADRON ACTIVITIES

The Operational and Training phase of this squadron curtailed in activity for the month of April due to the fact that a majority of officers and airmen were TDY to various schools. Radar-Observers, bombardiers and navigators assigned to this squadron for duty were cross trained in their fields. There was no activity in the communication section for the month of April. Five radio operators were PCS. No gunnery missions were flown for the month of April. Thirty-one gunners were present for duty; 15 of these gunners who were not awaiting PCS orders were placed on the Wing survey for B-36s.

The following ground training was accomplished for the month of April; one officer completed Advanced AOB B-47 training at Mather AFB, two officers completed Bomb Commander's School, ten officers completed

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Basic Survival School, 12 officers completed the Advance Survival School and 13 officers completed the Physiogical Training. In addition, 166 hours of judo and 42 hours of PCU was accomplished.

4413T BOMBARDMENT SQUADRON CONVERSION

The month of April was directed toward transition and checkout of aircraft commanders and pilots by the operational section of this squadron. All Form 5s were screened for 60-2 requirements on all rated personnel.

Checkouts were completed for one aircraft commander, one instructor pilot and eight pilots. Eight instrument checks were completed during April. Fourteen officers completed the Basic Survival School while another 11 officers completed the Advanced Survival School. Thirteen officers of the squadron were TDY, four were at the Hi-Speed Navigation Course at Mather AFB, three were attending the Bomb Commander's School and six were receiving B-47 Transition Training at Pinecastle AFB.

In spite of the loss of personnel as required in the conversion program and the transfer of B-29s of this squadron to the depot, this organization is meeting flying requirements as set forth by the Wing in an outstanding manner.

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APPENDIX

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SECURITY BULLETIN #15, DATED 10 APRIL 1953	"B"
SECURITY BULLETIN #16, DATED 16 APRIL 1953	"C"
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SECURITY BULLETIN #18, DATED 20 APRIL 1953	"E"
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WING SOP 100-2, DATED 23 APRIL 1953	"O"
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	TAB
COMBAT CREW ROSTER 443RD BOMBARDMENT SQUADRON (H)	"U"
CREW ROSTER, 320TH AIR REFUELING SQUADRON	"V"

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SECURITY BULLETIN #11

DATED 2 APRIL 1953

EXHIBIT "A"

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A

HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
March Air Force Base
California

320 CDCU 319.1 2 April 1953

SUBJECT: Security Bulletin #11

TO: Commanding Officer, Headquarters Squadron Section
Commanding Officer, 441st Bombardment Squadron
Commanding Officer, 442nd Bombardment Squadron
Commanding Officer, 443rd Bombardment Squadron
Commanding Officer, 320th Air Refueling Squadron
Commanding Officer, 320th Armt and Elect Maint Squadron
Commanding Officer, 320th Periodic Maintenance Squadron
Commanding Officer, 320th Field Maintenance Squadron
Commanding Officer, 320th Medical Group
320th Maintenance Control Officer
March Air Force Base, California

1. This bulletin is your authority for the issuance of Visitors Badges and Restricted Area Badge Tabs at squadron level, and is a further delegation of the authority for this issuance by the Wing as outlined in paragraph 13, Base Reg 205-20, 12 Mar 53.

2. The control of Restricted Area Badges after issuance by the Wing Security Officer will be a command responsibility. Commanders should be assisted by their Unit Security Officers (reference SAC Reg 205-11).

3. Squadron Commanders <u>will be accountable</u> for badges and tabs issued to them, and will use the utmost care in issuing and recovering badges and tabs issued to individuals.

4. Issuing units will maintain a continual inventory and will be able to account, at any time, for all badges issued to them. (Reference paragraph 3a(2) SAC Reg 205-14.)

5. Squadron Commanders will cause a physical inventory to be taken of all Visitors Badges and Restricted Area Badge Tabs issued to them as of the last working day of each quarter, and a report of inventory will be submitted to the Wing Commander no later than the 9th day of the following month.

Francis W. Nye
FRANCIS W. NYE
Colonel, USAF
Commanding

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SECURITY BULLETIN #15

DATED 10 APRIL 1953

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HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE
CALIFORNIA

320 ODCU 319.1 10 April 1953

SUBJECT: Security Bulletin #15

TO: Commanding Officer, Headquarters Squadron Section
Commanding Officer, 441st Bomb Squadron
Commanding Officer, 442nd Bomb Squadron
Commanding Officer, 443rd Bomb Squadron
Commanding Officer, 320th Air Refueling Squadron
Commanding Officer, 320th Armt & Elect Maint Squadron
Commanding Officer, 320th Periodic Maint Squadron
Commanding Officer, 320th Field Maint Squadron
Commanding Officer, 320th Medical Group
March Air Force Base, California

1. Attention is invited to Air Force Regulation 205-27 which requires the completion of tests, "Safeguarding Military Information", Air Force Forms 184 and 184A, by personnel who have access to classified material in the performance of their regularly assigned duties.

2. Completed tests are to be filed in the 201 File of each person concerned.

3. Supplies of Air Force Forms 184 and 184A may be obtained through normal supply channels. Reproduction of these forms is authorized if necessary in order to meet the suspense date below.

4. Reply by indorsement hereon will be forwarded to reach this headquarters no later than 1 May 1953, verifying that the action has been completed.

BY ORDER OF COLONEL NYE:

Julian M. Hexum
JULIAN M. HEXUM
Captain, USAF
Adjutant

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"B"

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SECURITY BULLETIN #16

DATED 16 APRIL 1953

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HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE
CALIFORNIA

320 ODCU 319.1 14 April 1953

SUBJECT: Security Bulletin #16

TO: Commanding Officer, Headquarters Squadron Section
Commanding Officer, 441st Bomb Squadron
Commanding Officer, 442nd Bomb Squadron
Commanding Officer, 443rd Bomb Squadron
Commanding Officer, 320th Air Refueling Squadron
Commanding Officer, 320th Armt and Elect Maint Squadron
Commanding Officer, 320th Periodic Maintenance Squadron
Commanding Officer, 320th Field Maintenance Squadron
Commanding Officer, 320th Medical Group
March Air Force Base, California

1. Ten (10) copies of Phase I lessons and fifty (50) questionnaires have been distributed to each squadron and the Medical Group.

2. These lessons are designed to serve as both a reference and lesson plan for indoctrination lectures and as a home study course to satisfy the requirements of SAC Regulation 205-16.

3. When the requirement exists to indoctrinate one or a small number of persons, the home study method may be used. Lessons and questionnaires will be issued and satisfactory completion of the five (5) questionnaires covering the five (5) lessons will be required. Successful completion of the five (5) questionnaires will be acceptable in lieu of indoctrination lectures covering the Phase I subjects.

4. Phase II indoctrination is presented in the Base-wide ground training program and may be supplemented as necessary by the Unit Security Officer.

5. Attention is invited to paragraph 7, SAC Regulation 205-16 which requires that prior to granting clearance for access to classified information each individual must have either completed or be currently receiving Phase I indoctrination.

6. Phase I indoctrination of personnel who have access to classified information in the performance of their regularly assigned duties will be completed as soon as possible and a Certificate of Completion, signed by the Unit Commander of his authorized representative and the Unit Security Officer filed in the 201 File. This Certificate may be prepared locally as necessary.

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320 ODCU 319.1
Subject: Security Bulletin #16

7. Reply by indorsement hereon will be forwarded to reach this headquarters no later than 1 June 1953, verifying that the above has been accomplished.

BY ORDER OF COLONEL NYE:

Julian M. Hexum
JULIAN M. HEXUM
Captain, USAF
Adjutant

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SECURITY BULLETIN #17

DATED 14 APRIL 1953

EXHIBIT "D"

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HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE
CALIFORNIA

320 ODCU 319.1 14 April 1953

SUBJECT: Security Bulletin #17

TO: Commanding Officer, Headquarters Squadron Section
Commanding Officer, 441st Bombardment Squadron
Commanding Officer, 442nd Bombardment Squadron
Commanding Officer, 443rd Bombardment Squadron
Commanding Officer, 320th Air Refueling Squadron
Commanding Officer, 320th Armt and Elect Maint Squadron
Commanding Officer, 320th Periodic Maintenance Squadron
Commanding Officer, 320th Field Maintenance Squadron
Commanding Officer, 320th Medical Group
March Air Force Base, California

Reference paragraph 7 Base Regulation 205-20, 12 March 1953. This paragraph has been interpreted to mean that the SAC Badge may be displayed within the limits of March Air Force Base, as was acceptable in the case of the old March Air Force Base Pass.

BY ORDER OF COLONEL NYE:

Julian M. Hexum
JULIAN M. HEXUM
Captain, USAF
Adjutant

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SECURITY BULLETIN #18

DATED 20 APRIL 1953

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HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE
CALIFORNIA

320 ODCU 319.1 20 April 1953

SUBJECT: Security Bulletin #18

TO: Commanding Officer, Headquarters Squadron Section
Commanding Officer, 441st Bombardment Squadron
Commanding Officer, 442nd Bombardment Squadron
Commanding Officer, 443rd Bombardment Squadron
Commanding Officer, 320th Air Refueling Squadron
Commanding Officer, 320th Armt and Elect Maint Squadron
Commanding Officer, 320th Periodic Maintenance Squadron
Commanding Officer, 320th Field Maintenance Squadron
Commanding Officer, 320th Medical Group
March Air Force Base, California

1. Attached as Inclosure 1 is a list of publications which should be read by the Squadron Staff, (especially the Security Officer), Section Heads, and other key personnel in order to be familiar with the security program on March Air Force Base.

2. Each Unit Security Officer should make an effort to obtain copies of each of the regulations and compile them in a binder for use as a working file of directives.

3. In connection with the working file of directives, attention is invited to Security Bulletin #1, this Headquarters, dated 8 Dec 52, which requires that a reference file of Security Bulletins be maintained by the Squadron Security Officer in his working file of directives.

4. Extra copies of Security Bulletins are available in the office of the Wing Security Officer for completion of this file if a complete file is not now available in the Squadron.

5. Reply by indorsement hereon will be forwarded to reach this Headquarters no later than 1200 hours, 9 May 53, verifying that the above has been accomplished.

BY ORDER OF COLONEL NYE:

Julian M. Hexum

1 Incl
1. Publications List

JULIAN M. HEXUM
Captain, USAF
Adjutant

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AIR FORCE REGULATIONS

NUMBER	DATE	TITLE
205-1	14 Mar 49	Safeguarding Military Information
205-1B	1 Dec 50	
205-1C	1 Feb 51	
205-1D	25 Jul 51	
205-1E	5 Oct 51	
205-8	20 Jan 50	Counter Intelligence Investigations
205-27	12 Sep 50	Tests - Safeguarding Military Information, AF Forms 184 and 184A
205-28	19 Sep 50	Disclosure of Classified Information to Reserve Forces Personnel
205-28A	24 Jan 51	
205-44	12 Jan 53	Dissemination of Classified Material

SAC REGULATIONS

205-7	8 Mar 51	Emergency Destruction of Classified Documents
205-8	21 May 51	Security Inspection of Aircraft Prior to Flight
C-1	8 Aug 51	
C-2	21 May 52	
C-3	11 Mar 53	
205-14	13 Jun 52	Circulation Control
C-1	7 Aug 52	
C-2	10 Mar 53	
205-16	15 May 52	Security Indoctrination Program
355-5	12 Jan 53	Vulnerability Testing Procedures

SAC LETTERS

205-4	1 Sep 52	Training of Unit and Staff Division Security Officer

15TH AF REGULATIONS

205-2	20 Aug 51	Safeguarding Military Information
205-2A	7 Jan 52	
205-2C (No "B")	7 Jul 52	
205-6	6 Oct 52	Security of Key Personnel

Base Regulations

205-1	1 Dec 52	Flight Line Security Control
205-5	3 Mar 52	Training and Indoctrination
205-19	12 Mar 51	Reporting and Investigation Procedures Pertaining to Acts or Suspected Acts of Sabotage
205-20	12 Mar 53	Access to Restricted Areas

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WING SOP 11-1

DATED 23 APRIL 1953

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HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

C 23 April 1953

STANDING OPERATING PROCEDURE)
:
NUMBER 11-1)

ADMINISTRATIVE PRACTICES

Reporting Procedure on AWOL's and Disposition of Records of Individuals Dropped From the Rolls as Deserters

1. PURPOSE: To prevent delay in taking action against individuals who have been returned to military control after being dropped as deserters.

2. SCOPE: The provisions of this directive are applicable to all units of the 320th Bombardment Wing, Medium.

3. RESPONSIBILITY: All unit commanders and the Wing Director of Personnel will be responsible to insure compliance with this SOP.

4. GENERAL: The delay in taking action against individuals who have been returned to military control after being dropped as deserters is the result of unit's failure to prepare duplicate records for file on this base in accordance with paragraph 15, AFR 35-73, dated 7 March 1952.

5. PROCEDURE: To insure compliance with paragraph 15, AFR 35-73, dated 7 March 1952, the following procedures are to be followed:

a. When an individual goes AWOL, his unit of assignment will forward in writing within twenty-four (24) hours to the Director of Personnel, 320th Bombardment Wing, Medium, the individual's name, grade, serial number, primary and duty AFSC, day and hour of the commencement of unauthorized absence, and such other pertinent information that is available.

b. The Wing Director of Personnel will be notified immediately in writing the day and hour when an individual is apprehended, surrenders to military or civilian authorities, or voluntarily returns to his organization. This report should contain all pertinent data that is available.

c. The wing personnel section (airmen) will maintain a card on the individual reported AWOL in a suspense file.

d. If the individual is returned to his unit before an elapsed time of thirty (30) days, the card will be withdrawn from the suspense file. When the individual remains in an AWOL status for a period of thirty (30) days, the card will be placed in the deserter file and a suspense date given to his unit for the forwarding of copies of appropriate records.

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e. When an absentee is dropped from the rolls as a deserter, no [illegible] action will be taken by all units as pertains to preparation and disposition of records. This is in accordance with paragraph 15, AFR 35-73 dated 7 March 1952.

f. In accordance with paragraph 15(2), AFR 35-73, copies of the following records will be forwarded immediately to the Wing Director of Personnel:

(1) AF Form 183B. One (1) copy of this form showing the initial change of status to AWOL, together with the hour and date and one (1) copy showing the change of status from AWOL to dropped from the rolls as a deserter.

(2) DD Form 493

(3) DD Form 553

(4) Evidence bearing on the case (see paragraph 9c, AFR 35-73).

g. When copies of records of individuals dropped as deserters are received by the Wing Director of Personnel they will be hand carried to the Legal Office where receipt will be acknowledged by a signed form.

h. This receipt will be placed on file with the individual's card which is maintained by the Wing Director of Personnel.

BY ORDER OF COLONEL NYE:

JULIAN M. HEXUM
Captain, USAF
Adjutant

OFFICIAL:
[signature]
JULIAN M. HEXUM
Captain, USAF
Adjutant

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AMENDMENT, WING SOP 11-1

DATED 24 APRIL 1953

EXHIBIT "C"

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Wg SOP 11-1A

HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

24 April 1953

PDC

STANDARD OPERATING PROCEDURE)
:
NUMBER 11-1A)

Wing SOP 11-1, dated 23 April 1953 is amended as follows:

5. PROCEDURE:

f.

(1) AF Form 183B (Extract of Morning Report). One copy of this form showing the initial change of status to AWOL, together with the hour and date, and one copy showing the change of status from AWOL to dropped from rolls as deserter.

(2) DD Form 392, "Extract from Service Record" (airmen only)

(3) DD Form 493, "Record of Previous Convictions."

(4) DD Form 553, "Descriptive List of Absentees Wanted by the United States Air Force."

(5) Any other evidence bearing on the case. (See paragraph 9(c), AFR 39-73).

BY ORDER OF COLONEL NYE:

JULIAN M. HEXUM
Captain, USAF
Adjutant

OFFICIAL:

Julian M. Hexum
JULIAN M. HEXUM
Captain, USAF
Adjutant

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WING SOP 55-4

DATED 20 APRIL 1953

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Wg SOP 55-4
1-3

HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

20 April 1953

STANDING OPERATING PROCEDURE)
NUMBER 55-4)

CONTROL ROOM
OPERATIONS

1. PURPOSE:

a. To implement SAC Regulation 55-15.

b. To provide the Wing Commander the most current information and most efficient methods available in the control of all aircraft aloft and on station.

c. To provide a detailed step by step Standing Operating Procedure designed to meet all emergencies in an expeditious and effective manner.

d. To provide a suitable Standing Operating Procedure for the routine, unusual and emergent operations of aircraft assigned this Wing.

e. To delineate Operations Controller responsibilities.

f. To delineate Communications Technician responsibilities.

2. SCOPE: The Wing Control Room is established to maintain detailed operating procedures and instructions for:

a. Monitoring and/or controlling aircraft.

b. Passing emergency priority traffic to the Wing Commander and appropriate directorates.

c. Relaying emergency priority traffic to lateral units or higher headquarters.

3. OPERATING INSTRUCTIONS: The Control Room will be maintained in full operation twenty-four (24) hours a day, seven (7) days a week. This Control Room is a part of a network of operations control rooms within SAC, designed to control and survey all SAC air operations. The system provides a location from and through which the Wing Commander can exercise command and control of his aircraft. By means of integrated communications systems, provision is made for the rapid dissemination of information to higher headquarters, and from higher headquarters to us on emergencies and for mission accomplishments and daily requirements. For specific operating instructions see Tab A.

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SAFETY FILM

4. STAFFING: The Control Room will be staffed with personnel who understand aircraft control operations. Control room personnel must be proficient in communications, communications center operations, air/ground radio procedures, aircraft scheduling, mission planning, aircraft control, and emergency procedures. These assignments will be permanent insofar as possible. The Control Room will be staffed with at least one (1) responsible person, officer or airman, at all times. For specific outlines and instructions, see Tab B.

5. COMMUNICATIONS: The following communications facilities will be in use at all times in the Control Room:

a. Telephones

(1) SOCS

(2) Base

b. Teletypewriter

c. Intercommunications system

d. VHF 4 Channel Set

e. UHF Set

For specific use, see Tab C.

6. SECURITY: The entire Control Room will be classified SECRET, and all personnel assigned will be responsible for safeguarding all classified information and classified equipment contained therein.

a. Personnel desiring to enter the Control Room will be properly identified before entrance is permitted. (For method of identification, see Tab D.)

7. RESPONSIBILITY: The Control Room will be the responsibility of the 320th Bomb Wing Director of Operations.

BY ORDER OF COLONEL NYE:

JULIAN M. HEXUM
Captain, USAF
Adjutant

OFFICIAL:

Julian M. Hexum
JULIAN M. HEXUM
Captain, USAF
Adjutant

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CONTROL ROOM DUTY OFFICER'S SOP

1. The 320th Bombardment Wing Control Room will be in operation twenty-four (24) hours a day, seven (7) days a week, and a Control Room Duty Officer will be present for duty at all times other than normal duty hours.

a. The Duty Officer may be absent from the Control Room for meals and making necessary inspections only.

b. In the event he does leave to eat or make inspections, a telephone number where he can be reached will be left with the NCOIC on duty. The Sign-Out Board will be utilized for this purpose. The Duty Officer will keep the NCOIC on duty informed as to his whereabouts so that he can be contacted within five (5) minutes. If he cannot be reached by phone, he will call in or check the NCOIC on duty every fifteen (15) minutes. If the NCOIC on duty is unable to contact the Duty Officer, and a necessary decision must be made, the Assistant Director of Operations will be called.

2. The Duty Officer will be responsible for the operation of the Control Room in accordance with the Control Room Standing Operating Procedures and other applicable directives.

3. He will insure that all security regulations are complied with and be responsible for all security information and classified material contained in the Control Room. (Reference AFR 205-1)

4. In the event of a Class I or Class II aircraft emergency he will insure that the Squadron Operations Duty Officer and Squadron Engineering Officer of the squadron concerned are notified. If these persons cannot be contacted, the Charge of Quarters of the squadron concerned will be notified and instructed to notify the Squadron Operations Officer and/or Squadron Commander.

a. Class I emergencies will include minor trouble <u>in which loss of control is not anticipated</u>, i.e., oil leak, feathered prop on 4 engine aircraft, lost canopy, engine over-heating, runaway prop on multi-engine aircraft and other difficulties as considered not to be of major importance. (AFR 55-3)

b. Class II emergencies will include major trouble <u>in which loss of aircraft control is anticipated</u>, i.e., gasoline leak, landing gear trouble, where belly landing is anticipated, fire, collisions, dead stick landings, brake failure, feathered prop on 2 engine aircraft, or any other instance in which loss of control is anticipated.

5. In the event of an aircraft accident, action will be taken as follows:

a. Obtain all pertinent information as outlined on the CRASH REPORT (Incl #1).

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b. Promptly notify all persons listed on the Crash Report, in the order listed.

c. Do not divulge classified information to any unauthorized persons. Newspapermen and civilians should be politely referred to the Base Public Information Office, Extension 3285, for information concerning aircraft accidents.

6. In the event of a Base Alert or Organizational Alert, action will be taken as follows:

a. Determine type of alert and note information required on the ALERT STATUS BOARD and promptly notify all persons listed thereon, in the order listed.

7. At the conclusion of a tour of duty the Duty Officer will complete a DUTY OFFICER'S REPORT (Incl #2). Negative reports will be submitted.

George A. Herretsky

GEORGE HERRETSKY
Major, USAF
Director of Operations

3 Incls:
1. Acft Crash Rpt
2. Comt Rm Duty Off's Rpt
3. Alert Rpt

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320TH BOMBARDMENT WING, MEDIUM

CONTROL ROOM OFFICER'S

STANDING OPERATING PROCEDURES

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EMERGENCY LEAVES OR PASSES:

Emergency leaves and/or passes were granted to the following personnel:

Name	Grade	Organization	Leave or Pass	No of Days

I was properly relieved at _____hours, _____195_, by _____.

_____
(Signature, Wing Staff Duty Officer)

Information noted and necessary action and/or coordination taken.

_____
Wing Adjutant

Form
320 BW 161 (Revised)
20 April 53

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HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
Office of the Director of Operations
March Air Force Base, California

320 ODC Date_____

SUBJECT: Control Room Duty Officer Report

TO: Commanding Officer
320th Bombardment Wing, (M)
March Air Force Base
California

_____
Name Rank AFSN Organization

PERIOD OF REPORT:_____ to_____
(Hour & Date) (Hour & Date)

ALERTS. Type of Alert_____ Time notified_____

Notified by_____ Time All Clear_____

Remarks_____

_____

ACFT ACCIDENT: Acft No_____ Acft Commander_____

Time Notified_____ Notified by_____

Location of Accident_____

Remarks_____

_____

DEFICIENCIES:_____

_____

_____

RECOMMENDATIONS:_____

_____

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HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM

AIRCRAFT CRASH REPORT DATE_____

TIME NOTIFIED:_____

HOW & BY WHOM NOTIFIED:_____

AC:_____

AIRCRAFT TYPE & NO._____

LOCATION & TIME OF ACCIDENT:_____

NUMBER OF PERSONS ON BOARD:_____

EXPLOSIVE CARGO ON BOARD:_____

NATURE OF CRASH: (i.e. wreckage, burning, bailout or other pertinent info)

_____

*PERSONS TO BE NOTIFIED	TIME NOTIFIED
WING CO:	_____
DEPUTY WING CO:	_____
DIRECTOR OF OPERATIONS:	_____
FLYING SAFETY OFFICER or ASS'T FLYING SAFETY OFFICER:	_____
DIRECTOR OF MATERIAL or MAINTENANCE CONTROL OFFICER:	_____
QUALITY CONTROL OFFICER:	_____
OPERATIONS OFFICER SQDN CONCERNED:	_____
CO OR CHARGE OF QUARTERS SQDN CONCERNED:	_____

_____
(Signature)

*Refer to Key Personnel Locator for whereabouts of persons listed. If unable to contact persons indicated above, notify anyone who can be contacted who is listed on the Key Personnel Locator and assigned by the applicable section.

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"WELCOME" LETTER, 320TH FMS

DATED 14 APRIL 1953

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RESTRICTED SECURITY INFORMATION

320TH FIELD MAINTENANCE SQUADRON
320TH BOMBARDMENT WING, MEDIUM
March Air Force Base, California

320FMS 14 April 1953

SUBJECT: Information to In-coming Personnel

TO: Each Newly Assigned Person

1. Welcome to the 320th Field Maintenance Squadron. It is my desire that you "feel at home" during your assignment here and that you will take personal pride in your work and that of the squadron.

2. This letter is to give you a brief idea of what is expected of you, what you may expect of us.

3. The MISSION of our squadron is to furnish maintenance support to our three bombardment squadrons and air refueling squadron. The bombardment squadrons are made up of B-47 jet aircraft and the Air Refueling Squadron uses KC-97 gasoline tanker aircraft. You will play an important part in the overall Strategic Air Command Mission which is to blast key targets in the enemy homeland in the event an enemy strikes the first blow and to secure our home defenses against a possible enemy attack. Even though we are not engaged in combat, our very presence as a combat-ready organization should deter any attack.

4. To familiarize you with our ORGANIZATIONAL STRUCTURE, see the attached chart.

5. A few of the important "DON'TS" are listed below.

a. Do not go further than 50 miles on an overnight pass or 250 miles on a three day pass or weekend from this base. Extensions may be granted by contacting the Orderly Room.

b. Do not come to the Orderly Room during normal duty hours. During lunch time you may do so without your section heads permission other wise, to visit the Orderly Room during duty hours, you must have a pass from Maintenance Supervision.

c. Do not change rooms or barracks without permission of the first sergeant.

d. DO NOT PARK in the "Green Acres" area unless you have a parking decal which maybe obtained from the Orderly Room. Violators receive a ticket, have to attend driver school after hours, and often have their cars suspended from the base. Also, carefully observe all speed laws on the base. Violation of traffic regulations can get you into a lot of trouble.

e. Do not wear your Restricted Area "SAC BADGE" unless you are on the flight line or in a restricted area.

f. Do not violate the usual "good sense" directives when OFF DUTY. Use good common sense when off duty. Be polite, neat and orderly at all times. Remember that if you are an excellent worker on the job but off duty you bring discredit to the squadron, not only may you be eliminated from the promotion list but you might be demoted.

6. Since our squadron is rated against other squadrons by a system that lowers our scores if anyone "FOULS UP", it is up to each individual to see that we do not lose points by the following infractions:

a. Going AWOL.

b. Automobile accidents.

c. Ground Safety accidents.

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d. Violations of traffic regulations.

e. Misconduct on base or in town.

f. Uniform violations.

g. Other serious incidents or crimes.

7. To help us keep up your RECORDS, the following must be accomplished as required:

a. Purchase all clothing shortages as soon as possible.

b. In accordance with AFR 35-68, you are required to check your service records and 201 files sometime during the sixty days before your birthday each year. You will initial and date a form for that purpose at that time.

c. Loss of an ID Card or Restricted Area SAC Badge must be reported to the Orderly Room immediately.

d. When your permanent address or dependents changes, or receive certain promotion, you will report to the Orderly Room.

e. In accordance with AFR 35-39, if your wife is PREGNANT, you will be declared not eligible for overseas shipment from the period between the sixth month of pregnancy and until one month after the baby is born. However, you must bring in one copy of the doctors certificate so we can cut necessary orders before the sixth month. If complications will arise, that should be included in the statement.

f. If you should desire to go OVERSEAS, contact your section head who will relay this information to the Orderly Room and you will be placed on the first overseas shipment for your AFSC.

g. Always notify the Orderly Room for changes in sections, Barracks, and telephone numbers and local address and telephone numbers. This must be done to keep the squadron and base locater file up to date.

h. Lower four grade airmen must have the Commanding Officer's permission to MARRY in accordance with AFR 34-24.

i. In the event you have an accident or traffic citation, notify your section head so that he may contact the Orderly Room through channels. We might be able to help you.

j. Always SIGN IN AND OUT when going on leave or TDY. Orders alone are only approximate and your leave is not official unless you do sign out. If you are not sure of the date you have to return ask Orderly Room personnel.

k. In the event you have a PROBLEM, always contact your immediate supervisor first. If you believe you are not given a fair decision or treatment, ask him for permission to see the Branch Chief. If you still are not satisfied, get permission to see the next higher supervisor and so on. In any event, do not go to Wing or the Inspector General without seeing me. This is not to prevent you from going to higher headquarters but to give me a chance to correct any situation which is within my power provided you have a just reason.

8. ALERTS - During duty hours report to your section for further orders. After duty hours, return to your barracks, get your gas mask and helmet and report to the CQ for orders.

9. PROMOTIONS - Promotions are handled by a squadron board. When the promotion time is near, you are submitted by your section head if you are eligible, have been in the squadron for more than thirty days, and have demonstrated by your actions, attitude and work that you are deserving of a higher grade. The Board will convene and compute your score which is derived from time in grade, time in service, education, leadership, commendations received, job knowledge and attitude. All points are totaled and the resultant score decides your priority.

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Lt fr 320th Fld Maint Sq, Subject: Information to In-Commaing Personnel

10. LEAVES, PASSES AND TDY OFF - See your imediate supervisor. In most cases your requests will be granted unless military necessity dictates otherwise. Passes are earned as a privilodge and are not an airmans right.

11. Tools and Equipment issued - Be careful not to lose any because you might have to pay for them.

12. NAME CLOTH STRIPS will be worn on all outer work clothing. These may be obtained by contacting Maintenance Supervision.

13. SEPARATE RATIONS - You must be living within thirty miles and with your wife, brother, mother, father or sister to be placed on separate rations.

14. PAY - Pay call is held alphabetically by rank. If you want your pay mailed while on leave, contact the Orderly Room. After TDY, travel vouchers must be prepared within seven days.

15. ENTERTAINMENT - At March Air Force Base, you will find the usual recreational facilities such as, swiming pools, theatres, hobby shops, NCO Mess etc. However additional entertainment such as live television and radio shows are available in Hollywood. Contact Personnel Services in Bldg T-463 for futher information. You will be encouraged to participate in squadron athletic & social activities. The squadron has an entry on each of the athletic leagues (softball, bowling, basketball etc.) At our squadron parties, you'll have a chance to really get to know those people for whom and with whom you work and you'll have fun.

16. WORKING HOURS - We normally work five and one half days during the week, more if necessary. Time off is usually given when you have worked overtime. Always be punctual in reporting to work. Telephone your section head if you should be unavoidably detained or late, otherwise you will be considered as absent without proper authority.

17. REMEMBER that our mission, and that of higher headquarters, must always be our goal and that you are an important part of the over-all picture. Without your individual effort, we can not fully accomplish the mission assigned.

Thomas A. Wacht

1 Incl
1. Chart

THOMAS A. WACHT
Major, USAF
Commanding

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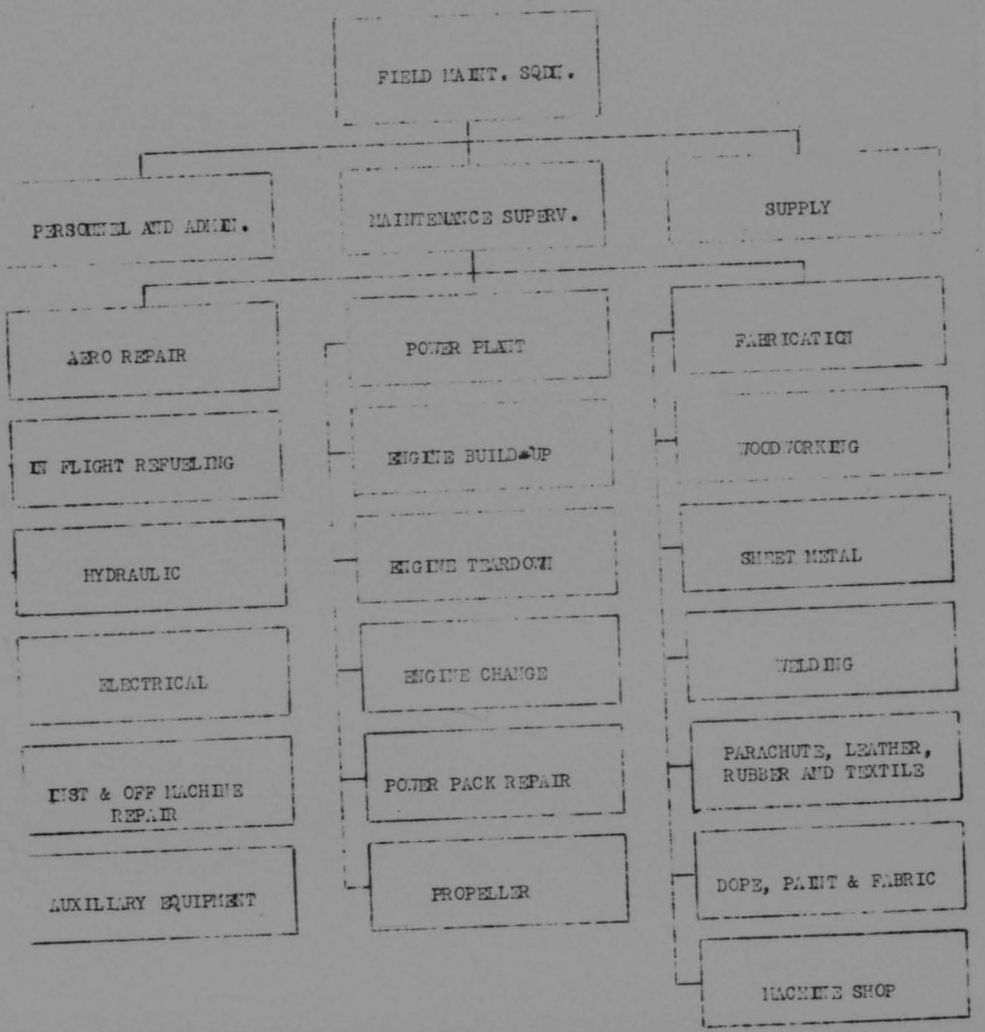
SECURITY INFORMATION

RESTRICTED

320TH FIELD MAINTENANCE SQUADRON

320TH Bombardment Wing

ORGANIZATIONAL CHART



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LETTER OF TRANSMITTAL, 320TH FMS

EXHIBIT "J"

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RESTRICTED SECURITY INFORMATION

320TH FIELD MAINTENANCE SQUADRON
320th Bombardment Wing, Medium
March Air Force Base, California

320 FMS

SUBJECT: Transmittal of Service Record and Allied Papers

TO:

Inclosed herewith are Service Records and Allied Papers, as shown by inclosures, pertaining to , AF
Airman was Discharged/Reassigned on 1953.

FOR THE COMMANDING OFFICER:

____ Incls.
____ DD 214
____ SF 88
____ SF 89
____ DD 4
____ DD 93
____ Medical File
____ Dental Record
____ Pers Affairs File
____ Supply Record
____ Memo Pay Card
____ Immunization Record
____ Training Record
____ Service Record
____ Form 20
____ Special Orders No.____, ___Cys
____ Clothing Insp Form
____ 201 File
____ AF Form 124 (Security)
____ Qual Check List (TDY only)
____ Photostat Form 20
____ Extract from S/R
____ DA AGO 66
____ AF Form 617 (O Lv)
____
____
____
____
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Exhibit 2

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MONTHLY ANALYSIS, APRIL 1953

(RCS-U2)

EXHIBIT "R"

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SECRET

SECURITY INFORMATION
CLASS: SECRET
AUTH : CO 320 BW
DATE : 15 May 1953
INITS: B

320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

320 AAC 15 May 1953

SUBJECT: Monthly Analysis for April 1953 (RCS: 15-U2)

PART I GENERAL

1. The 320th Bombardment Wing (M) was relieved from the requirements of the SAC Rating System per SAC message DOTRS 0163, dated 10 January 1953 effective 1 March 1953. This and future analysis will be submitted in the Wing's progress during the conversion period. This report covers the period 1 - 30 April 1953.

2. The Wing received an Operational Readiness Index of two (2) as of 30 April 1953. This is due primarily to the status of Combat Crews. As of 30 April 1953 the Wing had 7 Combat Ready B-29 Crews and 17 Non-Combat Ready B-29 Crews. The Wing had 6 Non-Combat B-47 Crews as of 30 April 1953.

3. The Wing phased out eight (8) B-29 aircraft during the month of April. The phase out of the Wing's B-29 equipment will be more thoroughly discussed in Part III of this report.

4. The Air Refueling Squadron assigned to the Wing is currently undergoing transition training under the provisions of SAC Regulation 50-33 Supplement II. Operationally, the Air Refueling Squadron will not be discussed until they come under the provisions of SAC Regulation 50-8, Supplement VII. However, in the interim period, they will be included in the computations for Personnel (Part II) and Materiel (Part III). The shortage of qualified maintenance personnel in the Air Refueling Squadron continues to restrict maximum utilization of aircraft assigned and impedes the training as prescribed under SAC Regulation 50-33.

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SECURITY INFORMATION

Subject: Monthly Analysis for April 1953

PART II PERSONNEL

1. The status of officer manning as of 30 April 1953 was as follows:

No. Officers Required	- 347
No. Officers "IRS"	- 308
Percent "IRS"	- 89%

b. The principal officer shortages are in the Maintenance, Supply, Electronic and Medical Career Fields. The only immediate relief expected is the reclassification of approximately 20 officers from 1234 (pilot 4 Engine) to 1244 (Pilot AOB) which should increase the percent of effective manning to 93%

2. The status of airmen manning as of 30 April 1953 was as follows:

No. Airmen Required	- 1660
No. Airmen "IRS"	- 780
Percent "IRS"	- 47%

b. Principal shortages exist in the maintenance, supply, electronics and medical career fields. An input of airmen in the following critical AFSC's is anticipated during the month of May 1953:

42 - 43131J	25 - 47131	11 - 64131
6 - 43133	5 - 47135	

3. The Wing AWOL experience for the calendar quarters ending 31 March 195 and 30 April 1953 are as follows:

	March	April
No. AWOL's 320th Bomb Wing	7	7
AWOL Rate (Cumulative)	1.4	1.4

b. The Wing experienced three (3) AWCL's during the month of April, one (1) in the Headquarter Squadron Section, and two (2) in the Periodic Maintenance Squadron.

4. The Wing Ground Safety experience for the calendar quarters ending 31 March 1953 and 30 April 1953 are as follows:

	March	April
Accident Cost Index	1.90	1.25
Ground Safety Index	6.14	8.41

b. The increase in the Ground Safety Index was due to Government Vehicle accident. The Wing experienced one (1) Government Vehicle accident for 9,654 miles driven.

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SECURITY INFORMATION

Subject: Monthly Analysis for April 1953

PART II PERSONNEL

1. The status of officer manning as of 30 April 1953 was as follows:

No. Officers Required	- 347
No. Officers "IRS"	- 308
Percent "IRS"	- 89%

b. The principal officer shortages are in the Maintenance, Supply, Electronic and Medical Career Fields. The only immediate relief expected is the reclassification of approximately 20 officers from 1234 (pilot 4 Engine) to 1244 (Pilot AOB) which should increase the percent of effective manning to 93%

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	March	April
Accident Cost Index	1.90	1.25
Ground Safety Index	6.14	8.41

b. The increase in the Ground Safety Index was due to Government Vehicle accident. The Wing experienced one (1) Government Vehicle accident for 9,654 miles driven.

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Subject: Monthly Analysis for April 1953

Personnel (Cont'd)

5. The Wing Reenlistment Rate for the calendar quarters ending 31 March 1953 and 30 April 1953 are as follows:

	March	April
Reenlistments	42	37
Terminations Eligible to Reenlist	174	88
Reenlistment Rate	24.0%	42.0%

b. It is believed the primary cause for the increase on the reenlistment rate for the Wing is due to the decrease in the number of Reserve and ANG terminations. There were no Reserve or ANG terminations during the month of April.

6. The Wing has made a definate increase in the percent completeness of Officers and Airmens Personnel Records during the month of April. The comparative scoring for the months of March 1953 and April 1953 are as follows:

	March	April
Percent Complete Officers Records	99.49%	99.82%
Percent Complete Airmens Records	99.83%	99.99%

7. The Wing utilized 4,023 manhours of the KC-97 Mobile Training Detachment, during the month of April 1953. The Wing had a total of 2,954 manhours utilization for the B-47 MTD during the month of April 1953.

8. The flow of personnel to and from schools is as follows:

SCHOOL	No. Required to Attend	No. Attending School	No. Completed School
Transition for key Staff Personnel	12	6	0
CCTS Phase I *	110	18	6
CCTS Phase II *	110	6	0
High Speed Nav Course	60	32	4
Bomb Commanders School	112	93	81
Advance Survival	172	102	102
Course 43151J	140	124	33
Electricians School	29	18	0
Hydraulic School	6	6	0
Course 43153	60	36	10

* One (1) Combat Crew withdrawn by 15th Air Force

b. The above figures are based on class starting dates for flow to school and graduation date plus 10 day delay in route for flow from school.

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Subject: Monthly Analysis for April 1953

PART III MATERIEL

1. The Wing has twelve (12) B-29 aircraft on hand as of 30 April 1953. Eight (8) B-29 aircraft were phased out during the month of April and four (4) are scheduled for phase out during May. The Wing has its full quota of KC-97 aircraft on hand. The Air Refueling Squadron was required to deliver 102 sorties during April and delivered 102 sorties. B-29 aircraft had 90 sorties required and delivered 90 sorties.

2. As of 30 April 1953 the Wing has turned in approximately 56.3% of the B-29 equipment not common or required in the YRB-47 conversion program. Since the wing is still flying B-29 aircraft, requirements for much of the equipment still exists.

3. The percent completeness of the wing's B-47 UEE as of 30 April 1953 is as follows:

Number Items Authorized	- 204,345
Number Items on Hand	- 144,355
Percent Complete	- 71,6%

4. The percent of B-47 aircraft spares received during the month of April is as follows:

	TABLE II	TABLE XVI
Items on Order	3495	5518
Items Received	2529	2163
Percent Received	72.4%	39.2%

b. The above figures are based on amount of line items requisitioned by base supply during one month period.

5. The percent of T-33 aircraft spares received during the month of April is as follows:

	TABLE II
Items on Order	933
Items Received	813
Percent Received	87.1%

b. The above figures are based on amount of line items requisitioned by base supply during one month period.

6. B-47 QEC Kits for the wing are on requisition (54 total, 27 inboard and 27 outboard). None have been received as of 30 April 1953.

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Subject: Monthly Analysis for April 1953

Materiel (Cont'd)

7. The Technical Order Compliance Rate in reference to KC-97 aircraft is as follows:

	March	April
Number aircraft assigned	20	20
Number TO's not complied with	29	33
TOC Rate (Wing)	1.45	1.7

8. The percent completeness of squadron B-29 flyaway kits as of 30 April is as follows:

	320th BW	441st BS	442d BS	443d BS
Percent Complete	98.2%	98.1%	98.4%	98.2%

b. The percent completeness of KC-97 flyaway kit as of 30 April 1953 is 72.7%. The percent completeness of B-47 flyaway kit is 0%.

9. No aircraft accidents were reported for the 320th Bombardment Wing during the quarter ending 30 April 1953.

GILBERT F. LASSITER
Colonel, USAF
Commanding

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ANALYSIS, UNIT LEADERSHIP AND MORALE EFFECTIVENESS

FEB., MAR., APR.

EXHIBIT "I"

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OFFICE OF THE COMPTROLLER
HEADQUARTERS 320TH BOMBARDMENT WING (M)
March Air Force Base
California

320 AAC 15 May 1953

SUBJECT: Analysis of The Unit Leadership Effectiveness and Morale Ratings

TO: Commanding Officer
320th Bombardment Wing (M)
March Air Force Base
California

I. General

An analysis covering a three month period, February, March and April has been prepared by this office. The figures have been compiled and recorded under the provisions of 12th Air Division letter subject: "Unit Leadership and Morale Rating" dated 1 February 1953. Ratings are based on a maximum of 950 points. April ratings are also based on a one month and a combination of February-March-April which is a three month moving average. The scores are based on a percentage of maximum points obtainable.

II. Analysis

WING HEADQUARTERS

The scores and standings for the one and three month period are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
February	85.9	86.7	11	4	4	1
March	77.4	82.0	24	15	8	5
April	79.1	80.8	18	18	6	6

441ST BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month period are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
February	85.0	80.4	12	16	5	5
March	88.6	82.7	8	13	3	4
April	81.4	85.0	15	12	5	4

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

442D BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
February	92.6	85.5	4	8	1	3
March	72.5	79.1	28	19	9	8
April	92.4	85.5	4	11	2	3

443D BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
February	70.4	71.7	28	30	8	9
March	77.5	71.7	23	28	7	9
April	86.1	77.6	11	22	3	8

320TH AIR REFUELING SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
February	86.4	86.1	10	5	3	2
March	88.6	86.9	7	4	2	1
April	92.8	89.1	3	5	1	1

320TH ARMAMENT AND ELECTRONICS MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
February	67.3	79.2	29	20	9	7
March	87.3	80.7	10	17	5	6
April	77.6	76.8	21	24	7	9

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

320TH FIELD MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
February	76.8	77.1	22	21	7	8
March	88.0	82.9	9	12	4	3
April	81.8	82.2	13	15	4	5

320TH PERIODIC MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
February	84.0	81.0	14	15	6	4
March	82.3	83.0	15	11	6	2
April	64.8	77.6	28	21	9	7

320TH MEDICAL GROUP

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
February	91.9	79.6	5	19	2	6
March	94.3	80.6	3	18	1	7
April	77.6	87.3	22	6	8	2

III. Comments

The Wing one month overall average amounted to 82.3% for February, 84.1% for March and 81.5% for April. The Wing overall three month average which has been showing a steady increase amounted to 8C.8% for February, 81.1% for March and 82.4% for April. Discrepancies are caused primarily by the reenlistment and NCO Mess Membership.

There were 31 squadrons competing in the three month period.

DELBERT V. BERG
Captain, USAF
Comptroller

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LEADERSHIP EFFECTIVENESS AND

MORALE RATING SYSTEM

EXHIBIT "A"

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LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM

AWARD SHEET FOR APRIL 1953

12th A D Assigned Units	% of Possible score	12th A D Tenants
First Place 22nd Medical Gp - - - -	90.31	3933rd RBS Sq - - 90.00
Second Place Hq Sq Sec, 807th AB Gp	89.82	
Third Place 320th Air Rflg Sq - - -	89.10	

Greatest Improvement
442nd Bomb Sq - - - - - - - - - - - - 19.91 percentage points improved.

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UNIT LEADERSHIP PAGE - 1.
EFFECTIVENESS AND MORALE RATING SYSTEM

CATEGORY APRIL	PED Str	1 9th Weather Sq. 48		2 March Flt Sv. Sq. 60		3 320th Air Ref Sq. 269		4 442d Bomb Sq. 165		5 3933d RBS Sq. 59		6 Air Police Sq. 409		7 22d Pdc Maint Sq. 205		8 Hq Sq Sec 807 AB Gp 387		9 22d Air Ref. Sq. 273	
Part I Disciplinary Offenses	Pts Allt'd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	0	60	0	60	1	54	0	60	1	6	0	60	0	60	0	60	1	54
b. AWOL	130	0	130	0	130	0	130	0	130	0	130	2	71.5	0	130	0	130	0	130
c. Serious Incidents	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90
d. Drunk and/or Disorderly	60	0	60	0	60	1	54	0	60	0	60	1	60	0	60	1	60	0	60
e. Uniform Violations	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20
Part II Ground Safety																			
a. Minor Accidents (Other)	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20
b. Major Accidents (Other)	50	0	50	0	50	0	50	0	50	0	50	0	50	1	33	0	50	2	16
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	0	50	0	50	1	50	1	40	0	50	0	50	0	50	1	50	1	50
b. Driving Drunk	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	1	63
c. Major Accidents Vehicle	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50
d. Minor Accidents Vehicle	20	0	20	0	20	2	4	0	20	0	20	3	20	0	20	0	20	2	4
Part IV Reenlistments		D R		D R		D R		D R		D R		D R		D R		D R		D R	
a. Regular	150		NR		NR		NR		NR	1 1	150	1 1	150		NR	3 1	60	1 1	150
b. Reserve and ANG										0 0		0 0				0 0		0 0	
c. % Term, ANG&Res/%Reenlmt										0/100		0/100				0/33		0/100	
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	16 4	0	23 17	0	104 67	0	39 29	0	23 23	30	81 69	0	36 35	21	121 121	30	106 106	30
Part VI Administration																			
a. Delinquent MPO's	60	0	60		NR	0	60	0	60	1	24	2	54	0	60	3	42	0	60
b. Morning Report Errors	70		NR		NR	1	70	1	49	0	70	1	70	5	14	1	70	3	35
% of Max Score (3 mo. avg.)			89.74		86.74		89.10		85.46		90.00		83.67		81.75		89.82		86.05
TOTAL POSSIBLE SCORE (APR)			730		670		800		800		950		950		800		950		950
SCORE ERNL (APR)			700		640		712		739		860		855.5		718		842		832
% OF MAX SCORE (APR)			95.89		95.52		92.75		92.38		90.53		90.05		89.75		88.63		87.58

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM — PAGE-2		10		11		12		13		14		15		16		17		18	
		22d Med Gp		443d Bomb Sq.		523d Band		320 Fld Maint Sq		33d Bomb Sq		441st Bomb Sq		22 Fld Maint Sq		2d Bomb Sq		Hq Sq Sec 320th Bm Wg	
CATEGORY APRIL	PFD Str	324		148		34		261		162		143		345		160		139	
Part I Disciplinary Offenses	Pts Allt'd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	1	54	1	30	0	60	0	60	0	60	1	30	0	60	0	60	0	60
b. AWOL	130	1	110.5	0	130	0	130	0	130	0	130	0	130	0	130	0	130	1	45.5
c. Serious Incidents	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90
d. Drunk and/or Disorderly	60	2	36	0	60	0	60	0	60	0	60	1	30	2	36	0	60	2	0
e. Uniform Violations	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20
Part II Ground Safety																			
a. Minor Accidents (Other)	20	0	20	0	20	0	20	0	20	1	14	0	20	0	20	0	20	1	14
b. Major Accidents (Other)	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	0	50	0	50	1	5	1	50	1	40	2	15	3	25	0	50	0	50
b. Driving Drunk	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90
c. Major Accidents Vehicle	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50
d. Minor Accidents Vehicle	20	0	20	1	6	0	20	0	20	1	6	1	4	0	20	0	20	0	20
Part IV Reenlistments		D R		D R		D R		D R		D R		D R		D R		D R		D R	
a. Regular	150		NR		NR		NR	1 0	7.5	0 0	7.5	2 1	135	3 0	7.5	1 0	7.5	1 1	150
b. Reserve and ANG								0 0		0 0		0 0		0 0		1 0		0 0	
c. % Term, ANG&Res/%Reenlmt								0/0		0/0		0/50		0/0		50/0		0/100	
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	48 24	0	32 30	12	7 4	0	58 28	0	36 36	30	29 26	0	70 70	30	29 29	30	66 44	0
Part VI Administration																			
a. Delinquent MPO's	60	3	36	0	60	0	60	0	60	0	60	0	60	0	60	0	60	1	42
b. Morning Report Errors	70	1	70	2	21	1	7	0	70	0	70	1	49	1	70	3	21	0	70
% of Max Score (3 Mo. Avg.)			90.31		77.55		75.90		82.23		86.33		85.00		80.84		85.76		80.79
TOTAL POSSIBLE SCORE (APR)			800		800		800		950		950		950		950		950		950
SCORE ERND (APR)			696.5		689		662		777.5		777.5		773		758.5		758.5		751.5
% OF MAX SCOR (APR)			87.06		86.13		82.75		81.84		81.8		81.37		79.84		79.84		79.11

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UNIT LEADERSHIP, EFFECTIVENESS, AND MORALE RATING SYSTEM PAGE 3		19 22d A&E Sq		20 1907th AACS Det		21 320th A&E Sq		22 320th Med Sq		23 807th Bd Sv Sq		24 Hq Sq 22d Bom Wg		25 19th Bomb Sq		26 42d Air Res Sq		27 807th Instl Sq	
CATEGORY APRIL	PTD STR	348		126		227		102		575		153		163		117		318	
Part I Disciplinary Offenses	Pts Altd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	2	30	0	60	0	60	0	60	0	60	1	30	1	30	0	60	0	60
b. AWOL	130	0	130	0	130	0	130	0	130	9	19.5	1	58.5	0	130	0	130	1	110.5
c. Serious Incidents	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90
d. Drunk and/or Disorderly	60	0	60	0	60	1	48	0	60	4	30	0	60	0	60	0	60	1	54
e. Uniform Violations	20	1	20	0	20	0	20	0	20	1	20	0	20	0	20	0	20	0	20
Part II Ground Safety																			
a. Minor Accidents (Other)	20	0	20	0	20	0	20	0	20	8	6	0	20	0	20	0	20	4	6
b. Major Accidents (Other)	50	0	50	0	50	0	50	0	50	1	33	0	50	0	50	0	50	0	50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	1	50	0	50	1	45	0	50	5	25	1	35	2	20	0	50	4	20
b. Driving Drunk	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	3	9
c. Major Accidents Vehicle	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50
d. Minor Accidents Vehicle	20	0	20	0	20	2	4	1	4	0	20	0	20	0	20	1	4	1	16
Part IV Reenlistments		D R		D R		D R		D R		D R		D R		D R		D R		D R	
a. Regular	150	4 0	7.5	2 0	7.5	1 0	7.5	1 0	7.5		N R	4 3	150	0 0	7.5	1 0	7.5	1 0	7.5
b. Reserve and ANG		0 0		0 0		0 0		0 0				0 0		1 0		0 0		0 0	
c. % Term. ANG&Res /%Reenlmt		0/0		0/0		0/0		0/0				0/75		100/0		0/0		0/0	
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	63 63	30	46 29	0	62 45	0	21 9	0	99 99	30	63 60	15	31 31	30	54 46	0	50 48	18
Part VI Administration																			
a. Delinquent MPO's	60	3	36	1	36	0	60	1	36	0	60	4	12	0	00	3	12	0	60
b. Morning Report Errors	70	2	56		NR	1	63	0	70	2	70	3	14	2	28		NR	2	49
% of Max Score (3 Mo. Avg.		84.72		78.84		76.83		87.31		70.78		79.16		74.00		76.55		67.26	
TOTAL POSSIBLE SCORE (APR)		950		880		950		950		800		950		950		880		950	
SCORE EARNED (APR)		739.5		683.5		737.5		737.5		603.5		714.5		705.5		643.5		620	
% OF MAX SCORE (APR)		77.84		77.67		77.63		77.63		75.4		75.21		74.26		73.13		65.26	

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTM. PAGE-4		28		29		30		31											
CATEGORY APRIL	PED Str Pts Allid	320th Pdc Sq 106		807th Mtr Veh. Sq 297		807th Ops Sq 476		807th Supply Sq 406											
		No	Points	No	Points	No	Points	No	Points										
Part I Disciplinary Offenses																			
a. Security Violations	60	0	60	0	60	0	60	0	60										
b. AWOL	130	2	19.5	2	58.5	4	45.5	3	45.5										
c. Serious Incidents	90	0	90	0	90	0	90	0	90										
d. Drunk and/or Disorderly	60	0	60	5	0	2	54	4	18										
e. Uniform Violations	20	0	20	0	20	2	16	2	14										
Part II Ground Safety																			
a. Minor Accidents (Other)	20	0	20	0	20	2	18	4	8										
b. Major Accidents (Other)	50	0	50	0	50	0	50	0	50										
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	0	50	1	50	5	20	2	45										
b. Driving Drunk	90	1	9	0	90	0	90	1	81										
c. Major Accidents Vehicle	50	0	50	0	50	0	50	0	50										
d. Minor Accidents Vehicle	20	0	20	1	16	0	20	0	20										
Part IV Reenlistment																			
a. Regular	150	D 1	R 0	7.5	D 1	R 0	7.5	D 1	R 0	7.5	D 3	R 0	7.5						
b. Reserve and ANG		0	0		0	0		0	0		0	0							
c. % Term. ANG&Res/% Reenlmt		0/0			0/0			0/0			0/0								
Part V NCO Mess		E	M		E	M		E	M		E	M							
a. Members NCO Mess	30	25	25	30	76	70	6	161	115	0	125	125	30						
Part VI Administration																			
a. Delinquent MPO'S	60	0	60	0	60	7	24	6	24										
b. Morning Report Errors	70	0	70	3	35	3	49	3	49										
% of Max Score (3 Mo. Avg.)		77.60		73.69		73.58		77.30											
TOTAL POSSIBLE SCORE (APR)		950		950		950		950											
SCORE ERND (APR)		616		613		594		592											
% OF MAX SCORE (APR)		64.84		64.53		62.53		62.32											

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SUMMARY, FLYING SAFETY MEETING

DATED 23 APRIL 1953

EXHIBIT "U"

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HEADQUARTERS 12TH AIR DIVISION
March Air Force Base
California

ADDO 23 April 1953

SUBJECT: Summary of Flying Safety Committee Meeting, 22 April 1953

TO: Commanding Officer, 22d Bombardment Wing (H)
Commanding Officer, 320th Bombardment Wing (M)
Commanding Officer, 807th Air Base Group
March Air Force Base, California

1. The April meeting of the Flying Safety Committee convened at 1050, 22 April 1953, as required by SAC Regulation 62-20, 3 July 1952, and Base Regulation 62-1, 1 August 1952.

2. The following members were present:

Colonel	Charles W. Bicking, Commanding Officer, 807th AB Group (Actg Pres)
Colonel	O. F. Lassiter, Director of Operations, 12th Air Division
Colonel	Ray M. Hawley, Director of Materiel, 12th Air Division
Colonel	Stanley R. Scarborough, Director of Materiel, 22d Bombardment Wing
Lt Col	W. R. Smith, Director of Operations, 22d Bombardment Wing
Major	Byron M. Steel, Flying Safety Officer, 22d Bombardment Wing
Colonel	Francis W. Nye, Commanding Officer, 320th Bombardment Wing
Major	George Perbetsky, Director of Operations, 320th Bombardment Wing
Major	Wilbur Goff, Maintenance, 320th Bombardment Wing
Captain	Loyd A. Coats, Flying Safety Officer, 320th Bombardment Wing
Lt Col	Edgar R. Skelley, Director of Operations, 807th Air Base Group
Major	Keith P. Hansen, Flying Safety Officer, 807th AB Group (Recorder)

Members absent:

Brig Gen	Howell M. Estes, Jr., Commanding General, 12th Air Division
Colonel	John B. Henry, Jr., Commanding Officer, 22d Bombardment Wing

3. Colonel Lassiter reviewed last month's minutes. The approach procedure is dependent upon completion of facilities. The traffic pattern has been relieved by sending T-33 and KC-97 aircraft to other stations for transition. The Commanding General, 12th Air Division disapproved the installation of traffic lights for controlling traffic crossing the ends of runways. Colonel Bicking inquired about using George Air Force Base for transition, stating that apparently they did not know anything about it. Colonel Lassiter explained that there was some misunderstanding due to the problem being discussed with two separate agencies. Colonel Lassiter has obtained written permission for the use of George Air Force Base for transition for five aircraft per day.

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4. New Business

a. Lt Colonel Smith opened the subject of having tower officers at Ontario and Palmdale during transition work there. He feels we may have trouble unless we work out a system to have tower advisors there at all times and that if they are not there the first time an aircraft has trouble at one of these bases SAC will ask why we did not have tower officers when we have six to eight KC-97s operating from another base every day. Colonel Lassiter stated that he talked with the 22d Bombardment Wing a few days ago and they did not want to have these tower officers as they could not support this program. Colonel Lassiter stated that if this is believed necessary from a flying safety standpoint we will do it but he believes we will find that CAA tower operators are well trained and able to manage the traffic. We have queried Fifteenth Air Force and Strategic Air Command for relief from a control tower officer requirement at auxiliary bases. A decision will be made upon receipt of an answer to our message. Also there is the problem of having Air Force officers advising civilian control tower operators what to do.

Colonel Nye stated that the 320th Bombardment Wing does not want to furnish these tower officers and recommended that the crews be thoroughly briefed and that should be sufficient.

Colonel Bicking stated that it was his understanding that the 22d Bombardment Wing would like to go on record as recommending tower officers at transition bases. He recommended that Lt Colonel Smith talk this problem over further with Colonel Henry and then get together with the Director of Operations, 12th Air Division, and decide on further action to be taken. He stated that the Division Commander commented in the last Commander's meeting that he did not think it would be necessary.

b. The 320th Bombardment Wing requested the Base Instrument School be put back in operation. Colonel Lassiter reported that this has been done and the instrument school is now operating.

c. Base Flight recommended something be done to control the dust situation in the T-33 parking area. They recommended oiling and sweeping this area adjacent to the pavement. Colonel Hawley stated that the project for paving of Base Flight area has been cleared but he knew of no recommendation for the T-33 area and wanted to know if a work order had been submitted to Air Installations. Colonel Skelley reported that a work order is in. Colonel Bicking requested that Colonel Skelley check with Colonel Freeman to get this work order out so this area can be oiled. Colonel Bicking also felt a check should be made on a permanent solution to this problem and requested a report at the next meeting.

d. Colonel Scarborough reported that one aircraft in one squadron in the 22d Bombardment Wing has been marked with red phosphorescent tape. This tape was obtained from the Riverside Chamber of Commerce and has been placed on the wing tips of this aircraft on a trial basis only. This tape might possibly be used on aircraft parked close to taxi lanes and near the hangars to prevent accidents at night. The Committee was agreed that this

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is a good idea and possibly might be extended to Gremco units, power units, flight line vehicles, etc. A further report will be made at the next Flying Safety Committee meeting.

e. Lt Colonel Smith reported that the Mobile Control Officers are trying to learn things to help operations and also to help the tower. He feels a system should be established that would help the tower identify aircraft by type when they first contact the tower. A recommended system is a simple, one syllable code name in front of the aircraft number. With this system the tower would know immediately which traffic pattern to have the aircraft use. Colonel Lassiter recommended we try it and asked Colonel Skelley to check into this with AACS and see what they recommend. Colonel Skelley pointed out that this will be fine for Division aircraft but will not help transient aircraft. Colonel Bicking stated that this will have to be Division wide and should be coordinated with all organizations and approved by the Director of Operations, 12th Air Division. This will be reported on at the next Flying Safety Committee meeting.

f. Major Hansen reported that he flew a check on GCA facilities as requested by Strategic Air Command with the commander of the AACS Detachment. He reported that GCA operators are weak on IPI assistance. The AACS Detachment Commander wanted it brought out to have pilots practice more emergency procedures with GCA so the operators can become more proficient.

g. Lt Colonel Smith stated they are still waiting for a tip tank salvo area. Colonel Lassiter reported that this area is being re-located and at the present is being held up awaiting information regarding fire trucks, etc. A new directive covering this should be out shortly.

5. Review of Aircraft Accidents

a. Major Hansen reported that no data has been forwarded from Strategic Air Command regarding any recent accidents.

6. Meeting was adjourned at 1130, 22 April 1953.

C. M. Bicking

CHARLES M. BICKING
Colonel, USAF
Acting President

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WING SOP 100-2

DATED 13 APRIL 1953

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SECURITY INFORMATION
SOP 100- 2

HEADQUARTERS 320TH BOMBARDMENT WING MEDIUM 1-3
March Air Force Base, California

320 CDCC

13 April 1953

STANDING OPERATING PROCEDURE)

NUMBER 100- 2)

COMMUNICATIONS
LOCAL FLIGHT REPORTING

1. PURPOSE: To establish a procedure to insure that hourly position reports are rendered to the 320th Bombardment Wing, while aircraft of the 320th Bombardment Wing are on local flights.

2. SCOPE: The procedures set forth herein will be adhered to by all aircraft commanders.

3. GENERAL:

a. Flight plans will be filed at each Squadron Operations and at 1100 hours the previous day be called into 320th Wing Control Room.

b. Wing Control Room will monitor all flights at present through March Tower Communications Facilities.

c. All aircraft commanders will be briefed to monitor BRAVO CHANNEL from time of take off until time of landing. A compulsory hourly position report will be transmitted to the Base Control Tower with relay instructions to BARRIER CONTROL, hereby designated the Wing Control Room.

d. When a two (2) hour delay from last position report exists the Senior Controller in the Wing Control Room will call the Base Tower on Inter-Communication, who in turn will call the aircraft on "Bravo" Channel and request a position report. FROM THIS TIME ON AN URGENT SITUATION EXISTS UNTIL CONTACT WITH THE AIRCRAFT INFLIGHT IS MADE.

BY ORDER OF COLONEL NYE:

JULIAN M. HEXUM
Captain, USAF
Adjutant

OFFICIAL:

Julian M. Hexum
JULIAN M. HEXUM
Captain, USAF
Adjutant

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WING SOP 50-8a

DATED 23 APRIL 1953

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Wg-SOP 50-8A
5

HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

20 April 1953

STANDING OPERATING PROCEDURE)
:
NUMBER 50-8A)

TRAINING

Mission Briefing

Wing Standing Operating Procedure 50-8 is changed as follows:

* * * *

5. General Briefing will be conducted as follows:

* * * *

b. The Mission: A brief presentation of the mission will be given by the Operations Officer or his assistant utilizing annotated maps showing the route and important features; to include: Altitudes, highest terrain enroute, turning points, danger areas, communications procedures (unless briefed separately in paragraph D below), emergency airfields, alternate route, control points, length of mission, fuel needed in reserve, and code or codes under which each portion of the mission will be conducted in accordance with SAC Regulation 205-8. (This portion of the briefing should be well planned and rehearsed.)

c. Intelligence: The Intelligence Officer will cover enemy situations (simulated), survival, escape and evasion, and instructions for observing and reporting special intelligence information.

* * * *

BY ORDER OF COLONEL NYE:

JULIAN M. HEXUM
Captain, USAF
Adjutant

OFFICIAL:

Julian M. Hexum
JULIAN M. HEXUM
Captain, USAF
Adjutant

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KEY PERSONNEL LIST, 320TH BOMBARDMENT WING (H)

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KEY PERSONNEL, 320TH BOMBARDMENT WING (M)

COLONEL FRANCIS W. NYE	COMMANDING
MAJOR RALPH H. LANE	DEPUTY COMMANDING OFFICER
CAPTAIN JULIAN E. HEKUM	ADJUANT
LT. COLONEL MELVIN V. HINGSTON	D/S PERSONNEL
MAJOR WILBUR GOFF	D/C MATERIEL
MAJOR GEORGE FERRETSKY	D/C OPERATIONS
LT. COLONEL ELLIOT A. FERLON	CONTROLLER
CAPTAIN WILLIAM A. GROTE	COMMANDING OFFICER HEADQUARTERS SQUADRON SECTION
MAJOR LOUIS A. GARVIN	COMMANDING OFFICER 441ST BOMBARDMENT SQUADRON
MAJOR MAXWELL DICK	COMMANDING OFFICER 442ND BOMBARDMENT SQUADRON
MAJOR HARRY F. SAUER	COMMAND OFFICER 443RD BOMBARDMENT SQUADRON
MAJOR THOMAS A. MACKY	COMMANDING OFFICER, 320TH FIELD MAINTENANCE SQUADRON
LT. COLONEL RUSSEL F. TOLLAND	COMMANDING OFFICER, 320TH AIR DEPOT SQUADRON
MAJOR CECIL B. MARTIN	COMMANDING OFFICER, 320TH AIR MAINTENANCE SQUADRON
MAJOR ROBERT DUNN	COMMANDING OFFICER, 320TH PERIODIC MAINTENANCE SQUADRON
LT. COLONEL C.E. ENGLEHART	COMMANDING OFFICER, 320TH MEDICAL GROUP
MAJOR L.R. SMITH	WING ALERT OFFICER

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FLYING TRAINING ACCOMPLISHMENTS

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FLYING TRAINING ACCOMPLISHMENTS

Total Flying Time - B-29	574:05
Total Flying Time - KC-97	714:30
Number of Sorties - B-29	92
Number of Sorties - KC-97	102
Grid Legs - KC-97	79
Night Celestial Leg (quantity)	6
Day Celestial leg	42
Long Range Cruise Control (Supp)	24

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COMBAT CREW ROSTER

4413T BOMBARDMENT SQUADRON (H)

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441ST BOMB SQUADRON

COMMANDING OFFICER
LTCOL. PALLISTER

CREW ROSTER

OPNS OFFICER
MAJOR SALIBA
POSTED: 30 APR 43

STATUS	A/C	PILOT	NAVIGATOR	BOMBARDIER	RADAR	ENGINEER	RADIO	GFC	LG	RG	TG
		O'BRIEN					LUCKY		ORR	HOSKINS	FORDMAN
N12J	HENSHAW	CLARE	TIMMS	POWERS	OLIVE	ELIAS	[illegible]	McDONALD	BALL	ELLIOT	MCKAY
R15L	ALLEN	SHERIDAN	THOMPSON	QUINN	WALKER	YOSKIEWICZ	BEAVER	ECHOLS	ECK	BOESEN	HURLBURT
N27B	ADAMS	MARTINEZ	CARVIN	WIGHT	HOYT	AHRENS	SMALL	DUDLEY	REISS	RIDDLE	MICHAELS
V13C	WATERS	NELSON	ROBISON	CRINER	MILLER	CAFFEE	LAFFERTY	HUBBARD	LEITNE	WHITE	MORGAN
R30K	GORDON	SWEATT	MARTINICH	FALKNER	ANDERSON	PARK	RIOS	EVANS	WALDRON	RYAN W	CALDWELL
N90G	GOAD	GJELHAUG	LUTTMAN	HAMILTON	LIEN	SMART	BELL	McFARLAND	MARCELLE	DAVIS	HELSLEY
XXXXX	GALLAHER	WALSH	ERWIN	SEITENBER	HARRINGTON	MALLORY	POLLARD	VANDERSCAN	PEARCE	BRUCK	KOERNER
XXXXX	MILLER	SIMPSON	BERGELIN	COODSON	GERMAN	SILVAS	WILLIAMSON	SCHEENFELT	ROBERTS	CONNOR	SCHMIDT
									JOHNSON D		SILLS
	MARGERAL	SMITH, J	BISHOP	BLOOMER	CHRISTOPHER	ORR	LOCKE		DUNCAN	FOSTER	COLLEHILL
	TABOR	DUNHAM	CAFFIEL	STAPLES	MAYER		HAINES			FLORIN	
				HAMILTON	BROWN						
	LINDLEFSTER	KUYKENDALL		BENC							
	CLAYBAUGH	LONG		WELDMAN							CARTER
	OTIER	MARCUM		HESS							
	SHEEHY	GARDNER	WEBER								
	THOGERSON		WORMS								

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COMBAT CREW ROSTER

442ND BOMBARDMENT SQUADRON(H)

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442 ND BOMB SQUADRON

COMMANDING OFFICER
LT COL HOLDERNESS

CREW ROSTER

OPNS OFFICER
MAJOR DICK
POSTED: 30 APR 53

STATUS	A/C	PILOT	NAVIGATOR	BOMBARDIER	RADAR	ENGINEER	RADIO	CFC	LG	RG	TG
		BERG								HEINTZ	McCULLOUGH
N01E	LATIMORE	SANDMAN	MOORE	McLEAN	BRIGGS	ROBINSON	ARABEL	DANIELSON	McDANIEL	BUCHANAN	McINTOSH
R96E	O'BARR	BURTON	TRENT	LIBBY	McQUADY	LIBENGOOD	RAZO	ADAMAR	WELSH	LUDNEY	POTLOGHAM
R28H	LARNRIGHT	EGLEY	CANTWELL	NEIFERT	LaROCK	MYERS	REDHSBERGER	TROTTER	HENDRICKSON	WILKERSON	WELSH
					BARBA				QUICK	RUSSELL	WHITTINGTON
					BARRETT			MAIN	MOOK	ATKINSON	WEEMS
N09B	STUBBLEFIELD	KENNEDY	ROSS	TURNER	KELLCHER	FORTUNA	ROCKFIELD	GREENWALT	STANLEY	WELCH	SHEMO
				HUM	WASHMON					CARSON	DAVIS D
R41N	LESSNER	TREESDALE	BURCZAK	WILMETH	TAYLOR	DOZIER	RUST	THROWER	McQUILLAN	NAY	BURROUGHS
								COLE	KUNDE		GILBREATH
N26C	JACOBS	ALEXANDER	McCARTHY	LEE	ROBERTS	HATFIELD	DARNELL	PURDIN	BARRY	ATWOOD	SCHEIWILER
X.X.X	BARRICKLOW	SWITZER	CREY	CONRAD	BARNHART	SADLER	RUTH	LIVEZAY	LAFEE	FLANIGAN	DEWALD
N10B	NEVILLE	MOORE, A	ALLEN	HUESE	LIPTON	CANFIELD	WALSH	BARBE	WEISER	STEVENS	BORDICK
	ROBERTS	LONG	TRENT	WIRTH		MILLS					
	DEATON	TETEVIA	RADER	BATES		RIDDELL				ALFANA	FINNEY
	HOALLAND	EPTON		ADAMS			STOVER				
	ARCHER			STONE			CIANELLI				GERALDWEHL
		MARLOVITS		ALLOWAY			ARGUILLA				
	HOPLEY	LANOIS		HUMI							
				STION							

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[redacted]

COMBAT CREW ROSTER

443RD BOMBARDMENT SQUADRON (M)

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443RD BOMB SQUADRON

COMMANDING OFFICER
LT COL WOULD

CREW ROSTER

OPNS OFFICER
MAJOR MARTIN
POSTED: 30 APR 53

STATUS	A/C	PILOT	NAVIGATOR	BOMBARDIER	RADAR	ENGINEER	RADIO	CFC	LG	RG	TG
										SMERIACK	
	BAKER							LUSTER			PEMA
R57G	KAMP	MULLIN	ESTES	COLEMAN	ALLEY	SALVATORE	KEMP	MANCUS	McCARY	DALLEY	KOSUT
R47J	STOVER	BILE	CATO	ORR	LAUSTRUP	CUNNINGHAM	YORK	VERNON	AMES	LANE ?	HAWKINS
N36B	PASCOE	BLEVINS	ROTHERS	NELSON	SWEET	GRUBB	DURST	CHATFIELD	STIMAC	CURTIS	BRENNAN
N29Q	ADAMS	OWENS	FORNES	KIEF	ALMACK	THOMPSON	ARNEVIK	CHECK	DRAEGER	DAVIES	KALTMAN
N98F	CRANE	BIRKEY	SCHRELL	STARNES	RIDENOUR	PINKHAM	FERGUSON	STEIN	GLEASON	WATSON	ANDERSON
				KINLAND					MILLS		
N88L	TROST	BYRUM	HUGHES	CATES	FREEMAN	BAKER	HUMBERD	GILSON	SETTLES	TECTOR	EGBERT
											SMITH
N89D	CHALFOUX	WHYTE	STATUM	GAUSHE	MELEMY	HARRIS	STONE	HICKMAN	MULLINS	KAIKES	AYCLETT
N61C	HOUDE	BROWN	MARTIN	BASILE	ORTH	CREACH	KAUGHER	LEISKE	KOWAK	WOOLFOLK	HAYNES
	MARTIN	BOWLING									
	GRIFFIN	FARRIS	MCKINNEY	STEWERT		PASSMORE		HUBBELL	POTTS		HOWELL
	TRLANKLIN	SCHELL		TAYLOR, L		KEES					McNITT
	TURNER	COGGIN	BROWN								
	JOHNSON	SALIBA	HENRY								
	CARMICHAEL	WINSLETT									
	LINDER	ELLIS									

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CREW ROSTER

320TH AIR REFUELING SQUADRON

EXHIBIT "V"

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320TH AIR REFUELING SQ

CREW ROSTER

COMMANDING OFFICER
COL IRELAND

OPERATIONS OFFICER
MAJ DECKER
POSTED 30 APRIL 53

STATUS	A/C	C/P	NAV	APE	R/O	BOOM OP	ASST B/O
MC1AC	PHILLIPS	SCHRS	RAY	HEALEN	TERIO	MEDINO	CAMBELL
M02AC	BURNETT	DOMBAUGH	HODKINS	WILLIAMS	TAYLOR	POTTER	BRUCE
M03BC	NELSON	KINNEY	BISSETT	BASH	TABELLIONE	ARNES	CARPENTER
MC4AC	BYRD	DIDDLE	WILLIS	CROSSGROVE	ADAMICK	STEPHENS	TAYLOR T
M05AC	STAPEL	CHAPMAN	COCHRANE	COCHELL	RIDEON	WILLIAMSON	DEAN
M06AC	CABRAL	KANKIN	REESE	ADAMS	HART	O'HARA	HURFLAND
MC7AC	MARTIN	JACOBS	TAYLOR	CORDERY	ANDERSON	CARLSON	MATHIS
MC8AC	SCOGGAN	STERIGS	MURPHY	EVERETT	THOMPSON	MYERS	SHRIDENKO
MC9BC	HUNTER	STANLEY	HARDIN	CROUCH	POOR	CONOVER	SMITH, NC
M10CC	DAVIS	EVANS	BORDEN	BUSHBY	COX	EDDINGS	HOOKE
M11BC	McDONALD	HUTCHINGS	BORDILOS	HOBAN	SCANLON	PUGSLEY	PILON
M12CC	BARNETT	AHEARN	MOEN	LEONARD	ROWLAND	KENNEDY	SAWTELLE
M13AC	WEAVER	ROED	SCHAACK	HOLT	ROBINSON	TOWERS	HULING
M14CC	WALKER	GEHRIG	SCHWARB	GREENE	GROSS	DENNIS	GERARDIN
M15AC	TAYLOR	ZENTZ		CONNELLY	MORISETTE	VINKLAREK	CRAVEN
M16BC	LOVELL	BRADFORD	EDEN	RICHEY	ELLIS	BLAND	ULKUS
M17BC	DMYTRYK	RANCK	PEREVUZNIK	BENTON	BIGGS	O'NEIL	O'CONNOR
M18AC	STENGER	WISNIEWSKI	RATLIFF	KRAFT	BROWN	CACCIANELS	PLOURDE
M19AC	EVANS	McDOWELL		CASTLE	OSHITA	FRANCIS, EJ	FRANCIS, JP
M20AC	TALLENT	RENEAU		WILKINSON	JAMES	KING	ALEXANDER
				PRATHER			
		KNOPP		HOLMES	ROMANEK	JOHNSON	JUMP
		MAXWELL		PLESSER	APPLEGATE		
					YORK		

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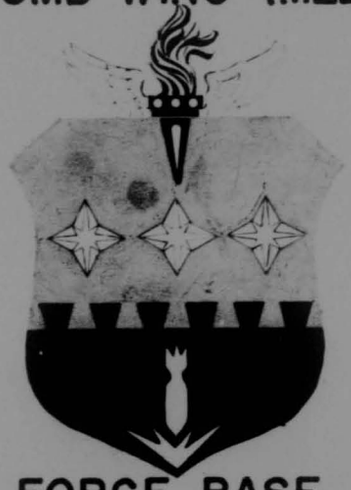
320TH

BOMB WING (MEDIUM)



MARCH AIR FORCE BASE, CALIFORNIA

CHAPTER VI

MAY 1953

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2-4935-4A

320th Bomb. Wing (M) - May 1953

NO. OF INCLOSURES

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CLASS: SECRET
AUTH: SC 320BW
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HISTORY OF THE

320TH BOMBARDMENT WING (M)

May 1953

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March Air Force Base, California

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Prepared by A/2c Francis R. Delaney, AF 19 239 986
in accordance with
AFM 210-1 and SAC Manual 210-1

****

Julian M. Hexum
JULIAN M. HEXUM
Captain, USAF
Historical Officer

Loran D. Briggs
LORAN D. BRIGGS
Colonel, USAF
Commander

****

12th Air Division
Fifteenth Air Force
Strategic Air Command

2-4935-4A

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CHAPTER I

CHAPTER I

ORGANIZATION AND ADMINISTRATION

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MISSION:

The interim mission of the 320th Bombardment Wing (M), as outlined in March Air Force Base Regulation 20-6A, 9 April 1953, is to insure that, consistent with available quotas, eligible personnel are entered into applicable B-47 specialist schools; to man, equip, and train the 320th Air Refueling Squadron to the maximum extent possible with existing resources and qualify KC-97 instructor crews as directed by higher headquarters and to make additional preparations as required for equipping with YRB-47 aircraft and performing the subsequent bombardment and reconnaissance mission.

320TH BOMBARDMENT WING (M) PAST COMBAT RECORD:

The past combat record of this organization (then the 320th Bombardment Group) will be found in Appendix section, this report, under Exhibit "A".[1/]

TEMPORARY CHANGES OF WING COMMANDERS:

A change of Wing Commanders of the 320th Bombardment Wing (M) occurred when Colonel Francis W. Nye, temporary Commander in the absence of the Wing's original Commander, Colonel Loran D. Briggs, departed for his new assignment at Headquarters, Strategic Air Command, 11 May 1953. Colonel O. F. Lassiter, Director of Operations, 12th Air Division, March Air Force Base, California, assumed temporary command until 21 May 1953 when he departed TDY. Lieutenant Colonel Russel F. Ireland, Commander of the 320th Air Refueling Squadron assumed command until 25 May 1953 when Colonel Lassiter returned. On 25 May 1953, Colonel Lassiter again departed TDY and

1. Historical data, 320th Bombardment Group----------TAB "A"

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Lieutenant Colonel Ireland assumed command, until the return of the original Wing Commander, 4 June 1953. Colonel Briggs' absence was due to his attendance at B-47 transition training, Pinecastle Air Force Base, Florida.

320TH BOMBARDMENT WING, (M), PROGRESS REPORT:

Progress Report #3 on 12th Air Division Programming Plan 1-53, Conversion of the 320th Bombardment Wing, Medium, to YRB-47 type aircraft, dated 9 June 1953, covers the period 1 May 1953 through 31 May 1953. Points of outstanding importance follow:

Phasing out of the Wing's remaining B-29 aircraft continued through the Month of May 1953. At the end of May nine B-29s were assigned to the Wing as four were transferred during the month to Smokey Hill Air Force Base, Kansas. At the same time, combat crews for B-29s diminished to five while the non-combat figure was reduced to eight. There were seven non-combat ready B-47 crews at the end of May 1953.

As previously reported, the principle shortages continued in Maintenance, Supply, Electronics and Medical Career Fields. With the exception of Medical Career Fields, there is a very limited input predicted in these fields. Continued action, through weekly request and correspondence, will be taken to effect 100% MIRS officer manning. Manning efforts will be top priority in the future.

Action has been initiated to request the assignment of sufficient

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number of personnel to fill the shortages caused by this conversion and that T-33 aircraft maintenance personnel are assigned to this Wing in ample time to accept the delivery of the T-33s. No action on this subject was required at this time.

This report stresses that a serious shortage of jet engine mechanics may exist, even when the 60 airmen who are currently in school return to this organization with AFSCs of 43133 and 43153. However this report also states that no action can be taken by this Wing to requisition airmen, though several are gradually coming in from technical school and from pipe-line. In addition, a serious shortage of 32171E's presently exists with no known imput. Airmen with AFSC's of 32130E and 32150E are not present for up-grading. The only present solution to this problem is the return of airmen from schools and possibly up-grading their career fields.

Technical equipment obligated to the B-47 program of this Wing which will arrive in the near future, according to the schedule is as follows:

(a) APG-T-IA Gunnery Trainer. Two of these assemblies are programmed as follows: one trainer will arrive during the fourth quarter of fiscal year 1953, the second trainer will arrive during the first quarter of fiscal year 1954.

(b) One B-47 Flight Simulator. Assembly is due to arrive June 1953.

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(c) One C-11 Trainer arrived 5 May 1953.

(d) One Turret Assembly Type A-5 with ejection seat assembly is scheduled to arrive during the month of June 1953.

SECURITY:

One security violation was reported in this Wing for the month of May 1953. This was the loss of a Restricted Area Badge by a member of the 320th Periodic Maintenance Squadron. The reduced figure of security violations of this nature is believed to reflect largely the experience gained during recent vulnerability tests and intense security indoctrination. 2/

The Wing Alert and Defense Plan was rewritten during the month of May 1953 in agreement with Base Defense Plan 205-53, which will be distributed in June 1953. The significant change required in the Wing Defense Plan was the result of an addition to the Passive Defense Annex which required a personnel dispersal area to which all personnel are to proceed on a prescribed signal to avoid or minimize the affects of an air attack.

320TH WING CONTROL ROOM IMPROVEMENTS:

The 320th Bombardment Wing Control Room communications to key offices on the base was further expanded by installation of a telephone direct to the Commander, 12th Air Division, and a field phone direct to 12th Air Division Control Room. Other equipment installed in May 1953 included a

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2. Wg. Security Bulletin #19, dtd 13 May 53----------TAB"B"

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VHF and UHF receiver, which is now in operation. Known as "Barker" Control, the Control Room monitors KC-97 aircraft as they are required to make hourly position reports when flying locally. Reported also are take-off and landing times and other pertinent information regarding flight operation. B-29 aircraft of this Wing are not equipped with Channel "Easy" crystals, therefore are unable to contact "Barker" Control direct.

320TH BOMBARDMENT WING PROGRESS IN "OPERATION SAFE WHEELS":

The 320th Bombardment Wing (M) shared in the accident rate on March Air Force Base during the month of May 1953. One death was charged to the Wing due to a vehicle accident involving an officer returning to this base following TDY in Texas. One member of this Wing was injured in an accident when driving while intoxicated. Provost Marshal reports indicate that since the start of May 1953 there has been a decrease in vehicle accidents charged to the Wing.

There were four private vehicle accidents charged to the Wing during May 1953. One resulted from the driver being intoxicated; another as a result of a driver losing control of his car, and a third when an airman tipped his car over when he failed to negotiate a sharp turn. The fourth case was that of an airman on a motorcycle hitting an airman pedestrian which fortunately resulted in only minor injury to the pedestrian.

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MORALE SITUATION DURING THE CONVERSION PERIOD:

While no airmen have attended Personal Conference Hour to present their problems, complaints, or suggestions, many squadrons report morale problems. A percentage of the morale problem can be attributed directly to the conversion itself, as many airmen have become surplus to the needs of the organization due to change of requirements. They are uncertain as to their future assignments in the Air Force. Another fact is that many airmen returning to the ZI from overseas duty appear to prefer to return to their former overseas theater. Policies set up by Headquarters USAF require that these airmen serve some period of their subsequent service in the ZI. Listed below are the efforts by the Wing and the squadrons to overcome the morale problem.

Squadron Day Rooms. This facility for recreation and relaxation is one of the best methods for keeping single airmen on the base and out of trouble. All squadrons are continually attempting to improve the appearance and facilities of their day-rooms. This project is hampered by lack of buildings, materials, and nonappropriated funds with which to improve the day-room situation. In comparison with the "older" units such as the 807th Air Base Group and 22nd Bombardment Wing (M) who have benefited by initial grants, the 320th Bombardment Wing (M) finds it difficult to improve the day-rooms and bring them up to acceptable standards. A Wing level SOP, number 10B, dated 24 April 1953, subject: "Squadron

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Welcoming Committee", is an example of a policy[2] to establish a uniform procedure for welcoming all newly assigned personnel and to orientate them with the religious and recreational facilities, housing and working conditions, and the base policies pertaining to military conduct, wearing of the uniform, etc.

320TH BOMBARDMENT WING (M) ARMED FORCES DAY EFFORTS

Armed Forces Day, celebrated on 16 May 1953 served as a day for the Wing to join in with the other units of the base in displaying both aircraft and equipment used in the operation of the organization. The tactical squadrons displayed their remaining B-29s with personnel on hand to explain some of the details of the aircraft to the public. The 320th Air Refueling Squadron conducted a refueling mission over the field but overcast prevented the public from witnessing this operation. Also, the KC-97 "Stratotanker" was on exhibit with conducted tours through the aircraft by the crew-members who explained portions of the refueling procedures and other unclassified information concerning the aircraft.

SQUADRON INSIGNIA

During the month of May 1953, Squadron Commanders encouraged members of their units to submit ideas for a new squadron insignia appropriate to the future mission. The Squadron Commander will present the proposed insignia to the squadron members for approval and then forward the accepted insignia to higher headquarters for consideration. Members submitting

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3. Wg. SOP 10B, Welcoming Committee, dtd 24 Apr 53 ----------TAB "C"

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the winning insignia will be awarded a three-day pass.

LEADERSHIP AND MORALE

An Analysis of 12th Air Division Unit Leadership Effectiveness and Morale Rating System for the months of March, April and May [4] have been received. The Wing showed an increase to 82.9% for the month of May 1953 from 81.5% for April 1953 on a one-month basis and an increase in May to 82.5% from 82.4% for April 1953 on a three-month basis considering percentage of points available. The Wing had one ANOI for the month of May but points were primarily lost in Reenlistment and Military Pay Order Discrepancies.

At the squadron level the outstanding gain for the month of May 1953 was made by the 320th Field Maintenance Squadron. This squadron advanced to a score of 91.2 and 87.0 on a one and three-month basis. Their standing on the base has advanced to seventh place on a one-month basis and to sixth on a three-month basis [5]. Standing of this squadron in the Wing is first in both a one and three-month basis. This is an advance from the standing of four and five on a one and three-month basis within the Wing.

MONTHLY ANALYSIS

The monthly Analysis for May 1953, RCS-U2, was completed and forwarded to Headquarters, 15th Air Force [6]. As mentioned before the 320th Bombardment Wing has been dropped from the SAC Rating System effective 1 March 53.

The RCS-U2 Report for the month of May 1953 indicates that the Wing had an Operational Readiness Index of "one" as of 31 May 1953. This is

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4. Analysis of Unit Leadership and Effectiveness and Morale for March, April and May 1953----------TAB"A"
5. Leadership Effectiveness and Morale Rating System----------TAB"B"
6. Monthly Analysis for May 1953 (RCS-U2----------TAB"F"

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due to the fact that there are only three combat-ready crews for the B-29s and eight non-combat crews available. For the month of May 53 the Wing had seven non-combat-ready crews for the B-47s. One B-47 crew was formed in May 53.

The 320th Air Refueling Squadron is presently undergoing training under the provisions of SAC Regulation 50-33 and Supplement II. A shortage of skilled flight line maintenance personnel restricted the maximum useage of assigned aircraft. The non-availability of propeller control units has resulted in the loss of 107 man-days for this squadron.

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CHAPTER II

CHAPTER II

PERSONNEL

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MANNING

At the end of May, the Officer MIRS was 79%, without considering medical personnel and 74% with medical personnel. As previously reported, the principle shortages still continue to exist in Administration, Maintenance, Electronics and Supply fields. Advanced information has been received that relief may be in sight in the form of ROTC students expected to graduate this summer.

The Supply Officer situation for this Wing in the past has be critical as two Supply Officers have been TDY to Supply School, two were reassigned PCS and two were processed for seperation. The loss of one Adjutant and Supply Officer has required the shift of several people to replace the lost individual. In too many cases the Adjutant and Supply Officer must be the one and same person and his loss seriously disrupts the mission of the squadron.

The changing supply situation has required an Officer to fill in for the period until another permanent Supply Officer is available from school. This process, although necessary, is not at all practical. The supply accounts are in a continual process of change and required to be in a "freeze" status. Relief in the form of future assigment of Supply Officers is absolutely necessary to overcome this situation.

The MIRS of Airmen Personnel at the end of May was 52%. This figure showed an increase of 5% over April. The increased flow of maintenance personnel from pipeline and students returning from various

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KC-97 MTD to fill authorized positions vacated by Flight Engineers withdrawn for transfer to B-36 units.

There were no surplus officers in the Wing for the month of May. All B-29 pilots and single rated navigators have been transferred to the 320th Air Refueling Squadron. All eligible observers and bombardiers with usable retainablity have been transferred PCS and are attending observer upgrading courses. Those bombardiers that are left are either due for separation in the near future or are on orders to transfer to pilot training.

ASSIGMENT OF PILOT-OBSERVERS

The assigment of four Pilot-Observers from Castle Air Force Base and four graduates from Mather Air Force Base has brought the strength of the Wing up to the authorized 109 Pilot-Observers, AFSC 1244. The assigment of two Observers, AFSC 1524, brings the total figure to 59, with 60 Observers authorized in the Wing. Information has been received that the assigment of Pilot-Observers and Observers will be programmed over the 100% authorized strength.

SCHOOLS

All quotas for maintenance personnel to attend B-47 schools have been filled. This totals 235 airmen for schools at Chanute Air Force Base, Ill. and Amerillo Air Force Base, Texas. In order to meet the skilled level required for these schools, considerable last minute reclassification action had to be taken to qualify personnel to attend

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schools will materially increase airmen's MITS in the immediate future.

The comparable strength figure for the month of May is as follows:

	Officers	Airmen
Strength, 1 May 1953	381	1450
ZI transfers	31	22
Overseas transfers	6	28
Separation and Discharge	5	11
Total Losses	42	61
Gains	19	99
Strength, 31 May 1953	358	1488

SURPLUS PERSONNEL

The disposition of surplus personnel was the major project for the month of May. As of 1 May 1953, 501 airmen were assigned to the Wing with unauthorized AFSC's. This figure, by the end of May, was reduced to 423, a decrease of 78 AFSC's. As the figure of unauthorized AFSC's decrease the MITS is increased. This was accomplished by the transferring of surplus airmen and up-grading airmen through reclassification.

Surplus gunnery personnel have been programmed for PCS action or OJT into critically short career fields. A few gunners must remain until such time as all B-29s of the Wing have been transferred to the depot. No surplus radio operators exist in the Wing. No commitments have been forthcoming for the disposition of 22 surplus Flight Engineers. It is anticipated that a large percentage of these Flight Engineers will attend the local

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these schools. This required direct communication with Scott Air Force Base, Ill., to determine who passed the AFPRT tests and were elegible for up-grading. No other personnel with the required AFCS's were available and reclassification action was the only solution to fill the quotas as required by Headquarters,Strategic Air Command.

UP-GRADING

Following is the reclassification action for the month of May:

Up-graded to 7 level	4
Up-graded to 5 level	96
Up-graded to 3 level	6
Change in Career Fields	13
Change in Suffix	50
Award of Additional AFSC	10
Total	179

CHANGE IN MANNING AND ACCOUNTING SYSTEM

During the month of May a complete change in Manning and Accounting System of both Officer and Airmen was effected. Instead of relying on wall charts as in the past, a system of individual squadron charts bound together into one book has been set up. This new system allows for complete accuracy and has the advantage of being readily on file. In a TDY movement the advantages are obvious. This book can be used on Staff Visits to squadrons and to 12th Air Division. Also, it affords an easy system of cross checking with units and manning table. It can be readily used

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at Staff Meetings at both Wing and Division levels. This system has now been copied by the 22nd Bombardment Wing, (M) as having considerable advantage and merit over their previous system.

320TH A&E MAINTENANCE SQUADRON PERSONNEL ASSIGMENT

The assigment of more airmen to the Personnel Section of this squadron has caused a more efficient operation of the unit and relieved both the Personnel Sgt. Major and the Classification Clerk of the duty of handling service records.

During the month of May, 18 applications for formal schools were submitted by this squadron, the majority being the K-System and Airborne Electronics Communication Equipment Maintenance Schools.

320TH PERIODIC MAINTENANCE SQUADRON PERSONNEL PROBLEMS

The 320th Periodic Maintenance Squadron personnel problems for the month of May indicate the fact that this squadron is presently operating under the T/O allowance of airmen. This unit is authorized 183 airmen and four officers. However, this unit is presently functioning with three officers and 123 airmen.

While a large percent of the assigned airmen are TDY to B-47 schools, a serious problem is due to arise in the near future when this squadron reaches the authorized allowance. A study shows that there are only two barracks assigned to this squadron. Consequently, the full strength will result in double bunking but still there may not be enough room. This revolves around the fact that most airmen assigned to this unit are a

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younger type airmen, therefore a higher percentage of these airmen are not married. An estimated percent of single airmen assigned to this squadron is about 70%. This high ration of single airmen will present the problem of billeting in the near future. It is hoped that one of t e transient barracks will be taken over by this squadron.

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CHAPTER III

MATERIEL

CHAPTER III

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320TH BOMBARDMENT WING (M) MATERIEL OUTLOOK

During the month of May, three B-29s of this Wing were permanently transferred to OCAMA,(Oklahoma City Air Materiel Area) leaving the total of nine B-29s still assigned to this Wing at the end of May. These transfers were a continuation of the program to orderly dispose of the aircraft as flying personnel are dispatched to B-47 training courses at Air Training Command bases, and to prepare for the anticipated receipt of the first YRB-47 aircrafts in July 1953.

Approximately 50 percent of the assigned maintenance personnel were TDY to school at Amarillo Air Force Base, Texas as 31 May. This reprented the last complement to receive such training courses on the B-47 type aircraft before the receipt of the B-47s. All personnel will complete these courses prior to 30 June 1953.

Director of Materiel, this Wing, was assigned the task of laying the ground work for the new Wing Mobility Plan for B-47 type aircraft. This plan is to be patterned after that drafted by the 22nd Bombardment Wing, but is to be altered to encompass reconnaissance type aircraft and Table of Organization under which the Wing would be reorganized as of 20 June 1953.

Implementation of new UPREAL'S applicable to the B-47 type aircraft was started.UPREAL's applicable to the squadrons under B-29 Table of Organization were, of necessity, maintained which caused a terrific work load on Squadron Supply Sections, and which could only be rectified by the final disosition pf remaining B-29s, which is scheduled to occur within

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the next 30 to 45 days.

441ST BOMBARDMENT SQUADRON (H) MAINTENANCE ACCOMPLISHMENTS

During the month of May, the maintenance section of this squadron possessed an average of 3.6 aircraft(B-29). Of this figure, one was grounded for 21 days for maintenance, leaving the average of flyable aircraft at three.

The Operation Section of this Wing assigned 120 flying hours for the B-29s. The squadron flew 143:10 hours or an average of 47.7 hours per aircraft. Ten post flight inspections were completed for the aircraft assigned.

Six maintenance personnel graduated from jet maintenance school at Amerillo Air Force Base, Texas, while another seven airmen departed this squadron for such course. In addition, nine airmen attended the B-47 TD general aircraft course on base.

442ND BOMBARDMENT SQUADRON (H) MAINTENANCE ACCOMPLISHMENTS

During the month of May the maintenance section of this squadron, with an average of 3.5 B-29 type aircraft assigned, was assigned 80 flying hours but accomplished 103:10 hours of flying time, or an average of 41.2 hours per aircraft. Only one abort occurred, one engine was changed and two aircraft of the squadron were transferred to the depot.

443RD BOMBARDMENT SQUADRON (H) MAINTENANCE ACCOMPLISHMENTS

For the month of May the maintenance section of this squadron centered it's activities on the conversion to B-47 maintenance.

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Secondary mission of this section was the accomplishment of 120 flying hours assigned to this squadron by Wing Operations. 144:35 hours was accomplished for the month.

This squadron again reports, as it has in the past, that the flying schedules agreed upon at thec 60-9 meeting was regularly interrupted by the unscheduled assignment of Top Secret missions to the squadron and the extra washing and isolation needed by the B-29s upon their return from the missions. While this fact has been reported before, (Historical Report, April 1953) it may serve as some reason for maintenance difficulties encounted in this squadron.

320TH AIR REFUELING SQUADRON MAINTENANCE ACCOMPLISHMENTS

Maintenance activities for this unit for the month ofv May were as follows; seven KC-97s entered the docks for inspection in May. Nine aircraft, including two KC-97 aircraft that entered the docks in April were released for flying. In addition, 52 post flight inspections were completed.

In reference tc the AMC T.O. which grounded the squadron aircraft in the month of March 1953, pending the inspection of the propeller control units, 28 of these assemblies have been received, leaving four of these units still to be received.

This squadron reports that there is a critical shortage of maintenance personnel existing in this squadron. Presently, there are 66 maintenance men assigned with the authorized allowance of 108. While this remains short of maintenance personnel it accomplished 624:10 hours flying time

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for the KC-97 aircraft.

320TH FIELD MAINTENANCE SQUADRON ACTIVITIES

Maintenance activities for this squadron were on a normal level of operation for the month of May. Hereon are the accomplishments from different sections of the squadron. The Propeller Section completed 70 work orders. A large backlog is presently on hand, due to T.O. complicances on the KC-97s and the lack of transportation for this section.

The Wielding Section gained one airmen during the month of May. Section facilities are in poor condition, since the 22nd Bombardment Wing has taken over the arc wielding room for material room.

The Paint, Dope and Fabric Section lost two airmen in the month of May. This section completed removing paint from all B-29s but paint removal of the KC-97s still remains to be accomplished. Three rudders, one aileron and one elevator was completely repaired during May.

The Sheet Metal Section sent three airmen to B-36 school at Carswell Air Force Base, Texas. This section then gained four airmen from formal schooling which brought the operating figure up to 38 airmen.

The Engine Repair Section is operating 75% of their asdigned strength due to present training programs at MTD schools on the base. The actual available strength of airmen present for duty was 40%. This section has been unable to take advantage of the OJT program given by the 22nd Bombardment Wing due to the present work load.

The Power Plant Section of this squadron has a total of 55 airmen

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assigned of which 20 are TDY to Chanute Air Force Base, Ill., two are TDY to Amerillo Air Force Base, Texas and one is TDY to Norton Air Force Base, California.

Again this section reports that the following items are still causing a work stoppage for the 4360 Engine Build Up Section; engine mounts, tach generators, metering assemblies, propeller conduits, special bolts for turbo mountings, turbo governors, waste-gate motors and adapters. Investigation into this subject reveals that all items are on order through Base Supply and that the shortages exist at depot level.

The R-3350 Engine Build Up Section changed five engines during the month of May while the 4360 Engine Build Up Section changed one engine and built up four engines.

443RD BOMBARDMENT SQUADRON(M) SUPPLY PICTURE

The lack of supply techicians for this squadron has resulted in the assignment of flying personnel into various sections of supply. The surplus gunners in specific have been assigned into this critically short career field.

With the completion of impementation of the UPREAL, the shortage of equipment necessary for the B-47 program has been established and requisitioned. Approximately 65% of the equipment needed for the operation of the new mission was on hand after transfer of usable items from the old UPREAL to the new UPREAL. All shortages are now on order and are being received daily through Base Supply. Items excess to the requirements

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remaining in the old UPREAL are being turned into supply with the exception of survival equipment items which are being held in supply pending redistribution orders from higher headquarters.

The SAC B-21 Report, under SAC Regulation 65-10 was submitted 15 May 1953. Subject report listed many items of survival and personnel equipment as excess to the new B-47 program due to the decreased number of flying crew members from the old units to the new units. Director, Office of Materiel, 320th Bombardment Wing,(H) has directed that the equipment will be held for instructions from higher headquarters. This directive has slowed down the progress of turning in excess equipment generated by the conversion of the squadron.

320TH PERIODIC MAINTENANCE SQUADRON SUPPLY PICTURE

The phasing out of the Wing's B-29s, equipment, peculiar to the maintenance of these aircraft is being turned into supply while at the same time equipment for the B-47 program is coming in. Further investigation into the forementioned statement revealed that only hand tools for the jet type aircraft have arrived and none of the special equipment needed in the maintenance of the aircraft have arrived in this squadron. If the special equipment that is needed has not arrived by the time that the B-47s are assigned to this Wing the only solution will be borrowing special equipment from the 22nd Bombardment Wing.

320TH PERIODIC MAINTENANCE SQUADRON MAINTENANCE ACTIVITIES

Maintenance activities for this unit for May were as follows;

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five B-29s and nine KC-97s were processed through the docks for periodic type inspections.

There is some indication that the KC-97 program has su fered due to the attention being placed on the B-47 bomber. While attention is placed on the B-47, maintenance men assigned to this squadron are also working on KC-97s pending the arrival of the Wing's B-47s. Therefore, time may be needed for these already trained B-47 maintenance men to refresh themselves again on this type aircraft, causing delay in the maintenance of the KC-97s. However, this problem may not be as serious as it appears, depending on the number of maintenance men on hand at the arrival of the B-47 bomber.

320TH AGE MAINTENANCE SQUADRON ACTIVITIES

The maintenance section of this squadron centered it's efforts in the training of 21 M-System mechanics assigned to this squadron. Listed below are their AFSC's and number of assignees:

a.	32130-C	3
b.	32150-D	1
c.	32130-D	1
d.	32130-B	1
e.	32130-E	15
Total		21

Since the above listed mechanics have had little practical experience on the M-System to benefit this unit's future requirements, OJT was set up, utilizing the MTD school and the 22nd Bombardment Wing's AGE Maintenance

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Squadron. Eight airmen with AFSC's of 32130-E completed 80 hours of APS-23 training at MTD. For practical experience, six mechanics were assigned to the field shop of the 22nd Bombardment Wing's A&E Maintenance Squadron. Also, five mechanics with AFSC's of 32130-C from this squadron began the second class at MTD on APS-23, which started 25 May. In addition to the above figures, six airmen and one officer received Special Weapons Training during the month of May.

Construction of a F-1 auto pilot mock-up assembly has been completed by the maintenance section of this squadron. It is expected that the mock-up will be of great help in maintaining the F-1 auto pilot for the KC-97 aircraft. In the past there has been no method of testing questionable units and new units drawn from supply could not be tested.

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KODAK SAFETY FILM

CHAPTER IV

OPERATIONS AND TRAINING

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WING SPECIAL WEAPONS FUNCTIONS

The Wing Special Weapons Section entered into a comprehensive training program during the month of May as planned in the month of April. Combat crew training was presented to all available combat crew members of this Wing. This training consisted of 20 hours of indoctrination course which is designed to provide Observers with the basic knowledge to perform their inflight Special Weapon duties and to refresh non-current Bomb Commanders. The only difficulty encountered was that it was not possible to train all crew personnel because of other Wing training committments. It was planned as the month ended that those individuals who were unavailable would receive training when they returned from schools.

The Armament and Electronic Maintenance Squadron completed classroom training to provide them with Atomic Capability as required by SAC Regulation 136-6. Students who received the 20 hour course offered in April received an additional eight hours training which made their formal classroom training complete.

Additional members of this Squadron were given a 24 hour training program to bring them up to level with those who had began their training in the month of April. As the month ended, the Squadron had enough complete post loading teams and ring-out teams manned to provide the required capability. These teams could not be considered 100% trained per team. This training was planned for the month of June so

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that the target date for 100% Atomic Capability for this Squadron will be at the end of June.

Considerable technical equipment was received during the month of May to the extent that a plan for loading training for combat teams as well as Armament and Electronic Maintenance Squadron loading teams was formulated. It was decided to start loading training for the 320th A&E Maintenance Squadron in the month of June in conjunction with the 22nd A&E Maintenance Squadron's loading training.

Combat crew loading was considered but not specified because very few crews would be available for this type training for some time. It would be well to note here that all technical training equipment on hand was actually the property of the 22nd Bombardment Wing, Medium. This situation should be highly satisfactory because both Wings have joint use of the Special Weapons Area and equipment so that the 320th Bombardment Wing, (M) equipment was desirable but not imperative.

Classroom furniture remained the problem for the month. The 22nd Bombardment Wing, Medium was attempting to locate furniture within it's Wing as a result of a determination that Base Supply could not help as long as a UAL BAL overage existed in the Wing. The only classroom furniture in use was that obtained on a loan basis from the 320th Bombardment Wing, (M).

A team of technicans from the 93rd Aviation Squadron was placed on TDY to this station for three days during the month of May for the

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purpose of making the Mark VI training weapons operational.

New Bomb Commanders graduated during the month of May totaled 11, bringing the figure up to 93 Bomb Commanders and nine Weaponeers assigned to the Wing. Training presented to the Wing is as follows:

Combat Crew Indoctrination	928
Armament & Electronic Squadron	224
Total student hours	1152

GROUND TRAINING SECTION

Written evaluation of the KC-97 mechanics was completed during May and the reevaluation of KC-97 mechanics who were initially evaluated during December 1952. Study guides have been reproduced which cover the KC-97 aircraft and will be distributed during the month of June. A B-47 WEAMP has been prepared and is now being administered to select personnel in order to test the validity of measurements which will be made with the WEAMP. The above evaluation program is an interim program designed to meet the training requirements until the receipt of SAC WEAMP's and forms as outlined in SAC Regulation 66-21 and 66-22.

Wing Regulation 50-1, which covers OJT and Up-grading, was revised and coordinated during the month of May and will be published in June. In the interim familiarization OJT was performed with the 22nd Bombardment Wing, Medium, by maintenance personnel in the B-47 program in accordance with the agreement reached at the familiarization OJT conference 27 April 1953. OJT manhours accomplished by each organ-

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ization are indicated below:

441st Bombardment Squadron (M)	88
442nd Bombardment Squadron (M)	420
443rd Bombardment Squadron (M)	179
320th Periodic Maintenance Squadron	165
320th Field Maintenance Squadron	650
320th A&E Maintenance Squadron	706
Total number of manhours for OJT	2208

Both the Field Maintenance and A&E Maintenance Squadrons manhours are largely due to the fact that they both utilize facilities which largely support the B-47 program. The Periodic Maintenance Squadron figure shows a rapid increase for the month of May due to their assuming the maintenance duties of one B-47 from the 22d Bombardment Wing, Medium.

MTD utilization for the KC-97 program dropped to 3,409 hours during the month of May. This figure is considered fair based on the small number of KC-97 maintenance personnel available who have not received some acceptable type of formal training and the small number of flight crews who have recently joined who need MTD training.

The B-47 MTD program accumilated 6,007 manhours during the month of May and it is further believed that this figure will increase in the summer months. The manhour figure for this section is believed especially good, considering the small number of maintenance personnel available

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to the MTD courses. Aside from the normal training, the B-47 MTD presented an eight hour ground training course for T-33's to 37 pilots of the Wing.

Support from Norton Air Force Base, California, is still being rendered to this Wing in the training of overhauling the J-47 engine. As previously reported, two maintenance personnel are sent to the overhaul course on a two week basis. This practical training aid will continue and will aid the overhaul of the jet engines considerably.

WING SOP 60-9, FOUR ENGINE APPROACH

Wing Standing Operating Procedure 60-9, dated 1 May 1953 was established to standardize instrument approach for both KC-97 and B-29 type aircraft. The provisions set forth in the SOP will be applicable to all personnel assigned to the 320th Bombardment Wing, (M).

The procedures covered in the SOP include radio range, ADF, null instrument approach, GCA or ILAS instrument approach on four, three and two engined approachs with detailed in-flight instructions for the Aircraft Commander.

INTELLIGENCE SECTION

The Intelligence Section of this Wing played an extensive role in the Open House invitation to the public in commeration of Armed Forces Day, 16 May 1953. This section was assigned the duties of holding three simulated missions briefing at the Wing Briefing Room for the benefit of

7. Wing SOP 60-9, dtd 1 May 53---------- TAB "G"

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the public.

The Wing Briefing Room remained open for a demonstration of displays of survival equipment, over-water ditching equipment, etc, with personnel available to answer questions brought up by the public in connection with the displays. In addition, a film on Strategic Air Power was shown to the public prior to each of the three simulated mission briefings. Expressions of opinion from the public on the general value of these demonstrations was considered favorable and it was apparent that as tax payers, the public was well satisified with Air Force usage of funds in various survival equipment needed in the accomplishment of Strategic Air Command missions.

320TH AIR REFUELING OPERATIONS

For the month of May, this Squadron accomplished 624:10 hours flying time which is broken down as follows:

(a)	Long Range Navigation, Cruise Control, Pilot Proficiency and Instrument Checks	420:45
(b)	In-Flight Refueling Missions	187:15
(c)	Test hops	16:10

The Operational Section of this Squadron continued to stress check out of in-flight refueling operators, transition of newly assigned crew-members and check out of radio operators in ICAO (overwater) flights. This was accomplished by the scheduling of 11 KC-97's weekly for in-flight refueling missions, nine KC-97's weekly for transition and pilot

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proficiency flights and six KC-97's weekly for long range missions.

During the month of May, the KC-97's flew 41 refueling missions with the total of 1,307 dry hook ups and 125 wet hook ups. These missions resulted in the transfer of 72,799 gallons of fuel to both B-47 and B-50 type aircraft. In addition, four scheduled missions of this Squadron were cancelled because of B-47 aborts due to aircraft malfunctions.

The problem of tanker malfunctions continues to decrease the rate of checkout of refueler operators for this Squadron. For the 41 missions flown, 14 of these were not accomplished because of tanker or IFR equipment failures. The tanker malfunctions consisted of nine broken signal coils, three IFR valve failures, one boom amplifier failure and the failure of a number four engine driven hydraulic pump failure.

The inexperience of both boom operators and receiver pilots is the specific reason for the nine broken signal coils aforementioned. Corrective action to lower malfunction was to instruct all refueling operators to warn the receiver pilot when the receiver aircraft is reaching 38 degrees elevation and to trigger a disconnect at 40 degrees elevation. As the month of May ended 12 personnel were checked out as refueling operators.

The Long Range missions, which were over water, at night resulted in 25 successful missions and only one unsuccessful mission. Further,

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navigators assigned to this Squadron totaled 240 hours of proficiency training resulting in 37 successful radar in-flight refueling rendezvous missions. Of the 41 missions flown, only four resulted in the unsuccessful radar rendezvous with B-47 type aircraft.

With the establishment of Long Range, over water type missions during the month of May, the Ground Training Section of this unit, realized that the establishment of an active and intense sea survival program was needed. Thus, all crewmen were required to attend and participate in the survival lecture and demonstration on over-water survival equipment. The rewards of this training program in all phases of training was that all crew members present for duty and completing the subject course of instructions.

The overall scope of this section points out clearly that every effort is being directed to approach the Squadron to the status of Combat Readiness.

441ST BOMBARDMENT SQUADRON (M) OPERATIONS

Missions of this section were directed toward transition and checkout of aircraft commanders and pilots. Results of Form five screening for AFR 60-2 requirements focused attention on the accomplishment of completing the few lacking requirements.

For the month of May, two aircraft commanders were checked out and two pilots were checked out. Eight instrument checks were completed, ten officers completed the Base Survival Course while seven officers

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completed the Advance Survival Course. Sixteen officers of the Squadron were TDY as follows; Four were at the Hi-speed Navigation Course, three were at Bomb Commanders School while nine were at both Wichita and Pinecastle Air Force Bases, receiving B-47 transition training.

443RD BOMBARDMENT SQUADRON (M) OPERATIONS

The Combat Capability of this Squadron for the month of May was three B-29's with three combat crews assigned. Routine training requirements were met and accomplished with the available number of B-29's. A major effort for the month of May was to provide aircraft for the Atomic Energy tests conducted by the Special Weapons Command. Total time flown for the month of May is as follows:

(a)	60-2 and Instrument Training	51:15
(b)	Transitions and Special Weapons Support	80:05
(c)	Test Flights	13:15
	Total Flying Time	144:35

Paramount effort continued to be centered around completing all major ground schools for aircrews before their departure to B-47 transition training. This program was directed to the Squadron by Wing and will no doubt prove valuable in the future when all available time of the students can be devoted solely to the B-47. In connection with this statement, a discussion with the 22nd Bombardment Wing, (M), brings out the fact that they are continually being harassed with TDY school, which bites into the time element needed for the training of

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their aircrews on the B-47's.

Aircrews scheduled for attendence to the B-47 transition training at Witicha Air Force Base, Kansas have been firm, thereby enabling the Squadron to schedule individuals for instrument checks and 60-2 requirements before departure to school. In all cases, 60-2 training for these Officers have been met. In line with this statement, 19 Officers attended the MTD training course on T-33's.

Ground crew training requirements were met for the month of May. Special emphasis on PCU gave this Squadron fair attendance when compared to the number of personnel present for duty. In addition, "Safeguarding Military Information" was the topic of discussion at weekly intervals. The Secretary of Defense's recent directive concerning security was thoroughly inculcated into each individual.

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CHAPTER V

SPECIAL PROJECT

CHAPTER V

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IMPROVEMENT IN TESTING SPARK ADVANCE SOLENOIDS

Another method of testing spark advance solenoids[8], part number 4801-23951, which is used on the R-4360 engines was accomplished and submitted by Staff Sergeant Howard E. Anderson, Jr., AF-1493003, assigned to the 320th Field Maintenance Squadron, 320th Bombardment Wing, Medium.

The R-4360 Engine Build Up Section is supplying the maximum support for the two Wings on this base which would require the use of approximately 20 spark advance solenoids, part number 4801-23950 per month. The cost of these units is $50.77 each, making the total cost of replacement parts per month at $1,015.40. Prior to this time there was no way to test these units and they were sent to the depot for repair and a new unit was installed on the engine.

Propeller Test Stand, part number 7800-732942, is used for the testing of these units. To use this test stand connect the oil inlet line to regulated source of 90 psi. Connect the electrical source of 28 volts DC. Start test stand. Oil should return through bypass oil line . Turn switch on to operate the control to the advance position, oil should then return through oil outlet line, showing that the control is operating . Close the oil shutoff valve slowly. The amount of oil that comes from the oil bypass indicates the leakage of the valve. It is desired that there be no leakage at this point. It should again return from the oil bypass line, indicating that the unit is servicable. Total time for test is 30 minutes.

8. Exhibits 1,2 & 3, method of testing Advance Spark Solenoids --TAB"H"

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APPENDIX

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APPENDIX

	TAB
HISTORICAL DATA, 320TH BOMBARDMENT GROUP	"A"
WING SECURITY BULLETIN #19, DATED 13 MAY 1953	"B"
WING SOP 10B, WELCOMING COMMITTEE, DATED 24 APRIL 1953	"C"
ANALYSIS OF UNIT LEADERSHIP, EFFECTIVENESS AND MORALE FOR MARCH, APRIL AND MAY 1953	"D"
LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM	"E"
MONTHLY ANALYSIS FOR MAY 1953 (RCS-U2)	"F"
WING SOP 60-9, DATED 1 MAY 1953	"G"
EXHIBITS 1,2 & 3, METHOD OF TESTING ADVANCE SPARK SOLENOIDS	"H"
BEACON ARTICLE	"I"
KEY PERSONNEL ROSTER, 320TH BOMBARDMENT WING (M)	"J"
COMBAT CREW ROSTER, 441ST BOMBARDMENT SQUADRON (M)	"K"
COMBAT CREW ROSTER 442ND BOMBARDMENT SQUADRON (M)	"L"
COMBAT CREW ROSTER, 443RD BOMBARDMENT SQUADRON (M)	"M"
CREW ROSTER, 320TH AIR REFUELING SQUADRON	"N"
FLYING TRAINING ACCOMPLISHMENTS	"O"

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A

HISTORICAL DATA, 320TH BOMBARDMENT GROUP

EXHIBIT "A"

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Historical Data Pertaining To The

320th Bombardment Group

23 June 1942 - 26 May 1947

Constitution

Headquarters and Headquarters Squadron, 320th Bombardment Group (M), was constituted and authorized to be made active (per War Department Ltr., AG 320.2 (6-17-42) MR-M-AF, dated 19 June 1942).

Activation

Headquarters and Headquarters Squadron, 320th Bombardment Group (M), was activated at MacDill Field, Tampa, Florida, on 23 June 1942 (per GO No. 32, Hq., MacDill Field, Florida, dated 1 July 1942).[1]

Composition (World War II)

Headquarters Squadron, 320th Bombardment Group

441st Bombardment Squadron
442d Bombardment Squadron
443d Bombardment Squadron
444th Bombardment Squadron

Station List

MacDill Army Air Base, Florida	23 June 1942	- 8 August 1942
Drane Field, Florida[2]	8 August 1942	- 21 September 1942
Camp Kilmer, New Jersey	September 1942	- 27 September 1942

En route overseas

The advance echelon departed from the New York Port of Embarkation on 5 September, and arrived at Bethel, England, on 12 September 1942.

The ground echelon sailed from New York on 27 September and reached Bethel, England, on 4 October 1942.

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1. Hq. and Hq. Squadron, 320th Bombardment Group (M), was disbanded and Hq., 320th Bombardment Group (M), was reorganized (in accordance with WD Ltr., AG 320.2 (7-21-42) MR-M-AF, dated 22 July 1942).

2. The flight echelon did not leave the field until 20 September. It was stationed at Baer Field, Indiana, from 24 September to 19 November 1942.

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Station List (Cont'd)

England

Hethel (Norfolk)	4 October 1942 - 9 November 1942

(The advance and ground echelons departed from Hethel on 9 November and arrived at Mers-el-Kebir, North Africa, on 21 November.)

North Africa

Tafaraoui	22 November 1942 - 19 December 1942
Relizane	19 December 1942 - 8 January 1943
La Senia	8 January 1943 - 28 January 1943

(The first planes of the flight echelon left West Palm Beach, Florida, on 2 December 1942. By 5 January, all aircraft had reached La Senia. A few days later the entire Group was re-united at this station.)

Tafaraoui	28 January 1943 - 10 April 1943
Montesquieu	10 April 1943 - 29 June 1943
Massicault	29 June 1943 - 28 July 1943
El Bathan	28 July 1943 - 28 October 1943

Sardina

Decimomannu[3]	October 1943 - 18 September 1944

Corsica

Alto[4]	18 September 1944- 13 November 1944

France

Dijon/Longvic Airdrome[5]	13 November 1944 - 2 April 1945
Dole/Tavaux Airdrome	2 April 1945 - 13 June 1945

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3. On 31 October 1943, the advance and flight echelons moved from El Bathan to Djeideida #1. By 10 November, they joined the rest of the Group at Decimomannu.

4. An advance echelon left on the 11th, and the flight echelon departed on the 21st.

5. Group Headquarters was located in the village of Longecourt, eight miles from Dijon.

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Germany	
Herzogenaurach[6]	20 June 1945 - 3 October 1945
France	3 October 1945 - 25 November 1945
(At Sea)	
United States	3 December 1945 - 4 December 1945 (Inactivation)

Assignments

1. In Mediterranean Theater of Operations	October 1942 - 15 November 1944
To Twelfth Air Force	7 October 1942 - 1 November 1943
To Northwest African Strategic Air Force[10]	18 February 1943
To 7th Fighter Wing	25 February 1943
To 47th Fighter Wing[11]	27 March 1943
To 2686th Medium Bombardment Wing (Prov.)	7 June 1943
To 42d Bombardment Wing[12]	
To XII Bomber Command[13] with continued assignment to:	1 September 1943
42d Bombardment Wing	1 November 1943
To Fifteenth Air Force	1 November 1943 - 1 January 1944
To Twelfth Air Force[14]	1 January 1944 - 15 November 1944

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6. The first echelon was stationed at Furth from 13 to 20 June. By the time the remainder of the unit arrived, the organization had moved to Herzogenaurach.

7-9 Omitted.

10. NASAF was one of the major components of the Northwest African Air Forces of which the Twelfth Air Force was a part from 17 February to 20 December 1943.

11. This Wing was the 7th redesignated.

12. The 2686th Wing was the immediate predecessor of the 42d Wing in the North American Theater.

13. American units assigned to NASAF reverted to the control of the XII Bomber Command for administrative purposes, on 1 September 1943. On 21 December, the 320th Bombardment Group was transferred from the jurisdiction of the XII Bomber Command. On 1 January 1944, it was reassigned until 1 March 1944.

14. When the Fifteenth Air Force became a heavy bomber unit, all medium bombers were returned to the Twelfth Air Force.

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2. In European Theater of Operations	15 November 1944	-	Fall of 1945
To XII Tactical Air Command	27 November 1944		
To 42d Bombardment Wing			
To First Tactical Air Force (Prov.)	6 January 1945	-	21 May 1945
To 42d Bombardment Wing			
To Ninth Air Force	May 1945	-	Fall of 1945
To IX Air Force Service Command, with further assignment			
To 1st Disarmament Wing (Prov.)	29 May 1945		

Operations

After several months of submarine patrol in the Mediterranean area, the 320th Bombardment Group (M) flew its first combat mission on 22 April 1943, when planes from the unit hit boat sheds and small craft at Carloforte Port, Sardinia. For the next few months, Sardinia and Sicily were regular targets. In an attempt to prevent the Axis powers from supplying their troops in North Africa, sea sweeps were flown in May.

In June, while operating under the 2686th Bombardment Wing (Provisional),[15] the group participated in the bombing of Pantelleria. After capitulation of the island, planes of the unit were directed against Sicily. Although much of the organization's effort was pointed toward airfields, attacks were also made on radar stations, locomotives, truck convoys, and troop concentrations. Throughout the summer, activity continued at a high level, as the 320th hammered at objectives in Sicily, Sardinia, and Italy,

By September, the Group, now under the jurisdiction of the 42d Bombardment Wing (M), participated in support of the Allied landings at Salerno. The ground forces soon encountered more opposition than had been expected and were in danger of being pushed into the sea. Because of this desperate situation, the 320th was used in tactical operations that aided in repelling the onslaught of the 26th and 99th German Panzer Divisions. Thus, the organization was one of the units which turned the tide of battle in the area. Before the end of October, the Group was almost out of range of its targets, and consequently was transferred to Sardinia. Concurrent with this change in station, the unit entered upon a new type of activity which later was to make both it and the 42d Wing famous--the interdiction of enemy communications. From approximately 20 October 1943 to 16 August 1944, the organization was primarily engaged in this task in Italy and France. The operation fell into four periods.

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15. See above, n. 12.

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Operations (Cont'd)

The initial phase, extending from November 1943 to March 1944, was preliminary to OPERATION STRANGLE--a plan designed to reduce the flow of enemy supplies to a point where it would be difficult for the Germans to maintain forces in central Italy.[16] In the beginning, strikes were concentrated on marshalling yards and repair facilities in the area between the Apennines and Rome. This effort, however, failed to achieve the desired effect; subsequent attacks were therefore shifted to bridges. Early in March, the 320th began to play a part in the second step--a program designed to destroy rail lines south of the Apennines. During this period one raid, that of 12 May 1944, deserves special mention. In direct support of the Fifth Army's advance toward Rome, squadrons of the 320th achieved spectacular results when 3,978 fragmentation bombs were dropped on a heavy troop concentration near Fondi, Italy. The flak was so intense that 17 out of 36 of the unit's planes were damaged. For this mission, the organization received a Distinguished Unit Citation. When the Germans withdrew to their Gothic Line, the third aspect of "bridge busting,"[17] involving operations against spans over the Po River, commenced. The modern structures withstood a terrific pounding before they crumbled under constant attack. The fourth phase of the interdiction compaign started just prior to the landing on the French Riviera and was concerned with the area east of Toulon. As a result of this activity, bridges across the Rhone and Durance were destroyed. By effectively blocking rail and road communications, the Group played an important part in each of the four stages of the 42d Wing's interdiction program in Italy and France.

Owing to progress of the ground campaign, planes of the Group were once a ain almost outside range of their targets by September 1944; as a consequence, a projected plan for movement to Corsica was put into effect.

After the initial thrust of the invasion of southern France was past, the unit resumed its role in the prosecution of OPERATION STRANGLE. Communication lines in the Po Valley were the targets at this time, and, as the campaign progressed, barracks and supply dumps were not spared from the onslaught of the vetern 320th.

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16. The reader must not confuse the entire interdiction program of October 1943 to August 1944 with OPERATION STRANGLE. This last was part of the whole plan but was confined to central Italy.

17. Because the 42d Wing's targets were primarily bridges, it came to be known as the "bridge busting" organization.

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Two months later the Group moved to France. During November, efforts of the unit were directed toward blocking communications in the Brenner Pass district east of Lake Garda. With the completion of this task, work of the organization in Italy came to an end, and, on 1 December 1944, the Group flew its first mission over Germany. After assignment to the First Tactical Air Force (Provisional) in January 1945, the unit engaged in operations coordinated with advances of the american Seventh and French First Armies. Targets ranging from pill boxes, trenches, ammunition dumps, and airdromes to industrial complexes, were hit. On 22 February 1944, the Group participated in a general air assault on German communications, known as OPERATION CLARION, an attack from which the Germans never fully recovered. The organization also took part in an important five-day dawn-to-dusk attack on the Siegfried Line, east of Zweibrucken. Shortly thereafter, the Seventh Army broke through this last major defense line held by the enemy. For its part in this action the 320th received its second Distinguished Unit Citation. One more major assault by the Group remained before the cessation of hostilities--the final bombing of Schweinfurt. On 10 April 1945, the city was hit by the 42d Wing just prior to its capture by the 42d Division. The 320th Group's contribution was a 71-plane formation that dropped 416 bombs of 500- and 100-pounds on the target. This attack proved to be one of the most devastating that the town had suffered during the war.

The final combat operation of the unit was flown on 1 May 1945, when pockets of German resistance on the east coast of Ile d' Oleron were bombed. From April 1943 to 1 May 1945, the organization dropped 18891.45 tons of bombs while flying 583 missions. During the course of its tour of duty in the Mediterranean and European Theaters the 320th had destroyed 84 enemy aircraft in the air, and had blasted 183 on the ground.

Types of Aircraft Used

B-26

Battle Honors

1. Battle Credits awarded for participation in the following campaigns:

Tunisia	WD GO No. 59, 1945
Sicily,	WD GO No. 91, 1945
Naples-Foggia	WD GO No. 96, 1945
Rome-Arno	WD GO NO. 99, 1945
Southern France	WD GO No. 87, 1945
Northern Apennines	WD GO No. 94, 1945
Rhineland	WD GO No. 118, 1945
Central Europe	WD GO No. 116, 1945

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2. Distinguished Unit Citations

For bombing of a German troop concentration near Fondi, Italy, on 12 May 1944.	WD GO No. 86, 1944
For bombing of the Siegfried Line east of Zweibrucken, on 15 March 1945.	WD GO No. 56, 1945

Inactivation

Headquarters, 320th Bombardment Group (M), was inactivated at Camp Myles Standish, on 4 December 1945 (per GO No. 162, Army Service Forces, dated 4 December 1945, pursuant to instructions contained in WD Ltr., AG 322 (27 Sep 45) OB-I-SPMOU-M, dated 3 October 1945).

Redesignation and Reactivation

Headquarters, 320th Bombardment Group (M), was redesignated and reactivated as the 320th Bombardment Group (L), effective 26 May 1947 (per WD Ltr., AG AO-I-322 Org Res (22 May 47) AFCOR (439e)-M, dated 26 May 1947).

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WING SECURITY BULLETIN #19, DATED 13 MAY 1953

EXHIBIT "B"

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A

HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE
CALIFORNIA

320 CDCU 319.1 13 May 1953

SUBJECT: Security Bulletin #19

TO: Commanding Officer, Headquarters Squadron Section
Commanding Officer, 441st Bombardment Squadron
Commanding Officer, 442nd Bombardment Squadron
Commanding Officer, 443rd Bombardment Squadron
Commanding Officer, 320th Air Refueling Squadron
Commanding Officer, 320th Armt and Elect Maint Squadron
Commanding Officer, 320th Periodic Maintenance Squadron
Commanding Officer, 320th Field Maintenance Squadron
Commanding Officer, 320th Medical Group
March Air Force Base, California

The following abridged and down graded extracts of the 2 Apr 53 Vulnerability Test of March Air Force Base was published for use of the Security Officers in their indoctrination program:

"After being delivered to the southeast corner outside of the flight-line at March Air Force Base, agent effected entry at 0810 onto the field by scaling the flight-line fence. Having proceeded approximately 80 yards along a road paralleling the southern-most fence, the agent, under cover of the early morning fog, proceeded across open field, sought refuge for several minutes in an antiquated outhouse while a vehicle proceeded along the southern road a short distance away; and then resumed his way northward past an occupied shack located at the edge of the concrete. Feeling himself in danger of imminent detection in spite of the wearing of a bogus flight-line pass on a fatigue uniform bearing A/2C chevrons, the agent placed a simulated bomb under an L-19. Continuing a northward path, at approximately 0825 a simulated bomb was placed on the ground under the main gear of a C-97, Number 8411. From 0825 to 0840, this agent, using an ostensible duty of checking fire extinguisher inspection tags, was able to place simulated explosive devices under C-97's Number 1304 (front gear), 1305, and one whose number was not recalled (main gears). No personnel were seen about the aircraft just mentioned and the agent followed a zig-zag pattern in choosing his planes in order to show that more of the C-97's could have been effectively "sabotaged" had there been an abundance of simulated devices. Having reached the last line of C-97's heading northward, this agent was taken into custody by a Sgt Kraft who was with another M/Sgt around plane Number 1279. Sgt Kraft, after looking over the bogus flight-line pass, stated he was sorry but that anyone checking fire extinguishers should have a work order and that he would have to turn the agent over to personnel in the 22nd Air Refueling Building.

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"The 'AIO Extinguisher Inspector' was taken to the 22nd Air Refueling office where he was questioned by a Major and several other NCO's in the Major's office. No one in the office examined the flight-line pass but there was some question as to why a person out of the 19th Bomb Squadron would be assigned to AIO. As the Major's questions became more pointed and embarrassing, another Sgt ended the discussion by stating he would have to call the Production Control Section in AIO to establish the authorization for this agent's presence in the vicinity of aircraft. While an airman was endeavoring to get through to AIO on phone that was apparently out of order, the agent was able to leave the building and engage in casual conversation with a mechanic. At this time, about 0850, truck loads of armed, helmeted men were observed riding onto the flight-line and taking their positions along a yellow line in front of the aircraft. While conversing with these airmen about the reasons for all the commotion, one airman came rushing up and declared a parachutist had been picked up having a phony pass trying to penetrate the flight-line.

"About 0905 the agent noticed that one man on a bicycle was able to ride casually across the yellow line between the guards, armed with tommy-guns, without being molested. All other personnel were stopped, and their passes were examined. At 0915 the agent commandeered a bicycle located outside of the 22nd Air Refueling Squadron and crossed the yellow line between the guards without incident and proceeded to a pump station in the center of the dispersed planes, dropped a simulated bomb and then proceeded in full view of the Control Tower, past a line of B-47's. At approximately 0920, a 'sabotage' device was placed at the rear of B-47 Aircraft Number 12107 while five or six crew members stood clustered around a bicycle on the opposite side of the plane. The agent returned the bicycle to its original location and proceeded to walk northward again.

"At 0925, two airmen were encountered before B-47 Number 351 which was isolated, apparently under repair, between the buildings lining the flight-line. One of the airmen carefully examined the flight-line pass but was satisfied with its authenticity. It was requested that the tag on the outside fire extinguisher be examined and the last date it was checked be read off. No opportunity presented itself for leaving a device. The number of the tag itself was then asked for, given and again at least one of the airmen kept an eye on the agent. Upon a request for a date inspected prior to the last date, the opportunity became available for the disposal of one simulated incendiary pencil on a work platform under the plane.

"Checking any and all fire extinguishers along the way, the agent proceeded past several lines of B-47 aircraft. It was noted that one line of B-47's had each aircraft guarded by armed men. Outside of the 19th Bomb Squadron Engineering Office, agent mounted a second bicycle and proceeded across the yellow line at about 0930. Just after crossing the line, the guards were seen to leave. The agent had one device left.

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Using the same ruse of checking fire extinguisher tags, and without making any effort to do so himself, the agent was able to approach the following B-47 aircraft in one line: 148, 348, 337, 113 and 117. The 'AIC Checker' was not permitted to get very close to plane 148 and it is doubtful whether or not a simulated explosive could have been planted. The agent got closer to 348 and it is believed in spite of a certain degree of alertness on the part of a crew member that a simulated bomb could have been planted. Personnel of both aircraft were encountered and furnished this agent with the last date checked and the number of fire extinguisher. At plane 337, T/Sgt C. D. Painter was working on an outside engine but left the agent to plant a device had he had one while reading off the last date checked and the number of the portable fire extinguisher. T/Sgt G. E. Henn ... (complete name not discerned) met the agent at plane 113, gave extinguisher inspection data and gave this agent the opportunity to place his last simulated device on the ground under the main gear. Plane 117 had an A/2C and a Sgt Shreck who gave the agent the inspection data and it is believed a device could have been left on or under this plane. At approximately 0945, the agent returned the bike to its original location and then walked the 100 yards back to the coffee room in the 320th Air Refueling Squadron where he was in the company of several Lt Colonels, when at 0955, he was identified by another agent and told that the vulnerability test was over.

"At 0805 hours agent dressed in fatigue clothing as a Technical Sergeant and bearing a false flight-line pass in the name of J. P. Ross, was dropped off at a scheduled place of entry near the parachute drying towers. A B-29 type aircraft was parked inside the fence and since the ground crew was working on the aircraft, entry was not attemped at this point. After reconnoitering the fence line in the immediate area, a portion of the fence not under observation of the air policemen on duty was found in the rear of Building Number 355. Entry was made over a pedestrian gate under the observation of approximately four airmen walking along the street outside the flight-line fence. No immediate alarm was observed by the agent.

"After scaling the flight-line fence, this agent immediately went to the flight-line and mingled with other airmen on the line. At about 0825 the agent was aware that an alert was on when he observed a truck load of air policemen driving up the ramp. At 0830 the agent approached a B-47 type aircraft, last three numbers 152, and engaged the airman guard under the pretext of inventorying the fire extinguishers. No comment or questions as to the agent's right to be near the aircraft was made by the airman whose last name was observed to be Langdon. At this time a M/Sgt on a bicycle questioned the agent as to his being in the aircraft parking area. On being told by the agent that he was in the 19th Bombardment Squadron, the M/Sgt stated he never heard of it and rode away toward the air police patrol. The guard commented that the Sgt was the line chief. The agent then proceeded to the next aircraft on the line, last three numbers 138. Again the agent was not questioned by the guard at the aircraft as to his

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right to be on the line. At 0835 the air policeman approached the agent and requested that he accompany the air policeman to the patrol car. The air policeman politely requested the agent to take off his hat, place it on the running board and empty his pockets into the hat. The agent had no opportunity to dispose of the simulated incendiary and explosive devices which he carried. The agent was requested to assume a wall search position against the side of the patrol car. The air policeman then conducted a thorough search of the agent's clothing at which time the simulated incendiary and explosive devices were found. The agent was then marched to the area in front of the Base Operations building where he was turned over to the Sgt of the Guard. He was again ordered to assume a wall search position and again his clothing was thoroughly searched. This agent was released at approximately 0930 hours upon the conclusion of the test.

"Agent arrived at March Air Force Base at approximately 0755 hours in the car of another agent, proceeded directly to the Motor Pool and followed a pickup vehicle to its destination in the 15th Air Force Compound somewhere in the vicinity of the Message Center or the rear of the Adjutant General's Office. At approximately 0805 this agent stole the vehicle and drove down the road past the flight-line so as to reconnoiter for a likely entrance. At 0810 the agent attempted to enter gate 56 and was stopped by an Air Police Gate Guard. This guard informed the agent that he had to have a flag and asked to see his identification. He was checking one other person and it was noticed he was closely scrutinizing this man's pass. He did the same with this agent's bogus pass and informed him that his was not a valid pass. The agent explained to him that he was a medic from Colonel Deal's office, Flight Surgeon, Preventive Medicine Section, and that he was to check for carbon monoxide in and around aircraft. The guard examined the carbon monoxide detector kit and again looked at the bogus pass. The agent was told he would have to remain right where he was until the guard checked further. For the next three to five minutes this agent waited in the truck for his instructions. At approximately 0815 a Staff Sgt Clark arrived and ordered the agent to dismount. He checked the flight-line pass and stated it was a phony, ordered the agent to raise his hands, stand with his legs apart and then proceeded to make a search and took from this agent simulated explosive devices, carbon monoxide kit, pencil, clip board and pass. Sgt Clark immediately informed the gate guard to call the Security Officer and informed him there was a penetration in progress. Both the men were polite but firm. A wall search of the agent was never instituted. Sgt Clark drove the agent in his Air Police vehicle to Operations where he was told to dismount, place his hands over his head and wait for the Air Provost Marshal. The Air Provost Marshal arrived and examined the simulated flight-line pass, stated it was a phony, and ordered the agent be taken inside and searched again.

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However, upon learning a search had been made, the Air Provost Marshal waived a second search. After being made to stand at parade rest for approximately 20 or more minutes, the agent was identified by the District Commander. During the entire time, with the exception of the ride with Sgt Clark from the gate to Operations, the agent was under the surveillance of two armed guards."

BY ORDER OF COLONEL NYE:

for JULIAN M. HEXUM
Captain, USAF
Adjutant

DISTRIBUTION: "B"

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C

WING SOP 10B, WELCOMING COMMITTEE

DATED 24c APRIL 1953

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KODAK SAFETY FILM

HEADQUARTERS SQUADRON SECTION
320TH BOMBARDMENT WING, MEDIUM
March Air Force Base, California

24 April 1953

ST DING OPERATING)
PROCEDURE NO. 10B)

SQUADRON WELCOMING COMMITTEE

Squadron Standing Operating Procedure, No. 10, dated 21 April 1953 is changed as follows:

Attachment No. 1 is amended to include the attached inclosure:
Inclosure #5: Ltr Hq Sq Sec Subj: "Welcoming Committee".

William A. Grote
WILLIAM A. GROTE
Captain, USAF
Commanding

1 Incl
Inclosure #5 (24 Apr 53) to
Attachment no. 1 to Sq SOP 10

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HEADQUARTERS SQUADRON SECTION
320TH BOMBARDMENT WING, MEDIUM
March Air Force Base, California

24 April 1953

SUBJECT: "Welcoming Committee"

TO: Adjutant Section, 320th Bombardment Wing, M
Comptroller, 320th Bombardment Wing, M
Director of Materiel, 320th Bombardment Wing, M
Director of Operations, 320th Bombardment Wing, M
Director of Personnel, 320th Bombardment Wing, M

The below listed NCOIC's, this squadron, are appointed members of the "Squadron Welcoming Committee" for the purpose of complying with Squadron SOP 10, dated 21 April 1953.

NCOIC Adjutant Section — President
NCOIC Comptroller Section
NCOIC Materiel Section
NCOIC Operations Section
NCOIC Personnel Section

Incl #5 to Attachment 1 Sq SOP 10

William A. Grote
WILLIAM A. GROTE
Captain, USAF
Commanding

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HEADQUARTERS SQUADRON SECTION
320TH BOMBARDMENT WING, MEDIUM
March Air Force Base California

(TRAINING OPERATING)
PROCEDURE NO. 10A)

23 April 1953

SQUADRON WELCOMING COMMITTEE

Squadron Standing Operating Procedure, No. 10, SQUADRON WELCOMING COMMITTEE, dated 21 April 1953 is changed as follows:

Attachment No. 1 is amended to include the following paragraph:

RELIGIOUS ACTIVITIES: There are services for Protestant, Catholic, and Jewish denominations on base, and in Riverside there are Mormon, Seventh Day Adventist, etc. You are encouraged to participate in the service of your choice. See inclosure 1 for a listing of the Base Chaplains.

HOUSING FACILITIES: There is a Cherry Housing Project located at West March Air Force Base (see inclosure 2). All military personnel are eligible to apply for occupancy.
Quarters on Base (Public Quarters) is restricted to M Sgt, T Sgt and S Sgts. The Orderly Room will assist personnel in making application for these quarters.

HOBBY SHOPS: There is presently a wood working and automotive hobby shop at March. These shops are open seven (7) days a week. Everyone is invited to make use of these shops.

COMMISSARY: There is a commissary located in building 420. A commissary card is required to purchase all food, however, personnel without a commissary card may buy milk and cigarettes. This is only a courtesy, please do not abuse it.

CHILD NURSERY: See inclosure #3.

WILLIAM A. GROTE
Captain, USAF
Commanding

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HEADQUARTERS SQUADRON SECTION
390TH BOMBARDMENT WING, MEDIUM
March Air Force Base, California

STANDING OPERATING)
PROCEDURE NO. 10)

21 April 1953

SQUADRON WELCOMING COMITTEE

SECTION I Purpose:

1. The purpose of this SOP is to establish a uniform procedure in welcoming all newly assigned personnel to March Air Force Base.

SECTION II Responsibility:

1. It is the responsibility of all personnel assigned to this organization to make newly assigned personnel feel at home, and that they are welcome as a member of "Our Team". A welcoming committee will be established for the purpose of conducting a tour of March Air Force Base as outlined in Section III. The Officer in Charge of a section that receives new personnel will insure that proper and thorough description of expected new duties be outlined prior to the assignment to these duties.

SECTION III General:

1. All newly assigned personnel upon completion of the normal incoming processing will be introduced to a member of the "Welcoming Committee" for a conducted tour of the following activities of March Air Force Base.

a. Red Cross

b. Air Force Aid Society

c. Base Exchanges

d. Personal Services and Recreational Facilities

e. Commissary

2. The "Welcoming Committee" will introduce newly assigned personnel to the following:

a. Chaplain of their choice.

b. President of the Unit Character Guidance Council.

c. NCOIC's of all Major Sections of the Organization.

d. Officer-in-Charge of the section that the individual is to be assigned to duty.

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3. Upon completion of this introduction to March Air Force Base the newly assigned personnel will be returned to the First Sergeant for final indoctrination into the Squadron.

William A. Grote

WILLIAM A. GROTE
Captain, USAF
Commanding

1 Attachment: Recreational Facilities of March AFB

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RECREATIONAL FACILITIES OF MARCH AFB

MOVIES: There are two (2) theaters located at March AFB that run seven (7) days a week, with two (2) showings daily.

THEATER: There is a "Little Theater" group at March and everyone is invited to participate in this function.

SWIMMING: There are two (2) swimming pools that are open six (6) days a week during the summer months. One is located at DeKay Avenue and U Street, the other at Eschscholtzia Avenue and 4th Street.

BOWLING: There is a bowling alley located in building 463 with bowling seven (7) nights a week.

GYMNASTICS: There are two (2) gymnasiums located on March AFB. Gym 1 is in building 465 and Gym 2 is in building T-976. These gyms are open everyday for basketball, handball, squash, badmitton, tumbling, weight lifting, judo class etc.

PHYSICAL CULTURE: There is a Scandinavian Room located at 4th and Y Streets that is open during normal duty hours. Appointments must be made.

INTER-SQUADRON SPORTS: There is always a competition going on among the Squadrons on the base, such as bowling, basketball, handball, volleyball, softball, boxing etc. Regardless as to when a person, both officer or airman arrive they can immediately become a member of the team that is competing if they so desire.

INTER-BASE SPORTS: There are Base Teams in almost every sport. It is widely publicized as to when the tryouts are. Any person is welcome to tryout for these sports.

BASE LIBRARY: There is a library located at DeKay Avenue and Q Street. It is open seven (7) days a week.

SERVICE CLUB: Located in building T-647, this club sponsors trips, dances, rides to all sports in Southern California area. Open seven (7) days a week.

OFF BASE: There are numerous recreation facilities in and around the Riverside area such as golf, fishing, baseball, football, tennis, etc. Equipment to participate in these sports is available at Special Services.

ATTACHMENT NO. 1 to Squadron SOP 10 dtd 21 Apr 53

4 Incls
1. Roster of Chaplains
2. Ltr Hq 320th Bomb Wg (M) Subj: Facilities Available at Arnold Heights
3. Constitution (Base Nursery)
4. Squadron Policies

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HEADQUARTERS
March Air Force Base, California
Office of the Chaplain

19 January 1953

SUBJECT: Roster of Chaplains

TO: Commanding Officer 320th Bomb Wing, ATTN: O. D.

1. The Chaplain's assistance can be secured during normal duty hours by calling the Base Chaplain, ext. 4236, 4264, 5107, and reporting the need to the TCOIC; or calling to Chapel No. 2, ext. 4291, and reporting to the TCOIC.

2. At times other than normal duty hours, call as follows:

a. First call the Base Chapel, ext. 4236, 4264, or 5107.

b. If no answer, call the Operator (dial "O") who will assist you in reaching the Chaplain.

c. The Chaplain's quarters and telephone numbers are as follows:

PROTESTANT:

Chaplain G. B. Gordon	4483 7th St., Riverside	Riv 10685 M
Chaplain P. K. Finke	1722 N. Willow St., Compton	NE 18301
Chaplain L. H. Withington	13810 Allyn Dr., Edgemont	Mor 7786
Chaplain J. D. Welch	4405 8th St., Riverside	Riv 2739 W

CATHOLIC

Chaplain J. A. Hayes	BOQ 100, Rm 17	4137
Chaplain S. A. Cotar	BOQ 100, Rm 14	5107

JEWISH:

Chaplain E. Tillenboman	Bldg 880, Apt. 4	4156

3. In the event a Chaplain cannot be reached, the necessary information will be conveyed to the Staff Duty Officer or Officer of the Day, ext. 4307 or 2179.

4. IN EMERGENCIES WHEN NO CHAPLAIN CAN BE REACHED:
For Catholic Personnel, arrangements have been made to secure assistance by calling St. Catherine's Church, Riv 5567, or St. Francis de Sales Church, Riv 1498.
For Jewish Personnel, arrangements have been made to secure assistance by calling Rabbi Bernard Zeiger, Riv 5725.

s/t/JOHN A. HAYES
Chaplain (Lt Col), USAF
Base Chaplain

Incl #1

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HEADQUARTERS 320TH BOMBARDMENT WING (H)
MARCH AIR FORCE BASE
CALIFORNIA

320CGD 620 10 February 1953

SUBJECT: Facilities Available at Arnold Heights

TO: All Squadron Commanding Officers
320th Bombardment Wing (H)

1. Attached letter from Colonel Bicking to Brigadier General Howell L. Estes, Jr lists the completed, pending and contemplated actions with respect to conveniences available at Arnold Heights.

2. It is requested that you give wide dissemination to the attached letter, in order to acquaint all personnel with the facilities that are, or will be, available to all occupants of the Arnold Heights Housing Project.

BY ORDER OF COLONEL BRICKS:

1 Incl:
Ltr fr Col Bicking to
Gen Estes dtd 26 Jan 53

s/t/FRANCIS W. NYE
Colonel, USAF
Deputy Commander

DISTRIBUTION:
3 cys ea Sq CO

Incl #2

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HEADQUARTERS 807TH AIR BASE GROUP
MARCH AIR FORCE BASE
CALIFORNIA

26 January 1953

Brigadier General Howell M. Estes, Jr
Commanding General
12th Air Division
March Air Force Base, California

Dear Howell:

In reply to your letter of 1 December 1952 regarding occupancy of Title VIII ("Cherry") Housing Project, I would like to advise you of the completed, pending and contemplated actions which are being taken to insure that the project at Arnold Heights will be an attraction to the tenants and fully occupied at all times.

To educate the personnel at March Air Force Base on the facilities available at Arnold Heights, plans are to publish in the Base newspaper, a series of articles featuring some of these advantages, along with the contents of this letter once the projects, as outlined above, are completed and approved. Exhaustive measures will also be used to advertise all the advantages derived from living at Arnold Heights.

Arnold Heights will have the following very attrative features when completed:

a. A Nursery for children is being constructed. The Nursery will have a registered nurse on duty at all times and will be open seven (7) days a week.

b. Laundromat facilities will be available for use of the tenants at Arnold Heights. The completion date for the Laundromat and the Nursery is not available at the present time.

c. Baby sitters will be available for the occupants. There is a list available at the Arnold Heights administration building of Airmen's wives who wish to hire out as baby sitters.

d. A shuttle bus is available for the officers and airmen who wish to leave their cars at home for their wives. The shuttle bus takes them to the base in the morning and back to Arnold Heights in the evening.

e. A school building to accomodate the first six (6) grades will be completed about May 1953 and will be ready for the fall school term in September 1953.

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The families now living in sub-standard government quarters are being moved into the housing project as soon as units are available.

This Headquarters is requesting the 320th and 22d Bombardment Wings, and Fifteenth Air Force Headquarters to submit a revised list of their key personnel who should have priority for housing at Arnold Heights in accordance with AFR 30-6.

The following action is pending or contemplated:

a. The possibility of a shuttle bus is being made for one or two trips daily to the Commissary.

b. The occupants of Arnold Heights will be permitted the use of the Base Exchange Branch which will be primarily for the 466th A.A.A. Battalion and also the Chapel.

c. Upon completion of the Arnold Heights school building, the school authorities would like to organize a Parent Teachers Association. This is a worthwhile project highly recommended.

Olson's Furniture Company of Riverside has been contacted and in addition to furnishing the model homes, has the following "Bargain Offers" to make:

a. Ten (10) percent discount of any item - floor selection or special order will be delivered and guaranteed by Olsons'.

b. Twenty (20) percent discount - floor selection with delivery and factory guarantee.

c. Special twenty-five (25) percent discount Arnold Heights offer - floor selection or special order with delivery and factory guarantee. This twenty-five (25) percent discount, le s three (3) percent to defray rental for two (2) model homes, results in a twenty-two (22) percent saving.

d. Los Angeles Wholesale House cost plus ten (10) percent - Olsons' to arrange for delivery, customer will receive C.O.D. and will pay for shipping.

The possibilities are being explored for the establishment of a news-stand or arrangements with local concerns in Riverside to sell daily newspapers at Arnold Heights.

Under the provisions of AFR 30-6, civilian employees on the base including those employed by non-appropriated funds, may be housed at the project.

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These plans may be put into effect as the situation requires. It is felt that these plans plus any additional "Bargain Offer", are adequate to cover almost any situation that may arise.

Plans are to have a noon-hour shuttle bus for airmen and officers residing at Arnold Heights with a central pick-up station on the base at 1700 hours and return from Arnold Heights at approximately 1245 hours.

This office will entertain suggestion from present occupants or any other interested parties at any time in order to keep all housing units occupied at all times.

Sincerely,

s/t/CHARLES W. BICKING
Colonel, USAF
Commanding

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CONSTITUTION
March Air Force Base Childrens Nursery

Authority: Base Reg 900-6 Dated 8 May 1952

1. PURPOSE: The purpose of this constitution is to define the responsibility and establish operational procedure for the Base Nursery and to establish membership for the Nursery Concil.

2. GENERAL: The Nursery is provided as a service to March Air Force Base personnel. No civilian may use the Nursy unless they are guests of base personnel and the military will sign the register so stating. The only exception to the above will be Civil Service workers who will sign a waiver stating that the government will not be responsible for any injuries incurred at the Nursery. Successful operation of this facility depends upon adherance to the rules and policies as prescribed herein.

3. COUNCIL: The council governing the Nursery will consist of military personnel representing the following orgnization: Headquarters 30?th Air Base Group, Base Chapel, Base Hospital, Personnel Services Officer, ?40th AAA-AW Battalion, 307th Installations Squadron, and Custodian CWO Jones. The above military, with the exception of the Custodian, will be called voting members of the council. Representatives from the NCO Wives' Club, Officers' Wives Club, and the Nursery Supervisor will attend meetings in an advisory capacity and will have no voting power. Meetings will be held at 0900 at the Base Library on the second Thursday of each month, effective 1 April 1953. A quorum of two-thirds must be present for voting.

4. SUPERVISOR OF NURSERY: The supervisor for the Nursery will be a mature responsible woman, well experienced in handling children and in supervising personnel. Personnel employed to operate the Nursery will be thoroughly screened for adequate qualifications as prescribed by the council.

5. EMPLOYEES OF NURSERY: There will be four full-time and approximately eight part-time women employed as Nursery attendents. The employees must be over eighteen years of age, possess food handler's certificate and must present references to the Nursery supervisor qualifying them for handling and caring of children. After one year's active service for the Nursery, employees will be entitled to twelve days vacation with pay. Leave of absence, without pay, may not exceed six months in duration.

6. FOOD: Children who are to be left at the Nursery over a meal time must bring packed lunches with them. The Nursery has a small refrigerator for the proper storage of milk. The only food that will be furnished by the Nursery will be crackers or cookies. If feeding is required, it will be the responsibility of the parents to leave complete instructions, food, and bottles with the attendants.

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7. HOURS: Hours for the Nursery will be as follows:

Monday thru Friday----------0745 to 2300
Saturday- - - - - - - - - - - - - - - - -0745 to 0130 Sunday
Sunday- - - - - - - - - - - - - - - - - -0900 to 1230

Hours on Sunday are to cover church services only and the Chapels will pay no responsibility for persons leaving their children at the Nursery while they attend church services. The Nursery will remain open for any and all special events by contacting Nursery supervisor 24 hours in advance.

9. SCHEDULE OF RATES: The age limit for children left at the Nursery will be six months to twelve years of age. For children between six months and one year of age, a birth certificate will be required before children will be accepted.

10. CAPACITY: Because of the limited accomodations of the Nursery the maximum number of children to be left at the Nursery during the day will not exceed fifty. After six p.m., no more than 35 children can be accomodated. To insure space at the Nursery, it is recommended that reservations be made 24 hours in advance. A penalty of $1.00 will be charged for anyone not fulfilling reservations.

11. MISCELLANEOUS: Parents will advise the attendants of their whereabouts at all times. Nursery fees must be paid at time children are picked up. A charge of $1.00 per hour will be made for over-time.

No child will be accepted with the following condition:

a. Signs or indications of respiratory disease.
b. Abnormal body temperature, or open sores.
c. Any possible contagious disease.
d. A child not subject to normal control.
e. A certificate of health will be required for any child with symptoms of a contagious disease.

Nursery attendants will give individual attention to children when possible, but this service cannot be guaranteed. All children will be ready to bed by 2000 or 2100.

s/Charles W. Bicking
APPROVED: t/CHARLES W. BICKING
Colonel USAF
Base Commander

DISTRIBUTION:

"X"

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HEADQUARTERS SQUADRON SECTION
320TH BOMBARDMENT WING, MEDIUM
March Air Force Base, California

SQUADRON POLICIES) 21 April 1953

1. PURPOSE: To acquaint squadron personnel with the policies of this unit.

2. RESPONSIBILITY: It will be the responsibility of each NCO and airman of this squadron to be familiar with and comply with these policies.

3. ALCOHOLIC BEVERAGES: Alcoholic beverages will not be carried into or consumed in barracks or in the organization dayroom. Personnel will not participate in GAMBLING in buildings assigned to this unit. All personnel are reminded that both of the above practices are violations of the Uniform Code of Military Justice, punishable by Courts-Martial.

4. BARRACKS: Moving from one barracks to another will not be permitted without securing permission from the First Sergeant. Moving from one place to another within the barracks will be permitted only when permission is secured from the Barracks Chief. Airmen residing in barracks are reminded that they will obey all orders given by the Barracks Chief. Cigarette butts and refuse will not be thrown on floor. Receptacles are provided for trash and butt cans provided for cigarette butts. Smoking in bed will not be permitted. For the purpose of inspections, SOP's posted in each barracks will be complied with.

5. CONSULTATIONS: An "Open Door" policy exists in this unit. Personnel desiring to conduct personal business with the Squadron Commander may do so at all times. Due to the fact that the Squadron Commander is not always available, it will be necessary for airmen to accept an appointment from the First Sergeant of this squadron.

6. DAY ROOM: Schedule is posted at the Day Room of the hours it is opened. The Day Room is for the use and pleasure of all airmen of this squadron but it is the responsibility of those using it to keep it in a tidy manner at all times. It is not the intent of this organization to prevent airmen from bringing their friends into the Day Room but it is the responsibility of airmen having a guest to be fully responsible for the actions of his guest. All squadrons provide day room facilities for their personnel. In order to assure that it is being used only by personnel of this squadron, it will be necessary to show your Class "A" Pass upon request by the Charge of Quarters

7. DETAILS: Notices posted pertaining to airmen by name for reporting, details, schedules, etc., will be initialed by the individual concerned directly in back of his name within twenty-four (24) hours after posting of notice.

8. DISCHARGES: All airmen will be interviewed by the Squadron Commander at least sixty (60) days prior to the normal date of expiration of service. Upon completion of the interview with the Squadron Commander, airmen will check with the discharge clerk on the procedures of processing for discharge. Airmen will again report to the Squadron Orderly Room twenty (20) days prior to discharge date.

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9. LAUNDRY AND LINEN EXCHANGE: Laundry and linen exchange will be accomplished on Thursday of each week. Airmen turning in Laundry will have in their possession one dollar ($1.00) for twenty six (26) pieces of laundry or fifty cents (.50¢) for thirteen (13) pieces of laundry, to be paid when laundry is turned in to the Supply Room. Laundry and linen exchange is accomplished at the Squadron Supply (Bldg T-819).

10. LEAVES: Airmen desiring a leave will make application on MAFB Form #14, which may be secured from his NCOIC and submit them in duplicate to the OIC of the Section to which airman is assigned for duty. Applicant will submit application ten (10) days prior to effective date of leave, except in the case of emergency. The OIC of the section to which airman is assigned will approve or disapprove the application in the space provided (if disapproved, state reasons), and forward it to the Squadron Commander. The Squadron Commander will approve or disapprove.

The First Sergeant will notify airman when the leave is approved of disapproved. Airman will not contact the orderly room for this information.

Prior to an airman departing on leave he will report to the First Sergeant for interview by Squadron Commander for instructions as to conduct, behavior, and appearance during the period of absence.

The issuance of orders authorizing leave does not place personnel on leave. The leave period is based on the date personnel sign out and the date they sign in. Over-staying a leave constitutes absence without leave which is punishable under Article 86 of the Uniform Code of Military Justice. Reporting on the date of expiration of leave into installations other than the station to which assigned will not preclude proper disciplinary action.

Personnel residing in barracks will turn in to the Squadron Supply, bedding and personal belongings before departure. Extensions of leave will not be granted except in the event of emergency which will require Red Cross verification. In the event of an emergency leave, airman will contact the First Sergeant immediately.

11. OFF BASE EMPLOYMENT: Airmen accepting private employment during off duty hours will be required to execute a certificate of employment and this certificate must be approved by the Squadron Commander. Further information may be secured from the First Sergeant.

12. PASSES: When an individual desires to be absent from his organization he will normally take a leave of absence. Passes are a privilege and a reward and not an inherent right of the individual. Passes will be granted in writing only, and records maintained therof. Passes will be granted for the following reasons only:

a. As a reward for outstanding performance of duty.

b. For compensatory time off.

c. In an emergency when it is not practical to grant a short emergency leave.

d. Personnel on regular Class "A" pass will be restricted to a radius of travel of one hundred fifty (150) miles from March Air Force Base.

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13. (Cont'd)

e. Personnel on seventy two (72) hour pass will be restricted to a radius of travel of three hundred (300) miles from March Air Force Base.

f. In the event special circumstances arise where travel in excess of that outlined in d and e above is considered justifiable for any sound reason, the Squadron Commander at his discretion, may authorize such travel, upon receipt of request in writing from the individual concerned.

13. SICK CALL: Work Days: All personnel desiring to go on sick call will report to the orderly room (Bldg T-821) prior to 0800 hours. Sick call is held in Hangar #6, on the Flight Line. Personnel may obtain a visters pass from the Squadron Commander to attend sick call. Entrance onto the Flight Line will be thru Gate #49 on the Flight Line. Sick Call is held at 0900 hours. Sundays and Holidays: Personnel will report direct to the Base Hospital.

14. WEARING OF THE UNIFORM: Personnel will wear the uniform as prescribed in AFL 35-47. Modifications indicated in Base Regulation 35-1, will be complied with, where applicable, by all military personnel. Effective dates of the mandatory and optional periods for wearing of the summer and winter uniform will be announced by the Base Commander. Above regulations are in possession of the First Sergeant, and may be read at anytime by those desiring to do so. Chevrons and name-plate will be worn on fatigues as prescribed in Base Regulation 35-10.

15. TRAFFIC CITATIONS: Any member of this organization receiving a citation for traffic or otherwise, will report to the First Sergeant within twenty four (24) hours after receiving citation.

16. NON-COMMISSIONED OFFICERS MESS: All non-commissioned officers, unless excused in writing by the Base Commander, are considered members of the non-commissioned officer's mess. It is each Non-Commissioned Officers responsibility to be a member in good standing at all times, those not paying their dues before the tenth of each month, will not be considered a member in good standing.

The Squadron Commander of this unit desires that all Non-Commissioned Officers be fully cognizant of their responsibilities. Shirking of responsibilities of Non-Commissioned Officers will not be tolerated.

William A. Grote

WILLIAM A. GROTE
Captain, USAF
Commanding

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ANALYSIS OF UNIT LEADERSHIP, EFFECTIVENESS
AND MORALE FOR THE MONTHS OF MAR, APR, MAY
EXHIBIT "D"

D

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OFFICE OF THE COMPTROLLER
HEADQUARTERS 320TH BOMBARDMENT WING (M)
March Air Force Base
California

320 AAC 15 June 1953

SUBJECT: Analysis of The Unit Leadership Effectiveness and Morale Ratings

TO: Commander
320th Bombardment Wing (M)
March Air Force Base
California

I. General

An analysis covering a three month period, March, April and May has been prepared by this office. The figures have been compiled and recorded under the provisions of 12th Air Division letter subject: "Unit Leadership and Morale Rating" dated 1 February 1953. Ratings are based on a maximum of 950 points. May ratings are also based on a one month and a combination of March-April-May which is a three month moving average. The scores are based on a percentage of maximum points obtainable.

II. Analysis

WING HEADQUARTERS

The scores and standings for the one and three month period are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
March	77.4	82.0	24	15	8	5
April	79.1	80.8	18	18	6	6
May	81.0	79.1	21	22	6	8

441ST BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month period are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
March	88.6	82.7	8	13	3	4
April	81.4	85.0	15	12	5	4
May	90.1	86.7	9	7	3	2

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

442D BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
March	72.5	79.1	28	19	9	8
April	92.4	85.5	4	11	2	3
May	83.1	82.1	19	17	5	6

443D BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
March	77.5	71.7	23	28	7	9
April	86.1	77.6	11	22	3	8
May	77.2	80.1	23	21	7	7

320TH AIR REFUELING SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
March	88.6	86.9	7	4	2	1
April	92.8	89.1	3	5	1	1
May	70.7	83.3	28	15	9	5

320TH ARMAMENT AND ELECTRONICS MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
March	87.3	80.7	10	17	5	6
April	77.6	76.8	21	24	7	9
May	88.1	83.9	12	12	4	3

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

320TH FIELD MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
March	88.0	82.9	9	12	4	3
April	81.8	82.2	13	15	4	5
May	91.2	87.0	7	6	1	1

320TH PERIODIC MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
March	82.3	83.0	15	11	6	2
April	64.8	77.6	28	21	9	7
May	75.0	76.9	24	25	8	9

320TH MEDICAL GROUP

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
March	94.3	80.6	3	18	1	7
April	77.6	87.3	22	6	8	2
May	90.3	83.6	8	14	2	4

III. Comments

The Wing one month overall average amounted to 84.1% for March, 81.5% for April and 82.9 for May. The Wing overall three month average which has been showing a steady increase amounted to 81.1% for March and 82.4% for April and 82.5% for May. Discrepancies are caused primarily by the reenlistment rate and military pay order discrepancies.

There were 31 squadrons competing in the three month period.

DELBERT V. BERG
Captain, USAF
Comptroller

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LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM

EXHIBIT "E"

E

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LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM

AWARD SHEET FOR MAY 1953

12th AD Assigned Units	% of Possible score	12th AD Tenants
First Place-Hq Sq Sec, 807th AB Gp	90.70	9th Weather Sq - 95.89
Second Place-807th Air Police Sq -	87.44	
Third Place -320th Fld Maint Sq -	87.00	

Greatest Improvement
807 Supply Sq — 22.31 percentage points improved.

The 807th Supply Squadron won the award for the greatest improvement, as above. The 19th Bomb Squadron, however, very nearly won this honor, with an increase of 20.48% over April, raising their monthly figure to 94.7% of possible. This is highly commendable, because as a score approaches 100%, it becomes increasingly more difficult to improve.

The following is offered for consideration and discussion: In May, there were 60 cases included in Part Id "Drunk and / or Disorderly". Of these, 38 or 63% were charged against "illegal hitch-hiking".

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WORK SHEET FOR: UNIT LEADERSHIP Page-1.
EFFECTIVENESS AND MORALE RATING SYSTEM

		1		2		3		4		5		6		7		8		9	
		3933d RBS Sq		Hq Sq Sec 007 AD Gp		9th Wea Sq		19th Bomb Sq		Air Police Sq		22nd A&S Sq		320th Fld Maint Sq		320th Med Sq		441st Bomb Sq	
CATEGORY MAY	PRV Str	56		439		50		178		420		311		261		93		118	
Part I Disciplinary Offenses	Pts Allt	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	0	60	0	60	0	60	1	30	0	60	0	60	0	60	0	60	0	60
b. AWOL	130	0	130	0	130	0	130	0	130	1	130	0	130	0	130	0	130	0	130
c. Serious Incidents	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90
d. Drunk and/or Disorderly	60	0	60	0	60	0	60	0	60	4	18	0	60	0	60	0	60	2	0
e. Uniform Violations	20	0	20	0	20	0	20	1	12	0	20	4	4	1	16	0	20	2	2
Part II Ground Safety																			
a. Minor Accidents (Other)	20	0	20	0	20	0	20	0	20	0	20	0	20	1	20	0	20	0	20
b. Major Accidents (Other)	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	0	50	2	45	0	50	0	50	0	50	4	20	2	30	1	20	0	50
b. Driving Drunk	90	0	90	0	90	0	90	0	90	0	90	1	63	0	90	0	90	0	90
c. Major Accidents Vehicle	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50
d. Minor Accidents Vehicle	20	0	20	0	20	0	20	0	20	0	20	1	16	0	20	1	2	1	4
Part IV Reenlistments		D	R		D	R		D	R		D	R		D	R		D	R		D	R	
a. Regular	150			NR	3	2	150			NR	1	1	150			NR	1	1	150	1	1	150
b. Reserve and ANG																				1	1	
c. % Term. ANG&Res/%Reenlmt						0/66						0/100				0/100			0/100			50/100
Part V NCO Mess		E	M		E	M		E	M		E	M		E	M		E	M		E	M	
a. Members NCO Mess	30	24	24	30	128	128	30	20	8	0	32	32	30	83	77	9	64	64	30	55	37	0	15	9	0	25	25	30
Part VI Administration																												
a. Delinquent RPO's	60	0	60		1	60		0	60		1	48		1	60		1	60		3	30		0	60		0	60	
b. Morning Report Errors	70		NR		1	70			NR		0	70		1	70		0	70		0	70		0	70		0	70	
% of Max Score (3 Mo Avg.)		90.93			90.70			95.89			81.98			87.44			86.44			87.00			83.63			86.70	
TOTAL POSSIBLE SCORE (MAY)		730			950			730			950			800			950			950			800			950	
SCORE EARNED (MAY)		730			945			700			900			737			873			866			722			856	
% OF MAX SCORE (MAY)		100			99.47			95.89			94.74			92.13			91.89			91.16			90.25			90.11	

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	10		11		12		13		14		15		16		17		18	
WORK SHEET FOR: UNIT LEADERSHIP Page-2 EFFECTIVENESS AND MORALE RATING SYSTEM	33rd Bomb Sq		1907-7th AACS Sq		320th A&D Sq		March Flt Sv Sq		42nd Air Res Sq		2nd Bomb Sq		807th Supply Sq		807th Instal Sq		22nd Bac Maint Sq	
CATEGORY MAY	171		124		222		65		115		177		420		322		190	
Part I Disciplinary Offenses Pts Allt	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations 60	0	60	0	60	0	60	0	60	0	60	0	60	2	36	0	60	1	30
b. AWOL 130	0	130	0	130	0	130	0	130	0	130	0	130	1	130	1	110.5	0	130
c. Serious Incidents 90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90
d. Drunk and/or Disorderly 60	0	60	0	60	1	48	0	60	1	18	6	0	6	12	5	0	5	0
e. Uniform Violations 20	0	20	1	8	4	2	1	2	0	20	0	20	3	10	1	18	0	20
Part II Ground Safety																		
a. Minor Accidents (Other) 20	0	20	0	20	0	20	0	20	0	20	0	20	2	16	1	20	0	20
b. Major Accidents (Other) 50	0	50	0	50	0	50	0	50	0	50	1	33	1	33	1	33	0	50
Part III Veh Accident Prevention																		
a. Moving Traffic Violations 50	1	40	1	30	1	45	1	15	1	25	1	40	4	25	2	40	2	20
b. Driving Drunk	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90
c. Major Accidents Vehicle 50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50
d. Minor Accidents Vehicle 20	1	8	0	20	0	20	0	20	0	20	0	20	0	20	0	20	0	20
Part IV Reenlistments	D	R	NR	D	R	NR	D	R	NR	D	R	NR	D	R	NR	D	R	NR	D	R	NR	D	R	NR	D	R	NR
a. Regular 150													1	1	150						150			150			
b. Reserve and ANG																									1	1	
c. % Term, ANG&Res/% Reenlmt													0/100						100/100			100/100					
Part V NCO Mess	E	M		E	M		E	M		E	M		E	M		E	M		E	M		E	M		E	M	
a. Members NCO Mess 30	35	35	30	40	27	0	59	59	30	22	17	0	53	18	0	33	33	30	123	123	30	59	59	30	41	41	30
Part VI Administration																											
a. Delinquent MPO's 60	6	0		1	36		9	0		NR			1	36		0	60		3	42		3	36		1	48	
b. Morning Report Errors 70	0	70		NR			0	70		NR			NR			2	35		1	70		2	49		0	70	
% of Max Score (3 Mo. AVG.)		84.65			77.39			83.94			92.89			79.87			84.22			74.07			70.23			84.79	
TOTAL POSSIBLE SCORE (MAY)		800			730			800			670			880			800			950			950			800	
SCORE EARNED (MAY)		718			644			705			587			759			678			804			796.5			668	
% OF MAX SCORE (MAY)		[illegible] 75			88.22			88.13			87.61			86.25			84.79			84.63			83.84			83.50	

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WORK SHEET FOR: UNIT LEADERSHIP Page 3
EFFECTIVENESS AND MORALE RATING SYSTEM

CATEGORY MAY	PFD Str	19 442nd Bomb Sq 133		20 22nd Fld Maint Sq 332		21 Hq Sq 320th Bm Wg 129		22 22nd Air Rflg Sq. 262		23 443rd Bomb Sq 115		24 320th Rdc Maint Sq 76		25 807th Ops Sq 464		26 22nd Med Gp 315		27 Hq Sq 22nd Bm Wg 159	
Part I Disciplinary Offenses	Pts Alltd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	0	60	0	60	0	60	1	54	0	60	1	12	1	60	0	60	0	60
b. AWOL	130	0	130	0	130	0	130	1	97.5	0	130	0	130	2	84.5	0	130	0	130
c. Serious Incidents	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90
d. Drunk and/or Disorderly	60	0	60	3	18	1	24	0	60	0	60	0	60	2	48	3	18	2	12
e. Uniform Violations	20	2	2	0	20	0	20	0	20	0	20	1	2	4	8	0	20	0	20
Part II Ground Safety																			
a. Minor Accidents (Other)	20	0	20	2	14	0	20	0	20	0	20	1	6	2	18	0	20	0	20
b. Major Accidents (Other)	50	0	50	0	50	0	50	0	50	0	50	0	50	1	33	0	50	0	50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	0	50	3	25	0	50	3	20	1	25	1	20	2	50	1	50	0	50
b. Driving Drunk	90	0	90	0	90	1	18	0	90	0	90	1	0	0	90	0	90	1	18
c. Major Accidents Vehicle	50	0	50	1	33	0	50	0	50	0	50	0	50	1	33	0	50	0	50
d. Minor Accidents Vehicle	20	0	20	0	20	1	4	0	20	0	20	0	20	0	20	2	6	0	20
Part IV Reenlistments		D R		D R		D R		D R		D R		D R		D R		D R		D R	
a. Regular	150	1 0	7.5	2 1	135		NR	2 0	7.5		7.5		NR	3 1	60	1 0	7.5	1 0	7.5
b. Reserve and ANG										1 0									
c. % Term, ANG&Res/% Reenlmt		0/0		0/50				0/0		100/0				0/33		0/0		0/0	
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	23 23	30	68 64	12	47 47	30	101 101	30	25 25	30	18 18	30	157 102	0	45 24	0	59 59	30
Part VI Administration																			
a. Delinquent MPO's	60	0	60	2	48	0	60	0	60	0	60	0	60	4	36	4	30	0	60
b. Morning Report Errors	70	0	70	3	42	1	42	0	70	2	21	0	70	1	70	1	70	0	70
% of Max Score (3Mo. Avg.)		82.11		80.14		79.06		82.23		80.10		76.98		70.18		83.72		77.26	
TOTAL POSSIBLE SCORE (M.Y)		950		950		800		950		950		800		950		950		950	
SCORE RCVD (M.Y)		780.5		787		648		739		733.5		600		700.5		691.5		687.5	
% of Max Score (M.Y)		83.11		82.84		81.00		77.79		77.21		75.00		73.74		72.79		72.37	

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WORK SHEET FOR: UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM Page-4		28		29		30		31									
		320th Air RflG Sq		807th Mtr Veh Sq		523rd Band		807th Food Sv Sq									
CATEGORY MAY	PFD Str	265		266		33		565									
Part I Disciplinary Offenses	Pts Allte	No	Points	No	Points	No	Points	No	Points								
a. Security Violations	60	0	60	0	60	0	60	0	60								
b. AWOL	130	1	97.5	0	130	1	0	7	32.5								
c. Serious Incidents	90	0	90	0	90	0	90	1	50								
d. Drunk and/or Disorderly	60	1	54	2	24	2	0	17	0								
e. Uniform Violations	20	0	20	3	4	0	20	7	4								
Part II Ground Safety																	
a. Minor Accidents (Other)	20	0	20	1	20	0	20	6	8								
b. Major Accidents (Other)	50	0	50	0	50	0	50	1	33								
Part III Veh Accident Prevention																	
a. Moving Traffic Violations	50	1	50	2	30	0	50	10	10								
b. Driving Drunk	90	0	90	1	63	0	90	0	90								
c. Major Accidents Vehicle	50	0	50	0	50	0	50	0	50								
d. Minor Accidents Vehicle	20	0	20	1	14	0	20	0	20								
Part IV Reenlistments		D	R		D	R		D	R		D	R					
a. Regular	150	1	0	7.5	1	0	7.5			NR	1	0	7.5				
b. Reserve and ANG																	
c. % Term. ANG&Res/% Reenlmt.		0/0			0/0						0/0						
Part V NCO Mess		E	M		E	M		E	M		E	M					
a. Members NCO Mess	30	86	64	0	73	63	0	6	5	0	108	108	30				
Part VI Administration																	
a. Delinquent MPO's	60	21	0		0	60		4	0		31	0					
b. Morning Report Errors	70	1	63		1	63		1	7		0	70					
% of Max Score (3 Mo. Avg.)		83.25			70.91			75.04			59.46						
TOTAL POSSIBLE SCORE (MAY)		950			950			800			950						
SCORE EARNED (MAY)		672			665.5			457			465						
% OF MAX SCORE (MAY)		70.74			70.05			57.13			48.95						

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MONTHLY ANALYSIS FOR MAY 1953 (RCS-U2)

EXHIBIT "F"

F

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SECRET

SECURITY INFORMATION
CLASS: SECRET
AUTH : CO 320 BW
DATE : 16 Jun 53
INITS: JB

320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

320 A/C 16 June 1953

SUBJECT: Monthly Control Summary for May 1953 (RCS: 15-U2)

PART I GENERAL

1. This report constitutes the third analysis covering the Wing's progress during the conversion period. This report covers the period 1 May to 31 May 1953 inclusive.

2. The Wing had an Operational Readiness Index of one (1) as of 31 May 1953. This is due to the status of B-29 Combat Ready Crews. As of 31 May 1953 the Wing had three (3) Combat Ready and eight (8) Non-Combat Ready Crews assigned. The Wing had seven (7) Non-Combat Ready B-47 Crews assigned as of 31 May 1953. One (1) B-47 crew was formed during the month of May.

3. The Wing phased out four (4) B-29 aircraft during the month of May. Three (3) aircraft were transferred to Smoky Hill Air Force Base, Kansas and one to Forbes Air Force Base, Kansas. The phase out of B-29 equipment not common to B-47 conversion program will be discussed in Part III of this report

4. The Air Refueling Squadron is currently undergoing transition training under the provisions of SAC Regulation 50-33, Supplement II. An average of 20 aircraft was available during this period. A total of 621:00 hours were flown, for an average of 31.0 per aircraft. The shortage of qualified Flight Line Personnel available for duty continues to restrict maximum utilization of aircraft assigned. Due to the non-availability of Propeller Control Assemblies the Squadron suffered the loss of 107 aircraft days due to aircraft being AOCP. With the arrival of the SAC Refueling Team, training has been instituted under the provisions of SAC Regulation 51-19. Flying training will be impaired, due to the number of personnel required to attend the special In-Flight Refueling School.

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SAFETY FILM

SECRET

SECURITY INFORMATION

Subject: Monthly Control Summary for May 1953

PART II PERSONNEL

1. a. The status of officer manning as of 31 May 1953 was as follows:

No. Officers Required - 347
No. Officers "IRS" - 274
Percent "IRS" - 79.2%

b. The principal officer shortages are in the Maintenance, Supply, Electronic and Medical Career Fields. There is a very limited input in these fields and they are scheduled for assignment to the 22d Bombardment Wing.

2. a. The status of airmen manning as of 31 May 1953 was as follows:

No. Airmen Required - 1660
No. Airmen "IRS" - 877
Percent "IRS" - 52.8%

b. The principal shortages exist in the maintenance, supply and electronic career fields.

3. a. The Wing AWOL experience for the calendar quarters ending 30 April and 31 May 1953 are as follows:

	April	May
No. AWOL's 320th Bomb Wing	7	5
AWOL Rate (Cumulative)	1.4	1.0

b. The Wing experienced one (1) AWOL during the month of May. This occurred in the Air Refueling Squadron.

4. a. The Wing Ground Safety experience for the calendar quarters ending 30 April and 31 May 1953 are as follows:

	April	May
Accident Cost Index	1.25	6.22
Ground Safety Index	8.41	8.03

b. The increase in the Accident Cost Index was due to one (1) fatality being charged to the Wing. The high Ground Safety Index is due to one (1) government vehicle accident for 9,654 miles driven. This accident occurred last month.

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Subject: Monthly Control Summary for May 1953

Personnel (Cont'd)

5. a. The Wing Reenlistment Rate for the calendar quarters ending 30 April and 31 May 1953 are as follows:

	April	May
Reenlistment	37	21
Terminations Eligible to Reenlist	88	23
Reenlistment Rate	42.0%	91.3%

b. A definite increase in Reenlistment Rate is due to the low rate of Reserve and ANG Terminations. Off base reenlistments also help raise the Wing Rate.

6. The percent completeness of Officers and Airmens Personnel Records for the months of April and May 1953 are as follows:

	April	May
Percent Complete Officer Records	99.82%	99.79%
Percent Complete Airmens Records	99.99%	99.92%

7. The Wing utilized 3,479 manhours of the KC-97 MTD during the month of May as compared to 4,023 manhours in April 1953. The Wing utilized 6,007 manhours of B-47 MTD during the month of May 1953 as compared to 2,954 manhours in April 1953.

8. a. The flow of personnel to and from schools is as follows:

School	No. Required to Attend	No. Attending School	No. Complete School
Transition for Key Staff Personnel	12	2	6
CCTS Phase I *	110	12	16
CCTS Phase II *	110	10	6
High Speed Nav Course	60	26	17
Bomb Commanders School	121	6	87
Advanced Survival	181	0	129
Course 43151J	140	83	57
Electricians Course	29	29	0
Hydraulic Course	6	6	0
Course 43153	60	40	20

* One (1) Combat Crew quota withdrawn by 15th Air Force.

b. The above figures are based on class starting dated for flow to school and graduation date plus 10 day delay in route for flow from School. The above figures are as of 31 May 1953.

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Subject: Monthly Control Summary for May 1953

PART III MATERIEL

1. The Wing had eight (8) B-29 aircraft on hand as of 31 May 1953. Four (4) B-29 aircraft were phased out during the month of May 1953. The Wing had twenty (20) KC-97 aircraft assigned and possessed on 31 May 1953. The Air Refueling Squadron was required to fly 111 sorties during the month of May and delivered 111 sorties. B-29 aircraft had 71 sorties required and delivered 71 sorties.

2. As of 31 May 1953 the Wing had turned in approximately 74.0% of the B-29 equipment not common or required in the YRB-47 conversion program. Since the wing still has six (6) B-29 aircraft, requirement for some of the equipment still exists.

3. The percent completeness of the Wing's B-47 UEE as of 31 May 1953 is as follows:

No. Items Authorized	- 206,808
No. Items on Hand	- 177,926
Percent Complete	- 86.0%

4. a. The percent of B-47 aircraft spares received during the month of May 1953 is as follows:

	TABLE II	TABLE XVI
Items on Order	3495	5518
Items Received	2786	3816
Percent Received	79.7%	69.2%

b. The above figures are based on the amount of line items requisitioned by Base Supply during one month period.

5. a. The percent of T-33 aircraft spares received during the month of May 1953 is as follows:

	TABLE II
Items on Order	933
Items Received	822
Percent Received	88.1%

b. The above figures are based on the amount of line items requisitioned by Base Supply during one month period.

6. B-47 QEC Kits for the Wing are on requisition (54 total, 27 inboard and 27 outboard). None have been received as of 31 May 1953. Three (3) T-33 QEC Kits are required and are on requisition but none have been received as of 31 May 1953.

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Subject: Monthly Control Summary for May 1953

Materiel (Cont'd)

7. The Technical Order Compliance Rate for KC-97 aircraft is as follows:

	15 April	15 May
No. aircraft assigned	20	20
No. TO's not complied with	33	29
TCC Rate	1.7	1.45

8. No aircraft accidents were reported for the 320th Bombardment Wing during the quarter ending 31 May 1953.

JOHN D. BRIGGS
Colonel, USAF
Commanding

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G

WING SOP 60-9, DATED 1 May 1953

EXHIBIT "G"

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Wg SOP 60-9
1-3

HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

1 May 1953

STANDING OPERATING PROCEDURE)
:
NUMBER 60-9)

FLYING

Instrument Approach Procedures for B-29 and KC-97 Aircraft

1. PURPOSE: To establish and standardize instrument approach, standing operating procedures for B-29 and KC-97 aircraft.

2. SCOPE: The provisions of this standing operating procedure are applicable to all personnel assigned to the 320th Bombardment Wing.

3. GENERAL:

a. Radio range, ADF, and aural null instrument approach.

(1) Four-Engine:

(a) At initial station passage the A/C calls for before landing checklist and reduces airspeed to desired.

(b) After the before landing checklist is completed the A/C takes the throttles.

(c) If contact is not established, a standard missed approach procedure will be initiated after reaching minimum altitude and a radio call made to the proper facility as soon as possible.

(2) Three-Engine:

(a) Same as 4-engine radio range approach except: 3-engine landing RPM at initial station passage, gear and flaps when inbound from procedure turn.

(3) Two-Engine:

(a) Same as 4-engine radio range approach except: 2-engine landing RPM at initial station passage, gear and flaps after low station passage when landing is assured.

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b. GCA or ILAS instrument approach.

(1) Four-Engine:

(a) Over the radio fix used in conjunction with GCA or ILAS, the A/C calls for the before landing checklist and reduces airspeed to desired.

(b) Approach airspeed will be established on final prior to entry to glide path.

(c) If contact is not established after reaching minimum altitude, missed approach will be initiated and a radio call will be made to the proper facility as soon as possible.

(2) Three-Engine:

(a) Same as 4-Engine except: Over the radio fix 3-Engine landing RPM, gear and flaps on GCA base leg, or inbound from procedure turn on ILAS.

(3) Two-Engine:

(a) Same as 4-Engine except: Over the radio fix 2-Engine landing RPM, flaps 25 degrees on interception of glide-path, gear down and additional flaps when landing is assured.

BY ORDER OF COLONEL NYE:

JULIAN M. HEXUM
Captain, USAF
Adjutant

OFFICIAL:

JULIAN M. HEXUM
Captain, USAF
Adjutant

DISTRIBUTION: "B"

1 Attachment:
Approach Diagram

2

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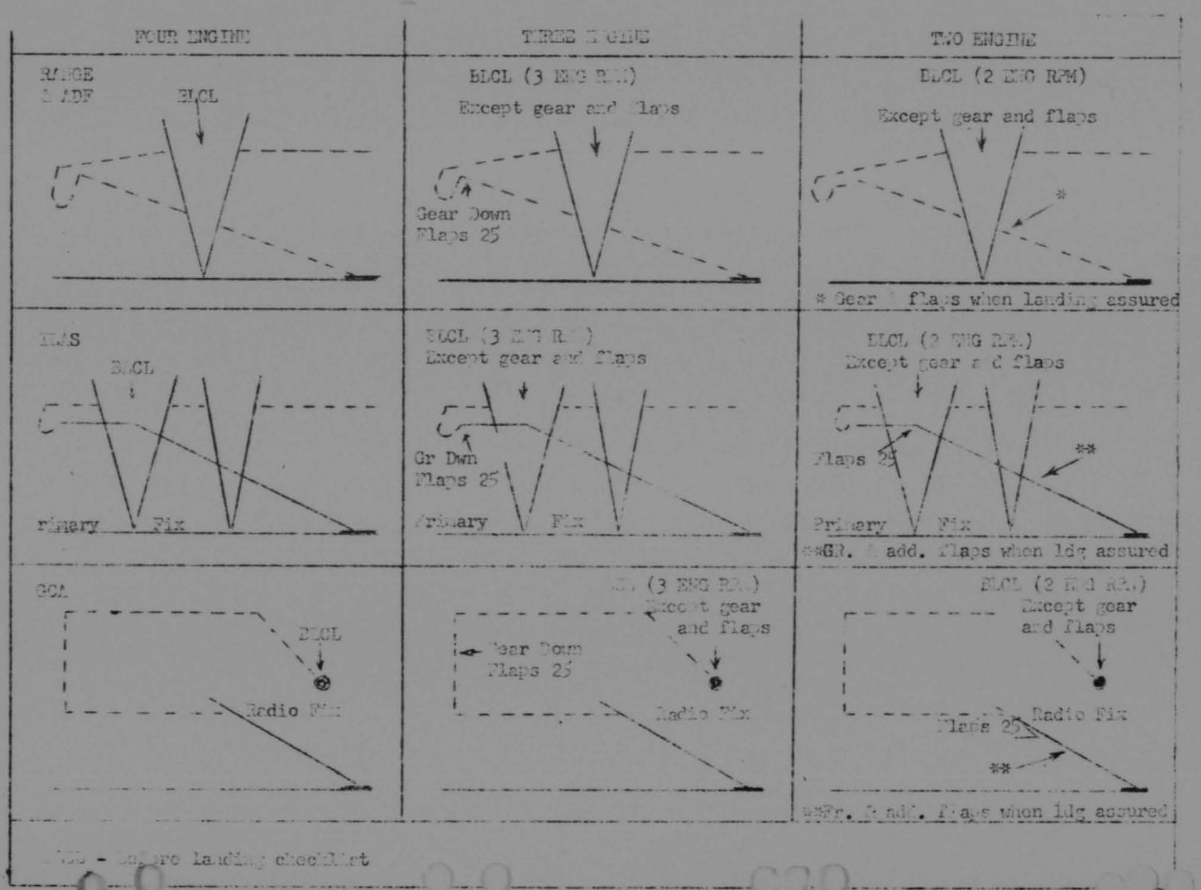

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EXHIBIT 1,2 & 3

METHOD OF TESTING ADVANCE SPARK SOLENOIDS

EXHIBIT "H"

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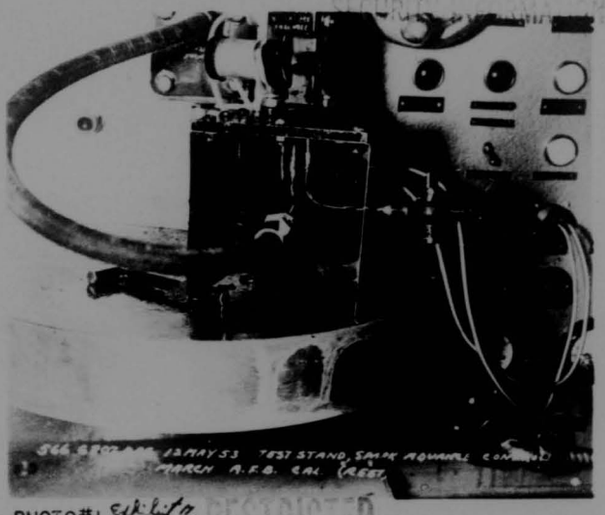

PHOTO #1 Exhibit A

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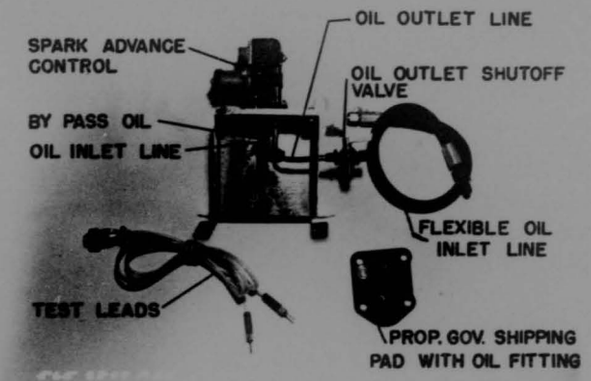

PHOTO #2

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PHOTO # 3

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BEACON ARTICLE

EXHIBIT "I"

I

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Prominent Sgt. Retires May 31

Only two more days till M/Sgt. Richard Cahn, Sgt. Maj. of the 320th Bomb Wing will bid the Air Force farewell after 23 years active service. Although he retired upon his completion of 20 years, he was recalled to active duty to fill his own vacancy and since has served three more years.

Sgt. Cahn has served at March during different intervals of his

M/SGT. CAHN

military career. All of his assignments at March have been as Group Sgt. Maj., Wing Sgt. Maj., and Base Sgt. Maj.

Military life began for Sgt. Cahn when he enlisted in the Army in 1930 at Philadelphia, Pa. His first tour of duty was in the Canal Zone. After returning from the Canal Zone he served at Fort Totten, N.Y., Hawaii and his first tour at March was from '36 to '40. After leaving March, he went to Alaska, to Great Falls, Mont., to Puerto Rico and then his second tour at March from '48 to '50. After leaving March again he went to Germany and returned to March for a third time in 1952. He has been at March since then except for four months TDY to Japan.

Sgt. Cahn intends to continue his administrative supervisory work in Civil Service, possibly at Norton AFB. His release from active duty will become effective May 31.

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KEY PERSONNEL ROSTER

320TH BOMBARDMENT WING (M)

EXHIBIT "J"

J

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KEY PERSONNEL, 320TH BOMBARDMENT WING (M)

LT. COLONEL RUSSELL F. IRELAND	COMMANDING
MAJOR RALPH H. LANE	DEPUTY COMMANDER
CAPTAIN JULIAN M. HEXUM	ADJUTANT
CAPTAIN D.V. BERG	COMPTROLLER
MAJOR LESLIE D. SHAPTON	D/C PERSONNEL
MAJOR WILBUR GOFF	D/C MATERIEL
MAJOR GEORGE PERBETSKY	D/C OPERATIONS
CAPTAIN WILLIAM GROTE	COMMANDER, HEADQUARTERS SQUADRON
MAJOR LOUIS A. GARVIN	COMMANDER, 441ST BOMB. SQUADRON
MAJOR WAGONER DICK	COMMANDER, 442ND BOMB. SQUADRON
MAJOR HARRY F. BAKER	COMMANDER, 443RD BOMB, SQUADRON
MAJOR THOMAS A. WACHT	COMMANDER, 320TH FIELD MAINTENANCE SQUADRON
MAJOR CHARLES M. HUNTER	COMMANDER, 320TH AIR REFUELING SQUADRON
MAJOR CECIL S. MARTIN	COMMANDER, 320TH A&E SQUADRON
MAJOR ROBERT DUNN	COMMANDER, 320TH PERIODIC MAINTENANCE SQUADRON
LT. COLONEL C.E. ENGLEHART	COMMANDER, 320TH MEDICAL GROUP
MAJOR L.T. SMITH	WING ALERT OFFICER

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COMBAT CREW ROSTER

441ST BOMBARDMENT SQUADRON (M)

EXHIBIT "K"

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441ST BOMB SQUADRON

COMMANDING OFFICER
LTCOL. PALLISTER

CREW ROSTER

OPNS OFFICER
MAJOR SALIBA
POSTED: 15 MAY 53

STATUS	A/C	PILOT	NAVIGATOR	BOMBARDIER	RADAR	ENGINEER	RADIO	GFC	LG	RG	TG
		O'BRIEN							ORR	HOSKINS	
	HENSHAW	CLARE	TIMMS	POWERS	OLIVE	ELIAS			BALL	ELLIOT	MCKAY
R15L	ALLEN	SHERIDAN	THOMPSON	QUINN	WALKER	YOSWEWKZ	BEAVER	ECHOLS	ECK	BOESEN DNIF	HURLBURT
27B	ADAMS	MARTINEZ	CARVIN	[illegible]	HOYT	AABERG	ISRAEL	SUDBURY	ROSS	RIDDLE	MICHAE...
	WATERS	NELSON	ROBISON	CRINER	MILLER	CAFFEE		HUBBARD	LEIRNO	WHITE	MCKEAN
	GORDON	SWEATT	MARTINICH	FAULKNER	ANDERSON	PARK		EVANS		RYAN, W	WALDROP, D
	[illegible]	GUELHAUG	LUTTMAN TDY	HAMMOND TDY	LIEN	SMART			MARCELLO DNIF		
N34A	[illegible]	[illegible]	EWING	STOLTENBERG	HARRINGTON	MALLORY	POLLARD	ANDERSON	PEARCE	BRUCK	KOERNER
N23A	[illegible]	SIMPSON	BERGELIN	GOODSON	GORMAN	SILVAS	WILLIAMSON TDY	SCHOENFELT	ROBERTS	CONNOR	SCHMIDT
									JOHNSON, D		SEILS
	[illegible]	SMITH, J	BISHOP		CHRISTENSEN	ORR MED	CORIA TDY		DELILLO	FOSTER	
	TABOR	DUNHAM	CALFFIEL	STAPLES			HAINES			MCKEAN	
		LENEVE									
	INDLESTER	KUYKENDALL		BENO							
	CLAYBAUGH	LONG		WEEDMAN							
	OTIER	MARCUM MED		FRIEDRICK							
	SHEEHY	GARDNER	WEBER								
	THOGERSON MED		WORMS								

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COMBAT CREW ROSTER

442ND BOMBARDMENT SQUADRON (M)

EXHIBIT "L"

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442 ND BOMB SQUADRON

COMMANDING OFFICER
LT COL HOLDERNESS

CREW ROSTER

OPNS OFFICER
MAJOR DICK
POSTED: 15 MAY 53

STATUS	A/C	PILOT	NAVIGATOR	BOMBARDIER	RADAR	ENGINEER	RADIO	CFC	LG	RG	TG
N37B	LATIMORE	SANDMAN	MOORE C	McLEAN	BRIGGS	FORTUNE	ARABEL	DANIELSON	McDANIEL	BUCHANAN	McINTOSH
R96E	C BARR	BURTON	TRENT	BARRETT	McQUADY	LIBENGOOD	RAZO	ADAMAR	WELSH TDY 7 MAY	LOONEY	POTLOCHIC
R41C	[illegible]	TREESDALE	BURCZAK	HUM	TAYLOR	DOZIER	RUST	THROWER	McQUILLAN	RINESS	BURROUGHS
N26C	JACOBS	ALEXANDER	McCARTHY	LEE	ROBERTS	HATFIELD	DARNELL	HEINTZ	BARRY	SHIREY	SCHEIWILER
N35C	BARRICKLOW	SWITZER	CREY	CONRAD	BARNHART	RIDDELL	STOVER	LIVEZAY	LAFFE	GREENWALT	WEEMS
N10B	NEVILLE	MOORE, A	ALLEN	HOLSE	LIPTON	CANFIELD	WALSH	BARBE	WEISER	STEVENS	BURDICK
	STOBBERFIELD		CANTWELL	TURNER							GILBREATH
	DEATON	TETEVIA	ROSS	NEIFERT	KELLEHER			TROTTER	QUICK DNIF	ALFANA RE-CLASS	FINNEY TDY
	HOALLAND	KENNEDY		ADAMS	LaROCK		RUTH	MAIN	MOOK	NAY	WELSH
	ARCHER	BERG		STONE DNIF				COLE	KUNDE TDY 7 MAY	CARSON	GERALDWOHL
	CARNRIGHT	MARLOVITS		ALLOWAY				HENSLEY			WATSON
	HOPLEY	LANOIS		HUME							DEWALD
	HOPKINS			STIEN							

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M

COMBAT CREW ROSTER

443RD BOMBARDMENT SQUADRON (M)

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443RD BOMB SQUADRON

COMMANDING OFFICER
LT COL WOULD

CREW ROSTER

OPNS OFFICER
MAJOR MARTIN
POSTED: 15 MAY 53

STATUS	A/C	PILOT	NAVIGATOR	BOMBARDIER	RADAR	ENGINEER	RADIO	CFC	LG	RG	TG
N36B	PASCOE	BEBENIN	ROTHERS	NELSON	SWEET	GRUBB	DURST	CHAFFIELD	STIMAK	CURTIS	BURNHAM
N88I	TROST	BYRUM	HUGHES	CAPPS	WEEDMAN	BAKER	HUMBERD	GILSON	SETTERS	TECTOR	EUBANK
N89D	CHALIFOUX	WHYTE	STATUM	GAUSHE	MELEKY	HARRIS	STONE	HICKMAN	MULLINS	RAIKES	AYOLETT
	ADAMS		SCHROLL								HAYNES
	BAKER	OWENS	FORNES	RICE		THOMPSON		CHECK	DRAGER		KAUFMAN
	STEVENS	BICE	MCKINNEY	ORR	ALMACK	PASSMORE		HUBBELL PES + JUN	POTTS	DANIELS	HOWELL
	KAMP	MULLINS	CATO	COLEMAN	LAUSTRUP	RIGGS		CUSTER	MCCARY	SMERCIAK	MCNITT
	TURNER	LOUGIN	BROWN	BASILE	RIDENOUR	CUNNINGHAM		MANCUS	MILLS	BURNHAM	PEMA
	JOHNSON	BROWN W/O	HUSKY	STARNES		PINKHAM		WEISKE	GLEASON	DALLEY	HAWKINS
	CARMICHAEL	BICKLEY	ESTES			CREACH			ROVNAK	WOOLFOLK	SMITH, T.C.
	CRANE	LANE	MARTIN								KOSUT

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N

CREW ROSTER

320TH AIR REFUELING SQUADRON

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320TH AIR REFUELING SQ

CREW ROSTER

COMMANDING OFFICER
LT COL IRELAND

OPERATIONS OFFICER
MAJ DECKER
POSTED 15 MAY 53

STATUS	A/C	C/P	NAV	APE	R/O	BOOM OP	ASST B/O
MC1AC	PHILLIPS	SCURS	RAY	HEALEN	TERIO	MEDINO	CAMBELL
MC2AC	BURNETT	DUMBAUGH	HUDKINS	WILLIAMS	TAYLOR L.	POTTER	BRUCE
MC3BC	NELSON	KINNEY	BISSETT	BASH	TABELLINA	CARNES	CARPENTER
MC4AC	BYRD	DIDDLE	WILLIS	CROSSGROVE	ADAMICK	STEPHENS	TAYLOR, F.
MC5AC	STAPEL	CHAPMAN	COCHRANE	COCHELL	RIDLON	WILLIAMSON	DEAN
MC6AC	CABRAL	RANKIN	REESE	ADAMS	HART	HEATH	MORELAND
MC7AC	MARTIN	JACOBS	TAYLOR	CORDERY	ANDERSON	CARLSON	LARSON
MC8AC	SCOGGAN	STERIOS	MURPHY	EVERETT	THOMPSON	MYERS	SVIRIDENKO
MC9BC	HUNTER	STANLEY	HARDIN	WILKINSON	POOR	BONN	SMITH, AC
MC10CC	DAVIS	EVANS	BORDEN	BUSHBY	COX	EDDINGS	SMULSON
MC11BC	McDONALD	HUTCHINGS	BOROVILOS	HOBAN	SCANLON	TURNER	PILON
MC12CC	BARNETT	AHEARN	MOEN	LEONARD	ROWLAND	KENNEDY	SAWTELLE
MC13AC	WEAVER	ROED	SCHAACK	HOLT	ROBINSON	TOWERS	SESSIONS
MC14CC	WALKER	GEHRIG	SCHWAAB	GREENE	CROSS	DENNIS	GERARDEN
MC21		KNOPP			RODEMAN	STONESTREET	SMITH, W.J.
MC16BC	LOVELL	BRADFORD	EDEN	RICHEY	ELLIS	BLAND	ULKUS
MC17BC	DMYTRYK	RANCK	PEREVOZNIK	BENTON	BIGGS	O'NEIL	O'CONNOR
MC18AC	STENGER	WISNIEWSKI	RAFERTY	KRAFT	BROWN	CACHIANES	FLOURDE
MC19AC	TALLENT	McDOWELL		CASTLE	OSHITA	FRANCIS, EJ	FRANCIS, JP
MC20AC		RENEAU			JAMES	KING	ALEXANDER
				PRATHER			
				HOLMES	ROMANEK	JOHNSON	JUMP
		MAXWELL		PLESSER	APPLEGATE		
					YORK		

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FLYING TRAINING ACCOMPLISHMENTS

EXHIBIT "C"

C

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FLYING TRAINING ACCOMPLISHMENTS

	B-29	KC-97
Total Flying Time	383:25	622:20
Number of Sorties	77	119
Night Celestial Legs (Quantity)	0	16
Day Celestial Legs	0	24
Number of Lorans	0	4
Other Navigation Legs	0	32
Long Range Cruise Control(Supp)	0	18
Hours of Pilot Proficiency	0	377:55
Number of GCA's	0	29
Number of Dry Hook-Ups	0	1239
Number of Wet Hook-Ups	0	130
Number of Rendezvous	0	35

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HISTORICAL REPORT

320TH BOMBARDMENT WING MEDIUM

MARCH AIR FORCE BASE CALIFORNIA

CHAPTER VII JUNE 1953

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SECURITY INFORMATION

6 Aug 53

K-WG-320-HI (Comb)
JUNE 1953

HISTORY OF THE

320th Bombardment Wing (M)

June 1953

****

March Air Force Base, California

****

****

Prepared by A/2c Francis R. Delaney, AF 19 239 986,
in accordance with AFM 210-1 and SAC Manual
210-1.

****

BEN G. PRIGMORE
1st Lt. USAF
Historical Officer

LORAN D. BRIGGS
Colonel, USAF
Commander

****
12th Air Division
Fifteenth Air Force
Strategic Air Command

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CHAPTER I

ORGANIZATION AND ADMINISTRATION

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MISSION

The interim mission of the 320th Bombardment Wing (M), for June 1953, as outlined in March Air Force Base Regulation 20-6a, 9 April 1953, was to insure that, consistent with the available quotas, eligible personnel were entered into applicable B-47 specialist schools; to man, equip, and train the 320th Air Refueling Squadron to the maximum extent possible with existing resources, qualify KC-97 instructor crews as directed by higher Headquarters and to make additional preparations, as required, for equipping with YRB-47 aircraft.

WING ALERT, TEST #2

In accordance with 15th Air Force Letter 55-5, dated 11 February 1953, base wide test #2 was conducted 26-27 June 1953. Listed below are some of the results noted.[1/]

The final results of Test #2 indicated that the Wing had the satisfactory ability to evacuate aircraft under condition ALFA. Upon notification of the Yellow Alert six B-29s and 21 KC-97s or a total of 27 aircraft were on the station. In the time of two hours and 17 minutes, 22 of the Wing's aircraft were ready to be evacuated from this station.

While the above statement indicated a high degree of operational efficiency, several discrepancies were noted in this operation. Listed hereon are some of the outstanding discrepancies. The siren was sounded at 2045 hours but this Wing was not contacted by the 12th Air Division Control Room

1. Data for report taken from letter titled: Report of Test #2, 15th Air Force Letter 55-5, ATTN: Commander, 12th Air Division, March Air Force Base, California

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concerning the alert. At 2052 hours the Director of Operations, this Wing, called 12th Air Division concerning the type alert, however, the 12th Air Division Staff Duty Officer was unable to verify the type alert, condition of alert, or if it was a practice alert.

The 320th Bombardment Wing (M) was unable to determine the availability of C-47s from the 807th Air Base Group. Director of Operations, 12th Air Division was called regarding this matter and advised this Wing to continue to work with the Air Base Group as a test of the plan. At 2128 hours Air Base Group advised this Wing that one C-47 aircraft was available for evacuation. Further, they advised that they could not furnish a second required aircraft.

At 2131 hours the Air Police Station was called for 21 Air Police and one officer to go to the dispersal area. Wing was advised that there were five Air Police available. Again, at 2150 hours, after 12th Air Division granted this Wing permission to use a KC-97, the Air Police Station was called again for the 21 Air Police and one officer. Wing was advised that there were no Air Police available for the flight.[2]

The C-47 aircraft (717), although available to dispatch the Control Team, did not have a flight crew, as a result, this aircraft did not take off and the flight was cancelled at 2400 hours by the Commander, 12th Air Division while the aircraft was sitting on the runway. This Wing was not notified of this difficulty and was under the impression that the Dispersal

2. The 12AD Mobility Plan calls for 21 Air Policemen and one Officer to safeguard the Security of the Dispersal area.

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Officer was on the way to the Dispersal Area.

Two Dispersal Officers had previously been appointed by the Wing. It was found that this number was insufficient as one of the Officers could not be found and it was 40 minutes before the second officer was located. To correct this situation at least six officers (field grade) within the Wing were to survey the dispersal bases and be checked out with the Dispersal Base Officer's duties.

Considerable difficulty on communicating off-base was experienced during this alert. At times off-base trunk lines were non-existant and the delays ranged, from 40 minutes to no calls at all. Recommendations to overcome this situation were to allow only three calls per Squadron to start a pyramid system, the use of couriers to pay phones in Riverside and dispatch personnel to pay phones on the base.

It is felt that a definite plan is needed within the 12th Air Division with regards to the actual take off time of aircraft in the event of an evacuation order. At the time there was no indication that a block time pattern would be issued to the Wings. This could cause a "mad scramble" at the end of the runway, with excessive delays for the jets. In addition, with all aircraft taxiing out at night, it would be impossible for the Base Tower to determine the next aircraft ready for takeoff. The Tower Control Officer would also have difficulty in assigning the aircraft their Barker Number and their orbit altitudes. 3/

3. All of the foregoing were taken from the report previously listed, (Doc #1), this report was not produced in sufficient copies for inclusion in the history and is to lengthy to reproduce at this time. A copy is on file at Hq 12th ADiv.

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REORGANIZATION OF HEADQUARTERS, 12TH AIR DIVISION

Department of the Air Force Letter 322 (AFOMO 466h), dated 15 April 1953[4] (unclassified) established the new Table of Organization for units of 12th Air Division and certain other USAF units at March Air Force Base. Effective date of this letter order is 20 June 1953.

320TH BOMBARDMENT WING (M) PROGRESS REPORT

Progress Report #4, (Confidential) on 12th Air Division Programming Plan 1-53, Conversion of the 320th Bombardment Wing (M) to YRB-47 type aircraft (RCS (1) 15-U9) covered the activities of this unit from 1 thru 30 June 1953. Following information reflect the trend of this conversion program.

Phasing out of the Wing's B-29 aircraft continued in an orderly fashion. On 1 June 1953, this Wing possessed eight B-29s and at the end of the month the Wing possessed six B-29 aircraft. Remaining aircraft of this Wing were scheduled to be transferred in July. At the same time the regression of the B-29 crews continued. As of 30 June there was a "zero" balance of combat ready crews for the B-29 type aircraft and 27 B-47 non-ready crews.

This report pointed out, as it has in the past[5], that the Wing still suffers from the shortage of officers in the Air Operations, Supply and Medical Careers Fields and at the same time did not forecast any replacements in these critically short fields in the immediate future.

---

4. USAF Ltr Order 322 (AMOMO)----------TAB "A"
5. 320th Bombardment Wing (M) Historical Report, Chapter #6, for May 53
   320th Bombardment Wing (M) Progress Report, page 2, paragraph one.

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With the new Table of Organization for the Wing, there existed a shortage of navigators in the 320th Air Refueling Squadron. This Squadron reported that there is a shortage of seven navigators. Continued action, through weekly requistitions and the necessary correspondence will be taken to effect the one-hundred percent manning figure.

Airmen shortages still continue to exist in the Air Operations, Aircraft Engine and in the Intricate equipment Career Fields. Action taken on this subject was as follows; the 60 mechanics (engine) of the Conversion Manning Package, plus 95 who are programmed in from pipeline sources will still leave a shortage in the engine field. It is possible that approximately 15 airmen may be reassigned from the 22nd Bombardment Wing (M) to alleviate this problem. OJT programs are aiding in the correction of the Air Operations and Intricate Equipment Career Fields. Armament Systems personnel must come from an outside source as there are indications that a command-wide shortage exists.

The 320th Bombardment Wing (M) will take necessary action in the selection of certain supervisory and support personnel to attend the Indoctrination and Familiarization course at McDill Air Force Base, Florida. Action already taken on this subject was as follows; the 22nd Bombardment Wing (M) set up this course for the 320th Bombardment Wing (M). This course started 15 June 1953 for command and operations personnel and a 14 day course for materiel personnel.

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RETURN OF KEY PERSONNEL TO WING

At the beginning of June 1953,[6] the Wing Commander, Colonel Loran D. Briggs, returned to this Wing and reassumed command following completion of B-47 transition training. Also, Colonel Edward M. Nichols, Director of Operations, Lt Colonel Clark A. Tate, Director of Materiel and the three Commanders of the Tactical Squadrons returned to this unit and reassumed their positions within the Wing.

WING SECURITY

Five security violations were reported for the month of June 1953 or an increase of four over the month of May.[7] Two of these violations were aircraft abandonment, one for the 443rd Bombardment Squadron (M) and the second for the 320th Air Refueling Squadron. The three remaining violations were the losses of SAC Restricted Area Badges.

Wing Regulation 205-4, dated 11 June 1953,[8] titled: "Control Number System," was established and put into operational effect. The purpose of this Regulation was to control the movement of personnel on the flight line and to insure that only authorized personnel enter the Wing aircraft. This was to be accomplished in the following manner; personnel approaching the aircraft who are not known to the aircraft crew chief are advised that they must first secure a number from the Squadron Engineering Office, this number is issued only upon proper identification. The number issued by

6. 12th Air Division Ltr Order 824, dtd 5 June 1953, par #1.
7. 320th Bombardment Wing (M) Historical Report, Chapter 6 for May 53 "Security Report", page 4, par 1
8. Wing Regulation 205-4, dtd 11 June 1953----------TAB "B"

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the Squadron must be the same as the numbers issued to the crew chief of the aircraft. When these control numbers are used they are scratched from the daily list of both the crew chiefs and Squadron Engineering Offices, thus insuring an accurate count of the numbers.

WING OFFICER PERSONNEL ROSTER

Wing Regulation 36-1, dated 30 June 1953 [9] establishes a uniform procedure for the preparation of accurate Officer Personnel Rosters. This regulation is applicable to all Squadrons of the 320th Bombardment Wing (M).

Individual Squadrons were to prepare a stencil showing the status of Officers assigned to the unit as of the 25th of each month. Stencils are forwarded to the Wing Personnel Officer the following day. All information contained in the Officer Personnel Roster must be in complete agreement with the Morning Report and the WD AGO 66's. Officers of the Squadrons will be listed alphabetically, according to rank. It will be the responsibility of the Wing Personnel Officer to furnish sufficient copies of the Officer Personnel Roster to 12th Air Division, Wing Staff Officers and individual Squadrons assigned to the Wing not later than the first day of the following month.

CONTROL OF FLIGHT HANDBOOKS

Wing Regulation 50-5, dated 11 June 1953 [10] established a policy for the distribution and accountability of Flight Handbooks. Provisions

9. Wing Regulation 36-1, dtd 30 June 1953----------TAB "C"
10. Wing Regulation 50-5, dtd 11 June 1953----------TAB "D"

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of this regulation are applicable to all units conducting flying within the Wing.

Quality Control Section, 320th Bombardment Wing (M) is charged with the responsibility of insuring that current information is contained in these Flight Handbooks and that sufficient copies are available to the flight crew members. Iterim, immediate, and attention Tech Orders which cover information effecting the flight crews are screened and forwarded to the Wing Standardization Board. In addition, the President of the Wing Standardization Board is responsible that control numbers are assigned to the Flight Handbooks prior to distribution to facilitate accountability and distribution of revisions. Squadron Commanders are responsible for the distribution and accountability of these Flight Handbooks.

LEADERSHIP AND MORALE

An analysis of 12th Air Division Unit Leadership Effectiveness and Morale Rating System for the April, May and June[11] was received. The Wing showed an increase to 87.1% for June from 82.9% in May on a one month basis and increased in June to 83.8% from 82.5% in May on a three month basis. These were two AWOL's in the Wing for the month of June, one from the 320th Medical Group and one from the 320th A&E Maintenance Squadron. Points were primarily lost in Reenlistment Rates, Morning Report discrepancies and AWOL rate.

---

11. Analysis of Unit Leadership and Effectiveness and Morale for April, May and June 1953----------TAB "E"

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At the Squadron level the outstanding Squadron of this Wing continued[12] to be the 320th Field Maintenance Squadron. This Squadron showed an advance to 98.3 and 89.9 on a one and three month basis.[13]

MONTHLY CONTROL SUMMARY

The fourth Analysis (RCS: 15-U2) covering the Wing's progress during the month of June 1953[14] was completed and forwarded to 15th Air Force Headquarters. This report points out that the Wing had an Operational Readiness Index of "0" as of 30 June 1953. This figure was a direct result of the Wing's turnover to B-47 T/O & E.

The 320th Air Refueling Squadron underwent training in accordance with SAC Regulation 51-19, Supplement XII. The average number of KC-97s available during the month of June was 20.9, with an incommission percent of 68.11. This unit had the 68.11% authorized flight line maintenance personnel assigned for duty while the effective manning percent was only 43.5, due to TDY and MTD commitments. For the month of June the Squadron had an average of 14 aircraft in commission each day of the month and flew an average of four aircraft each day. Aborts for the unit was at one percent while the AOCP rate was 7.7%. Major reason for this AOCP rate was the non-availability of Propeller Control Assemblies.

441ST BOMBARDMENT SQUADRON (M)

Officer personnel assigned to this Squadron decreased during the month of June as more departed for TDY to B-47 schools. The problem of

12. 320th Bombardment Wing (M) Historical Report, Chapter 6 for May 53 "Leadership and Morale", page 8 par 1
13. Leadership Effectiveness and Morale Rating System----------TAB "F"
14. Monthly Control Summary for June 1953 (RCS: 15-U2)----------TAB "G"

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surplus airmen has arisen in this Squadron due to the transferring of the Squadron's aircraft to the depot. Due to the lack of aircraft some qualified flight personnel have been relieved from flying duties. The overage in this unit was principally Flight Engineers.

With three aircraft assigned to the Squadron until the tenth of the month and then only two at the end of the month, the actual problems did not involve flying activities as much as trying to keep abreast with the seemingly excess amount of miscellaneous reports and rosters required by higher Headquarters.[15]

443RD BOMBARDMENT SQUADRON (M)

Efforts of the Squadron Orderly Room for the month of June were pointed toward the reclassification and transferring of personnel in accordance with the manning requirements of T/O 1479P,[16] effective 20 June 1953.[17]

320TH FIELD MAINTENANCE SQUADRON

During the month of June the administrative section of this Squadron produced and distributed the new Squadron level Mobility SOP[18] which outlines the procedures for the preparation and marking of air cargo for air shipment.

During the month of June the Squadron Adjutant and two NCOs attended the two week base level ABC defense training course (Atomic (Radiological) Bilogical-Chemical) in accordance with 15th Air Force Regulation 50-4, dated 4 March 1952. Two NCOs who previously graduated from this same

---

15. History of 441st Bombardment Squadron for June 1953
16. Par #1, 322 (AFOMO) dtd 15 April 1953, Hq., USAF.
17. History of 443rd Bombardment Squadron for June 1953.
18. 320th Field Maintenance Squadron Mobility SOP----------TAB "H"

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course, which makes the total figure of five will now act as the 320th Bombardment Wing (M) decontamination team.

For the month of June this Squadron achieved a one-hundred percent membership of the NCO Club, excluding those TDY, sick or on leave.[19]

19. History of 320th Field Maintenance Squadron for June 1953.

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CHAPTER II

PERSONNEL

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MANNING

Effective 20 June 1953, this Wing was reorganized under Letter Order 322 (AFOMO 466h), dated 15 April 1953. The major change was that 1.5 crews for both the three tactical squadrons and the Air Refueling Squadron was authorized.

The following schedule shows the Officer Manning status as of the end of June, excluding the medical personnel:[20]

Authorized	354	Assigned	328
Body Manning	92.6%	MIRS	83%

(The MIRS computation for the month of May was in error, which accounts for the increase for the month of June.)

As previously reported,[21] the principal shortages continued to remain in the Air Operations, Supply and Electronics Fields. One Supply Officer was assigned during the month of June and it was anticipated that additional personnel would be forthcoming during the month of July. The instability of supply officers during the Wing's conversion period from B-29s to B-47 type aircraft seriously hampered the operation of this conversion.

There was a shortage of eight navigators in the 320th Air Refueling Squadron due to the implementation of the new T/O. This new T/O authorized 25 navigators, where the past allowance had only been 20 navigators. There was a known input of two navigators for the month of July, which would still leave the shortage of six navigators with no relief in sight.

The following schedule shows the airmen personnel manning status as

---

20. All manning information contained in this chapter furnished by historical report, Director of Personnel, 320th Bomb Wing (M), June 1953
21. 320th Bombardment Wing (M) Historical Report, Chapter 6, Page 10, Para 1, "Manning", May 1953.

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of June, excluding medical personnel:

Authorized	1590	Assigned	1356
Body Manning	85.2%	MIRS	51.6%

This shows a slight decrease of .4% MIRS-wise in relation to the May figure. This decrease was due to the increase of authorized airmen personnel from pipeline sources. Reclassification action of school returnees and the up-grading of assigned personnel should substantially increase effective manning during the month of July.

The comparable strength figure for the month of June is as follows:

	Officers	Airmen
Strength, 1 June 1953	363	1479
ZI Transfers	8	53
O/S Transfers	5	48
Separations	11	10
Total Losses	24	111
Total Gains	12	66
Strength, 30 June 1953	351	1434

RECLASSIFICATION ACTIONS

Following is the reclassification action for the Wing for June 1953:

Up-graded to 7 level	6
Up-graded to 5 level	22
Up-graded to 3 level	9

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Change in Career Fields	7
Change in Suffix	69
Award of Additional AFSC	13
Total Action	126

PROMOTION OF AIRMEN

During the month of June airmen of this Wing were promoted as follows:

M/Sgt	1
T/Sgt	1
S/Sgt	9
A/1C	19
A/2C	15
A/3C	4
Total Action	49

INPUT OF PIPELINE PERSONNEL

The input of maintenance personnel as outlined in the B-47 Conversion Guide[22] from pipeline sources has been rather slow. The input of these personnel, especially aircraft engine mechanics (AFSC's 43133/53) was of some concern to this Wing as the arrival of the B-47 aircraft was expected in the early part of July. In addition to these engine mechanics, there was also a critical shortage of "K" series technicians and electronics personnel. From all indications, this field will continue to remain critical for some time.

22. B-47 Conversion Manual 150-1 (SAC:SECRET) dated October 1952.

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SURPLUS PERSONNEL

The disposition of surplus personnel continued through the month of June. As of 1 June, 423 airmen were still assigned to this Wing with unauthorized AFSC's. This figure, by the end of June, was reduced to 371. The decrease of these airmen with unauthorized AFSC's was accomplished through transfers and reclassification actions.

All surplus B-29 crew personnel have been transferred to other organizations where they can be utilized in their primary AFSC's, or have been placed into critically short career fields. A few not in the above categories are frozen on projects to B-36 training or CCTS (B-29) at Randolph Air Force Base, Texas. Surplus Flight Engineers have been programmed to fill authorized positions in the 22d and 320th Air Refueling Squadrons.

SCHOOLS

A total of 235 jet maintenance personnel completed training courses at either Chanute or Amarillo Air Force Bases. During the month of June, 145 of the above graduated, which completed this Wing's portion of the B-47 training package insofar as furnishing personnel for training.

As of 30 June 1953, four staff crews completed B-47 CCTS at Wichita and Pinecastle Air Force Bases. Quotas for two additional staff crews have been allotted for 16 July 1953. A total of 27 regular crews presently are attending CCTS, and an order has been cut detailing seven more crews to enter training 1 July 1953 and 15 crews 16 July 1953. This will

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complete a total of 49 crews.

320TH AIR REFUELING SQUADRON RECLASSIFICATION ACTIONS

During the month of June, this squadron centered its attention on the reclassification of officers and airmen. This reclassification action included 23 airmen and 15 officers. Three airmen were reclassified into the administrative career field, while the remaining figure of 20 were reclassified as boom operators. Most of the airmen were gunners from the three tactical squadrons reassigned to this unit. Of the 15 officers aforementioned, it appeared that it was only a matter of changing suffixes into the navigation field.[23]

23. History of the 320th Air Refueling Squadron, June 1953.

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CHAPTER III

MATERIEL

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320TH BOMBARDMENT WING (M) MATERIEL PICTURE

Transfer of the B-29 aircraft from the tactical squadrons continued in accordance with the original schedule which was established and submitted to higher headquarters in February 1953. Two B-29s departed this station between the 10th and 15th of June, leaving six B-29s assigned as of 30 June 1953. No particular difficulty was experienced in preparing the aircraft for transfer or in the acceptance of the aircraft at the storage depot.

The 320th Air Refueling Squadron was still handicapped by personnel shortages; however, they were able to meet all training commitments imposed. An improvement in the manning picture was indicated by a proposal to transfer certain skilled maintenance personnel not scheduled for B-47 conversion from the tactical squadrons. This problem will be resolved during the month of July after all B-47 trainees have returned from specialized schools.

Emphasis was placed on combat equipping all KC-97s during the month of June. Definite improvement was made in this respect, and at the end of June there were 15 aircraft combat equipped and six non-combat equipped.[24/]

The supply picture for the 320th Bombardment Wing (M) for the month of June was as follows: specific procedures were established for the close-out and audit of old UPRELS and UPREALS in the tactical squadrons prior to destruction. The new UPREAL for the Air Refueling Squadron was received

24. Report of Non-Combat Equipment Status of KC-97 Aircraft. (RCS: SAC-E32)

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19 June 1953 and immediate processing action was started. A minimum of 30 days was required to complete the transition from the old to the new UPREAL.

As the B-29 aircraft were transferred from this Wing, equipment and supplies in excess were processed for turn-in to Base Supply. This program progressed satisfactorily during June and should cause no particular difficulty upon receipt of the B-47 aircraft.

The new Wing Level Mobility Plan, as per direction of SAC Regulation 400-1, dated 25 May 1953, was completed and submitted to Fifteenth Air Force Headquarters for approval by 30 June 1953. This new B-47 type plan was completed by the Wing Logistics Officer.

Representatives from Directorate of Operations and Materiel were ordered to Lockbourne Air Force Base, Ohio for a period of three days to observe the conversion of the 91st Strategic Reconnaissance Wing to YRB-47 aircraft. The results from this visit were tabulated and submitted in a letter form to 12th Air Division for their information and any action deemed appropriate.[25/]

WING SUPPLY REGULATION 67-3

Wing Supply Regulation 67-3, dated 17 June 1953[26/] established a standard procedure for reporting supply difficulties of units within this command in conjunction with SAC Regulation 67-3, dated 27 March 1952.

In order to provide a definite policy of reporting supply difficulties

25. Ltr too lengthy to reproduce; on file Director of Materiel, 320th Bm Wg.
26. Wing Supply Regulation 67-3, dtd 17 Jun 53 ---------- TAB "I"

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in the Wing, the following policy will be applied: when non-supply items on requisition have not been furnished by Base Supply, but back order action has been furnished by Base Supply on the required item and subsequent 30 day follow-up action has been accomplished indicating that the item is still back ordered, consideration will be made toward the initiation of a supply difficulty letter. Action of this nature will be completed only when the required item or items are causing a delay or a critical situation in the accomplishment of the mission assigned to this Wing. Information in this type letter will include stock number, Base Supply voucher number, and all action that has been taken to procure this item.

Supply difficulties involving administrative problems will be prepared in the manner prescribed in paragraph 3b, SAC Regulation 67-3, dated 27 March 1952. Supply problems which cannot be settled within the unit will be forwarded to this headquarters with the complete information on the difficulties and the resultant action. These letters will also contain recommendations by the unit when it is applicable.

The maintenance and supply picture, by squadrons, is submitted to give an overall picture of the Wing materiel situation. It should be kept in mind that the 320th Air Refueling Squadron was the only organization within the Wing equipped with tactical aircraft and equipment. The following information of this nature begins with the tactical squadrons.

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441ST BOMBARDMENT SQUADRON (M)

During the month of June this squadron possessed the average 2.3 B-29 type aircraft. With the reduction of the flying assignment, maintenance activities were also reduced. Five post-flight and two periodic type inspections were completed on the aircraft.

Eighteen maintenance personnel graduated from the jet maintenance (general) course at Amarillo Air Force Base, Texas, while five graduated from the jet engine course at Chanute Air Force Base, Illinois. In addition, three airmen attended the local B-47 MTD maintenance course, while 14 more airmen attended the local MTD course on jet engines.[27]

443D BOMBARDMENT SQUADRON (M)

Redistribution of excess survival equipment was gradually accomplished in the month of June. These items were reported on the SAC E-21 Report, under directions of SAC Regulation 65-10, dated 15 May 1953.

The turn-in of items no longer authorized that remained in the old B-29 UPREAL were being turned into supply with all possible speed. It was judged that 80% of surplus equipment had been turned into supply for June.

SAC Regulation 400-8, dated 20 April 1953, requires that AF Form 144 (SAC Unit Allowance Change) be submitted listing all items required for base support in performing the B-47 mission. An AF Form 144 was submitted in June, listing items in the ECL-20-0-34 BSE column. This was forwarded to SAC Headquarters through channels. Items of support listed in the ECL

27. History of the 441st Bombardment Squadron (M) - June 1953

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20-0-34 cannot be ordered from Base Supply until an approved copy of this form has been received from Director of Materiel, Strategic Air Command.[28] This procedure could hold up receipt of vitally needed equipment for the maintenance of B-47 aircraft, thus causing undue hardship on the maintenance section of this squadron.

With only two B-29s assigned to this squadron, maintenance activities slacked off during the month of June. The maintenance section accomplished the transfer of one B-29 to OCAMA and prepared a second aircraft for transfer.

The B-47 MTD and OJT programs for the maintenance section of this squadron totaled 685:50 manhours. Strength of this section stood at 55 personnel with the authorized strength of 89.[29]

320TH FIELD MAINTENANCE SQUADRON

The supply section of this squadron reported that they had received 88% of the required UPREAL line items by the end of June. At the same time, 81% of the old UPREAL line items had been turned into supply. All equipment and tools for the B-47 and KC-97 aircraft had been posted to the new UPREAL and issued to the respective shops.

All equipment stored in Building T-372 was moved out of the building when this building was transferred to the 320th A&E Maintenance Squadron as of 15 June 1953. Vacating of T-372 necessitated the rearrangement of Buildings T-358 and T-359 to accommodate the equipment moved from Build-

28. History of the 443d Bombardment Squadron (M) - June 1953
29. History of the 443d Bombardment Squadron (M) - June 1953

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ing T-372.[30]

The maintenance activities for this squadron for the month of June were as follows: the Power Plant Branch had a total of 52 personnel assigned to its section. Again, as previously reported,[31] this section still suffered a shortage of engine mounts, tach generators, metering assemblies, propeller conduit assemblies and special bolts for turbo mountings. The shortage of these items continued to hamper the operation of the R-4360 Engine Build-Up Section of this section.

The Propeller Section completed 40 work orders during the month of June. There were two aircraft out of commission (320th Air Refueling Squadron) due to the failure of propeller integral oil control units. The new taxi system on the flight line eliminated the previously reported transportation problem of this section.

The Aircraft Repair Section completed a total of 15 work orders with the expenditure of 238 manhours. This section operated with 75% assigned personnel. However, due to the present MTD program, the actual number of personnel available for duty was about 40%.

The Instrument Section completed 92 work orders for the squadron sections. In addition, this section received 26 work orders from the Base repairable warehouse consisting of 55 instruments, 26 of which were repairable and 19 serviceable.

The Auxiliary Equipment Section completed 13 work orders, 18 major

30. History of the 320th Field Maintenance Squadron, June 1953
31. History of 320th Field Maintenance Squadron, Chapter 6, for May 1953, Page 1, Para 1.

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inspections, and prepared for storage, six C-21A generator sets, ten C-1B generator sets and three C-11A generator sets. In addition, this section repaired two C-21 power units. Total manhours used was 549. Also, the OJT program totaled 168 manhours of lectures and practical work with the 22nd Bombardment Wing (M).

The Sheet Metal Section gained two airmen during the month of June, bringing the total manning figure up to 40 personnel. B-47 supplies were ordered and delivery was expected before 10 July 1953. The B-47 and KC-97 ECL's for this section were 50% completed. B-47 training for this section was scheduled at 15 manhours per day. Also, this section strove to become acquainted with all phases of sheet metal problems which might arise with the B-47 type aircraft.

For the month of June, the Parachute Section processed the following items:

Item	Number
R-1 Suits	245
B-5 Vests	105
C-A2 Rafts	92
E-2B Rafts	23
F-2A Rafts	17
Parachutes	313

During the month of June the Paint Shop was assigned two airmen,

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AFSC 58131, bringing the manning figure to 13. This section also completed the project of removing insignias and replacement of flap degrees on the KC-97 aircraft of the Air Refueling Squadron. In spite of shortages of both paints and thinners, this section was able to maintain standard effectiveness in its work.[32]

320TH A&E MAINTENANCE SQUADRON

With the pending arrival of the B-47 aircraft to this Wing, more emphasis is being placed on this squadron regarding the possible interim mission of reconnaissance. With this fact in mind, the Camera Unit of this squadron took full advantage of training sources available. This training consisted of working with the 22d Bombardment Wing's A&E Maintenance Squadron Camera Unit, MTD Pod System Course, and the assignment of six personnel TDY to Lockbourne Air Force Base, Ohio, to observe camera operations with the RB-47 type aircraft. In turn, these airmen will instruct other airmen on the information received at Lockbourne Air Force Base.

The Camera Unit of this squadron also assumed the responsibility of having five special mounts made for the Eclaire motion picture camera, to be used on the ID-28 radar scope. The actual fabrication of these mounts (to be made from plans submitted by the unit) will be accomplished by the 22d Field Maintenance Squadron Sheet Metal Shop. The expected date of completion was 13 July 1953.

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32. History of the 320th Field Maintenance Squadron, June 1953

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Construction of the F-1 Auto Pilot mock-up unit by the Radar Section was completed in June. This unit has been extremely helpful in tracing malfunctions in the F-1 Auto Pilot on the KC-97 aircraft.

Training on the A-12D unit (Auto Pilot, B-47) was conducted through the month of June by Mr. Page, Contractor Technician from Sperry Gyroscope Company. This training will prove valuable for personnel with the coming of the B-47 aircraft. In addition, the construction of an additional A-12D mock-up has been started, but was not completed due to a shortage of several parts.[33]

320TH AIR REFUELING SQUADRON MAINTENANCE

Although the 320th Air Refueling Squadron continued to suffer shortages of maintenance personnel, a concerted effort was made to accomplish the assigned flying hours. For the month of June, this squadron flew a total of 647:30 hours of KC-97 time. The highest total figure of KC-97 engine time was 318:25, while the lowest figure was 144:35. Four propeller control units continued to remain AOCP.[34] For the month of June, two engines were changed and seven aircraft entered the inspection docks. Seven aircraft were released for flying, five aircraft of this figure entered the inspection docks in the month of May. Fifty-eight post-flight type inspections were also completed during the month of June.[35]

33. History of the 320th Field Maintenance Squadron, June 1953
34. History of the 320th Air Refueling Squadron, Chapter 6, Page 18, Para 2, May 1953.
35. History of the 320th Air Refueling Squadron, June 1953.

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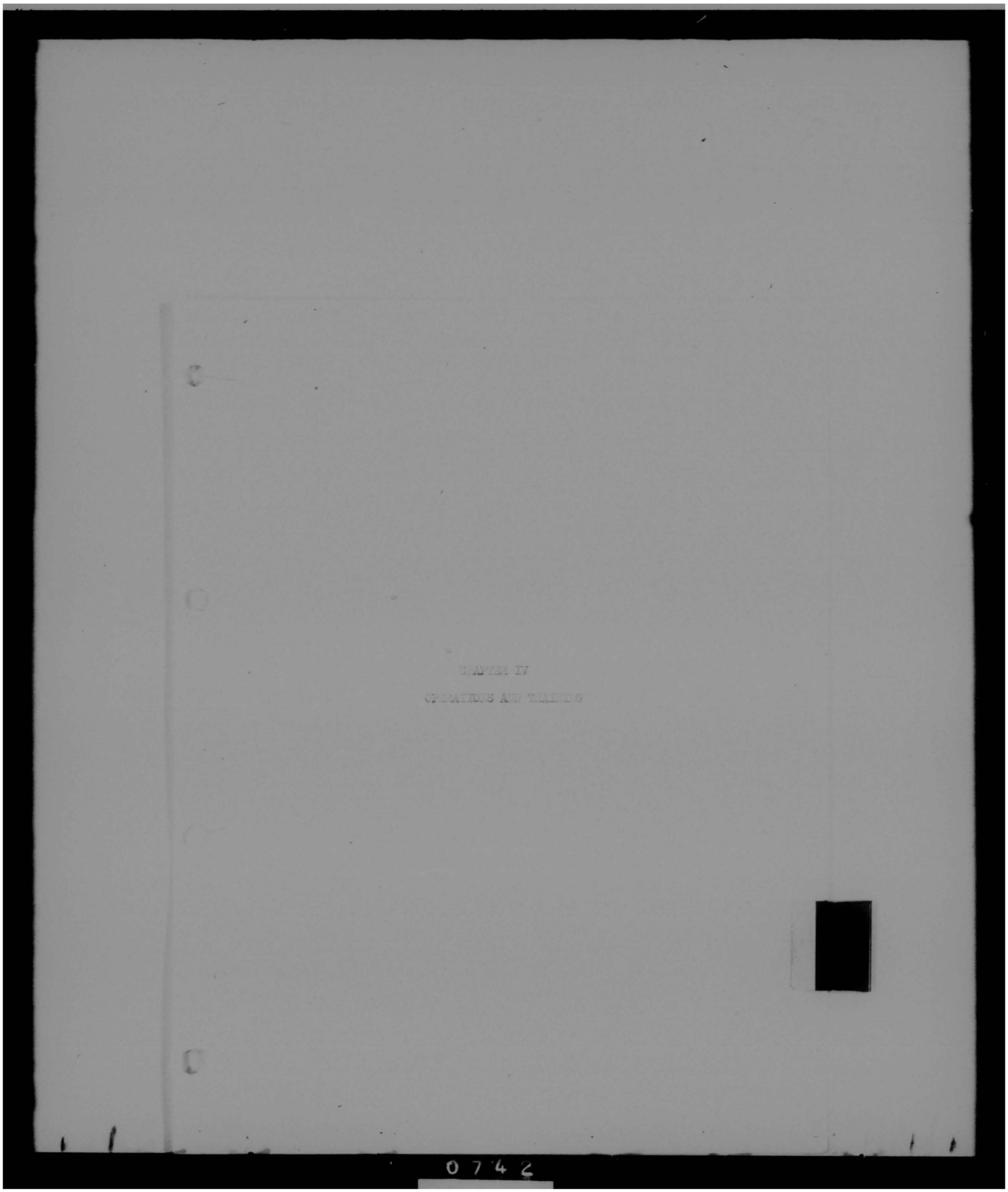

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SPECIAL WEAPONS FUNCTIONS

The 320th Bombardment Wing (M) Special Weapons Program proceeded in a routine manner throughout the month of June. A much lower total number of hours was amassed than the two previous months. This lower number of training hours was the direct result of having a larger number of combat men away from the station for training than the two previous months.

Training presented to the combat crews consisted of indoctrination and refresher type training. No in-flight insertion or loading training was attempted because the Wing had no B-47 aircraft and completed crews were not available. A four hour staff level course was presented for Wing personnel in conjunction with the 22d Bombardment Wing Orientation Program.

Training for the 320th A&E Maintenance Squadron consisted of indoctrination and refresher training. As previously stated, no loading was presented since no B-47 aircraft were assigned to the Wing. The 320th A&E Maintenance Squadron had sufficient post-loading crews and ring-out teams initially trained; however, these teams still required mock-up type training or actual training in the aircraft before they could be considered fully proficient.

Six individuals graduated from the Bomb Commanders School, while two more individuals departed this station for the course in June, bringing this Wing's total to 99 Bomb Commanders assigned and nine Weaponeers

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assigned. It should be borne in mind that though the total training hour level is low, Special Weapons personnel were utilized to a high percent. This situation was due to the fact that the 320th Bombardment Wing Special Weapons personnel were engaged in school operations, as directed by Fifteenth Air Force Letter 35-3. 320th Bombardment Wing personnel also assisted in the training of both 22d Bombardment Wing combat crews and the 22d A&E Maintenance Squadron in all phases of the Wing delivery program, thus actually contributing more than 50% of the instruction time.

Small security problems appeared during the month of June, which will be ironed out in the near future. The system of issuing Area #12 tabs to flight crews, or other personnel who must regularly enter the Special Weapons Area for training, was not satisfactory and more likely to be compromised than would a system in which all personnel had the Area #12 showing on their SAC badges.

Some further difficulty was experienced when various guards on the gate did not have the same instructions pertaining to access to the area. A meeting was scheduled for the early part of July between the Special Weapons Officers and the Base Security Section to institute an agreement on a specific set of security rules.

Listed below are the types of training completed in June:

Indoctrination	160 hours
Refresher	308 hours

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Staff Courses	40 hours
A&E Maintenance Squadron	272 hours[36]
Total	780 hours

WING LOCAL FLIGHT REPORTING SOP

320th Bombardment Wing (M) SOP 100-2, dated 5 June 1953,[37] established a procedure to insure hourly position reports of Wing aircraft while on local flight. Procedures set forth in this SOP were to be adhered to by all aircraft commanders of this Wing.

All aircraft commanders were briefed to monitor on "ECHO" Channel from the time the tower frequency was cleared until return to the tower frequency was made prior to landing. Immediately after clearing the tower frequency, aircraft commander would change to "ECHO" Channel and send airborne time to BARKER CONTROL, and thereafter hourly, position reports would be transmitted to the Wing Control Room. After landing and clearing the tower frequency, aircraft commanders would transmit time of landing to the Wing Control Room.

When a delay from the last position report existed, the Senior Controller in the Wing Control Room was to call Base Tower for information regarding the location and last contact with the aircraft. From this time on, an urgent situation would exist until contact with the aircraft was made and proper notification was made to Flight Services.

36. Information furnished by Director of Operations, this Headquarters.
37. Wing SOP 100-2, dated 5 June 1953, TAB "J".

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WING FLYING SAFETY MEETING

The Wing level Flying Safety Meeting was held at 1600 hours, 26 June in Base Theater Number 2. At this meeting the Flying Safety Plaque was presented to the 441st Bombardment Squadron (M) for the month of May 1953. The main speaker of the meeting was Mr. West, Director of Ground Safety, Fifteenth Air Force. His talk was on Airdrome Hazards. In addition, a short talk was given by the Wing Director of Operations on the Flying Safety Program.

INTELLIGENCE SECTION

Considerable effort was expended by this section during the month of June to secure data pertaining to the subject of Counter-Psychological Warfare. Two officers from this section secured an interview with the Los Angeles Office of the FBI concerning this subject, but were unable to secure any data. However, they were advised to contact Washington, D. C. for further action and possible assistance on this subject.

GROUND TRAINING SECTION

Completion of the evaluation program on KC-97 mechanics for June was postponed until August due to special missions and shortages of maintenance personnel.

All personnel, both key and staff, present for duty during the month of June, completed a two week indoctrination course with the 22d Bombardment Wing (M). This same program will be scheduled again at a later date to provide necessary indoctrination for the remaining staff personnel.

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Technical support by Norton Air Force Base was temporarily discontinued. Correspondence was enroute to establish facilities to train a limited number of instructor type personnel in the various maintenance specialities.[38]

320TH AIR REFUELING SQUADRON MONTHLY T-12 REPORT

In compliance with Supplement V, Strategic Air Command Regulation 50-33, dated 29 August 1952, the June copy of the T-12 Report was completed and submitted to Headquarters Strategic Air Command.

This report pointed out the fact that there was a shortage of maintenance personnel which restricted the operation of this squadron throughout the month of June, although every effort was being made to secure the authorized number of maintenance personnel to enable the squadron to accomplish 800 flying hours. The figure of 800 flying hours, established by the Wing Commander, was considered the minimum training for 20 crews.

This report also indicated the changes that were made in the crews during the month of June. Fourteen changes occurred; one airman was discharged, 11 changes were made to place more qualified personnel in the boom operators position, and two personnel were transferred. One crew was formed on 2 June, while another crew was dropped 24 June 1953 due to the discharge of the assigned navigator with no replacement assigned.[39]

AIR CREW TRAINING SECTION

Strong emphasis was placed by the Air Crew Training Section on

38. See footnote #36
39. History of the 320th Air Refueling Squadron, June 1953

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B-47 transition training of officers. Eleven officers attended the Advance Survival Course, two officers departed for Bomb Commanders School, and a total of 20 crews reported to Wichita Air Force Base.

FIFTEENTH AIR FORCE GUNNERY TOTEM POLE

Fifteenth Air Force Annual Gunnery Letter, dated 16 June, [40] set up a Gunnery Totem Pole to indicate the relative standing, gunnery-wise, of the wings of their command for the calendar quarter ending 31 March 1953.

320TH AIR REFUELING SQUADRON AIR TRAINING EFFORTS

During the month of June, this organization flew a total of 647:20 KC-97 flying time. This accomplishment was broken down as follows:

In-flight Refueling Missions	189:50
Local Flights	105:15
Long Range Navigation Missions	137:45
ROTC Flights	28:35
Test Flights	14:50
Instrument Flight Time	106:45
Instrument Checks	10:15
TDY Support Missions	135:15
Formation Flights	35:50

Activity of the navigation section was as follows: three navigators passed the Standardization Board check, one navigator completed

40. Fifteenth Air Force Gunnery Totem Pole, TAB "K".

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MTD for KC-97s, two navigators attended the radio and radar phase of the KC-97 MTD, four navigators were assigned to classified missions, while the fifth navigator departed for FEAF for a short period and returned to this squadron. In addition, one navigator returned from Squadron Officers' School.

The Ground Training Section of this squadron completed 1,080 hours of KC-97 training during the month of June and completed a course consisting of 150 hours of ground training in the maintenance of the In-Flight Refueling System given by Boeing representatives. Further, during the month of June, 36 members of this squadron completed two days of physiological training (altitude chamber).

During the month of June, 23 crew members completed a one-day course of Aquatic and Sea Survival training. Further, 115 flying personnel attended a three-hour course (film and demonstration) on water and cold weather survival. Subject training was in conjunction with the present long range flying program of this squadron.[41]

441ST BOMBARDMENT SQUADRON (M) OPERATIONS

With the Conversion Program in full swing, this squadron had only one B-29 combat crew assigned which was regressed 15 June. The transfer of surplus personnel from this section was nearly completed. The B-47 officer quota was complete with the last two officers assigned during June.

One more B-29 (44-70052) was transferred to the depot, leaving two

41. Operations Section, 320th Air Refueling Squadron History Report, June 1953.

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B-29s assigned to the squadron at the end of the month. For June this squadron was assigned 80 flying hours and accomplished 129:80 hours. Flying time was used as follows: two aircraft commanders were checked out and eight instrument checks were completed.[42]

442D BOMBARDMENT SQUADRON (M) OPERATIONS

The principal program of this squadron for June was continuing the transition training of crews into B-47 aircraft. A majority of the squadron personnel were TDY. Those who were on duty continued with their routine duties and assisted in the preparation of the remaining B-29s for storage. For the month of June, 81.05 hours were flown in the two remaining B-29s with emphasis placed on instrument flying, transition and completion of 60-2 requirements for 1025s scheduled for B-47 training.[43]

443D BOMBARDMENT SQUADRON (M) OPERATIONS

For the month of June, this squadron, with two B-29s assigned, accomplished 100:05 hours flying time which was primarily devoted to completing 60-2 requirements.

The initial phase of B-47 transition for this squadron was 100% complete for pilots and 90% complete for observers. Forty percent of the aircrews in this squadron were in transition training phases at Wichita Air Force Base, Kansas. It was anticipated that the remainder would leave for phases of training prior to 16 July 1953.[44]

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42. History Report, 441st Bombardment Squadron, June 1953
43. History Report, 442d Bombardment Squadron, June 1953
44. History Report, 443d Bombardment Squadron, June 1953

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CHAPTER V

SPECIAL PROJECT

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JOB IMPROVEMENT METHOD

During routine inspection of the KC-97 aircraft engines, approximately 50 cowl locks per month were found to need replacements. This replacement procedure required that a cross bar be removed, which was accomplished with a pair of pliers. This method frequently broke the screw, part number 3-43473, and damaged the cross bar, part number 3-43468, beyond further use. With the use of a tool, newly designed by S/Sgt William E. Orzo, 320th Field Maintenance Squadron, damage is negligible, with the saving of 15 minutes per unit. Study of this new tool usage by Wing Comptroller showed a saving to the government of $1,122.00 yearly.[45/]

45. See Exhibit One, Two and Three on new tool, TAB "L"

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APPENDIX

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APPENDIX

	TAB
USAF ITR. ORDER 322 (AFOAD)	"A"
WING REGULATION 205-4, DTD 11 JUNE 1953	"B"
WING REGULATION 36-1, DTD 30 JUNE 1953	"C"
WING REGULATION 50-6, DTD 11 JUNE 1953	"D"
ANALYSIS OF UNIT LEADERSHIP AND EFFECTIVENESS AND MORALE FOR APRIL, MAY AND JUNE 1953	"E"
LEADERSHIP, EFFECTIVENESS AND MORALE SYSTEM	"F"
MONTHLY CONTROL SUMMARY FOR JUNE 1953	"G"
320th FIELD MAINTENANCE SQUADRON LOYALTY SOP	"H"
WING SUPPLY REGULATION 67-3, DTD 17 JUNE 1953	"I"
WING SOP 100-2, DTD 5 JUNE 1953	"J"
15TH AIR FORCE TOTEM POLE	"K"
JOB IMPROVEMENT METHOD, PHOTO ONE, TWO AND THREE	"L"
FLYING TRAINING ACCOMPLISHMENTS	"M"
KEY PERSONNEL ROSTER, 320TH BOMBARDMENT WING (M)	"N"
BEACON ANTIGUA	"O"
COMBAT CREW ROSTER, 441ST BOMBARDMENT SQUADRON (H)	"P"
COMBAT CREW ROSTER, 442ND BOMBARDMENT SQUADRON (H)	"Q"
COMBAT CREW ROSTER, 443RD BOMBARDMENT SQUADRON (H)	"R"
CREW ROSTER, 320TH AIR REFUELING SQUADRON	"S"

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USAF ITR ORDER 322 (APO18)

EXHIBIT "A"

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RESTRICTED
SECURITY INFORMATION

DEPARTMENT OF THE AIR FORCE
WASHINGTON 25, D. C.

322 (AFOMO 466h) 15 April 1953

SUBJECT: (Unclassified) Reorganization of the Hq, 12th Air Division, and Certain Other USAF Units at March Air Force Base

TO: Commanding General, Stratetic Air Command

1. The following units will be reorganized on or about 20 June 1953, as indicated:

Unit	T/O Composition	Authd Str Off	WO	Amn
Hq, 12th ADiv	1 - 1045P, 1 Mar 53, 1 x Part II	10		7
Hq, 807th AB Gp	1 - 8033P, 1 Mar 53, 1 x Part II	37		112
807th Cprs Sq	1 - 8157P, 1 Mar 53, 1 x Parts II, IID	19		274
807th Sup Sq	1 - 8160P, 1 Mar 53, 1 x Parts II, IIA	14		372
807th Mtr Veh Sq	1 - 8158P, 1 Mar 53, 1 x Part II	5		201
807th Instls Sq	1 - 8159P, 1 Mar 53, 1 x Part II	4	1	281
Hq, 22d Bomb Wg, M	1 - 1047P, 1 Mar 53, 1 x Part II	45		106
Bomb Sq, M 2, 19, 33	1 - 1178P, 1 Mar 53, 1 x Parts II, IIA	66 (each)		106
Air Rflg Sq, M 22, 320	1 - 1179P, 1 Mar 53, 1 x Parts II, IIA	85 (each)		229
Fld Maint Sq 22, 320	1 - 7169P, 1 Mar 53, 1 x Part II	7 (each)		349
Periodic Maint Sq 22, 320	1 - 7171P, 1 Mar 53, 1 x Part II	5 (each)		181
22d Armt & Elect Maint Sq	1 - 7170P, 1 Mar 53, 1 x Part II	13		337
Hq, 320th Bomb Wg, M	1 - 1048P, 1 Mar 53, 1 x Part II	45		107

RESTRICTED
SECURITY INFORMATION

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Ltr 322 (AFOMO 466h), DAF, subject: (Uncl) Reorganization of the Hq, 12th Air Division, and Certain Other USAF Units at March Air Force Base

Unit	T/O Composition	Authd Str Off	WO	Amn
Bomb Sq, M 441, 442, 443	1 - 1479P, 1 Mar 53, 1 x Parts II, IIA	66 (each)		106
320th Armt & Elect Maint Sq	1 - 7475P, 1 Mar 53, 1 x Part II	14		406
15th Recon Tech Sq	1 - 2302, 1 Mar 53, 1 x Part II	63		340
91st Strat Recon Sq, M, Photo	1 - 1480, 1 Mar 53, 1 x Part II	70		359

2. Personnel will be furnished from sources under control of the Commanding General, Strategic Air Command.

3. The above units, while in the ZI, are authorized Unit Essential equipment as listed on their Unit Property Record Equipment Authorization Lists. The UPREAL's will be prepared based on Column 3A of the MEAL, and above T/O compositions. These units, while in the ZI, are authorized additional equipment as indicated on their approval UAL's. Information required for computing UPREAL's for certain of the above units is as follows:

UPREAL's	ECL's
22d Armt & Elect Maint Sq	20-00-24 (Sptg 45 B-47 acft and 20 KC-97 Acft)
320th Armt & Elect Maint Sq	20-00-24 (Sptg 45 YRB-47 acft and 20 KC-97 acft)
Bomb Sq, M 2, 19, 33	See I, 20-00-34 (15 B-47 acft each)
Bomb Sq, M 441, 442, 443	Sec I, 20-00-34 (15 YRB-47 each)
Air Rflg Sq, M 22, 320	Sec II, 20-00-34 (20 KC-97 acft each)
91st Strat Recon Sq, M, Photo	Sec I, 20-00-20 (15 RB-29 acft) 20-00-30 (15 RB-29 acft) 20-00-40 (2 RB-29 docks)

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Ltr 322 (AFCMO 466h), DAF, Subject: (Uncl) Reorganization of the Hq, 12th Air Division, and Certain Other USAF Units at March Air Force Base

UPREAL's	ECL's
22d Periodic Maint Sq	20-00-44 (6 B-47 docks and 2 KC-97 docks)
320th Periodic Maint Sq	20-00-44 (6 YRB-47 docks and 2 KC-97 docks)
22d Fld Maint Sq	20-00-54 (Sptg 45 B-47 acft and 20 KC-97 acft)
320th Fld Maint Sq	20-00-54 (Sptg 45 YRB-47 acft and 20 KC-97 acft)
15th Recon Tech Sq	20-00-19 (Sec I AF Colm)

4. Concurrent with the reorganization directed above, the following units, while in the ZI, are authorized Unit Essential equipment as listed on their Unit Property Record Equipment Authorization Lists. The UPREAL's will be prepared based on Column 3A of the MEAL, and T/O composition as indicated. These units, while in the ZI, are authorized additional equipment as listed on their aproval UAL's:

Unit	T/O Composition	Authd Str Off	WO	Amn
Med Gp 22, 320	1 - 9022, 1 Jan 52, 1 x Parts IIAB, AE, AF; 4 x Part IIAD	27 (each)		98
807th Air Police Sq	1 - 8035, 1 Apr 52, 1 x Parts IIB, C; 2 x Parts IIE, H 7 x Part IID; Remark 4 applies	14		449
807th Food Sv Sq	1 - 8015, 1 Jan 52, 1 x Part IIVA	2	5	359
26th WAF Sq	1 - 8008, 1 Jan 52, 1 x Part IIB	1		3
523d AF Band	1 - 2030, 1 Jan 52, 1 x Part II		1	34
8th Alt Chamber Indoc Flt	1 - 4101-A, 15 Dec 52, 1 x Part IIBF	1		11
510th Avn Sq	1 - 1963, 1 Dec 52, 1 x Part II	12	3	33

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Ltr 322 (AFOMO 466h), DAF, subject: (Uncl) Reorganization of the Hq, 12th Air Division, and Certain Other USAF Units at March Air Force Base

5. Concurrent with the reorganization above, the 33d Communications Squadron, Command, is authorized Unit Essential and Base Support equipment as listed on its Unit Property Record Equipment Authorization List. The UPREAL will be prepared based on Column 3A and B of the MEAL, and T/O composition as indicated, with an authorized strength of nine (9) officers and one hundred and fifty (150) airmen:

1 - 2233, 1 Jan 52, 1 x Parts IIB, C, J, K, L, M, P, Q, T, U, W, AC, AD, AH, AJ, AL, AO; 2 x Parts IIS, X; 3 x Part IIAU; 4 x Part IIY

6. When the actions directed herein have been accomplished, report will be made to Headquarters USAF by means of the Air Force Organization Status Change Report (Reports Control Symbol AF-01) in compliance with current instructions.

7. Forty (40) copies of the order issued pursuant to this letter will be forwarded to the Air Adjutant General, Headquarters USAF, ATTENTION: Publishing Division, Washington 25, D. C.

BY ORDER OF THE SECRETARY OF THE AIR FORCE:

/s/ K. E. Thiebaud
/t/ K. E. TUIEBAUD
Colonel, USAF
Air Adjutant General

A CERTIFIED TRUE COPY
Wavel L. Adams
WAVEL L. ADAMS
1st Lt., USAF
Asst. Adjutant

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WING REGULATION 205-4, DTD 12 JUNE 1953

EXHIBIT "B"

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Wg Reg 205-4
1-4

HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

320 CDCU 11 June 1953

WING REGULATION)
:
NUMBER 205-4)

SECURITY

Code Number System

1. PURPOSE. To supplement the circulation control provided by the Security Forces at the aircraft in order to preclude unauthorized individuals obtaining access to aircraft while personnel of this Wing have security responsibility for the aircraft.

2. SCOPE. This Regulation is applicable to all personnel assigned to organizations of this Wing.

3. RESPONSIBILITY: Squadron Commanders who are assigned aircraft are responsible for implementing this Regulation as outlined below.

4. PROCEDURE. The Engineering Office of each squadron will be the security control point for that squadron.

a. Duplicate blocks of random numbers will be prepared for each aircraft possessed.

b. The Crew Chief will be given one copy of the block of numbers for his aircraft.

c. The duplicate blocks will be retained by the Squadron Engineering Officer.

d. When an individual approaches an aircraft, he will be allowed access to the aircraft if he is personally recognized by the Crew Chief.

e. If the Crew Chief cannot personally recognize the individual, the Crew Chief will instruct the specialist or crew member to report to the Engineering Officer for recognition and a number. If the Crew Chief's instructions are not promptly followed, the intruder will immediately be turned over to the R&D Team for check-out.

f. The Engineering Officer, or his designated representative, will identify the person desiring access and give him the number at the top of the list for the desired aircraft, after which the Engineering Officer will scratch off the used number.

g. The person desiring access will address the Crew Chief concerned with the number obtained from the Engineering Officer, after which the Crew Chief will scratch off the used number. If the wrong number is presented, the individual will be immediately turned over to the R&D Team for check-out.

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Wg Reg 205- 4
5-6

5. Personnel desiring access will be personally recognized by the Crew Chief or recognized through use of the above procedure, prior to approaching the aircraft.

6. The above procedure is the minimum acceptable control and may be supplemented by any further recognition systems or circulation controls deemed necessary by the Squadron Commanders concerned.

BY ORDER OF COLONEL BRIGGS:

JULIAN M. HEXUM
Captain, USAF
Adjutant

OFFICIAL:

Julian M. Hexum
JULIAN M. HEXUM
Captain, USAF
Adjutant

DISTRIBUTION: "B"

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[illegible] REGULATION 36-1, DTD 30 JUNE 1953

EXHIBIT "C"

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HEADQUARTERS 320TH BOMBARDMENT WING, M
MARCH AIR FORCE BASE
CALIFORNIA

30 June 1953

WING REGULATION)
:
NUMBER....36-1)

PERSONNEL

Officer Personnel Roster

1. PURPOSE. To establish uniform procedure for preparation of an accurate Officer Personnel Roster.

2. SCOPE. This Regulation is applicable to all squadrons of the 320th Bombardment Wing.

3. GENERAL. Individual squadrons will prepare a stencil showing status of officers assigned as of the 25th day of each month (see attached format). Stencils will be forwarded to the Wing Personnel Office to arrive not later than 1600 hours on the following day. In the event the 25th falls on a Saturday, Sunday, or holiday, the stencil will be prepared on the last duty day preceding the week-end or holiday, to arrive at the Wing Personnel Office not later than 1100 hours on the first duty day following the week-end or holiday.

4. PREPARATION. All information contained in the Officer Personnel Roster will be in complete agreement with WD AGO Form 66 and the Morning Report. Stencils will be cut to allow one-fourth of an inch margin on the left hand side and a one-half of an inch margin on the right hand side (do not type above Line 2 or below Line 77 on the stencil). Squadron heading will appear on each page in capital letters and underlined. Officers will be listed alphabetically by rank and include the following information on each officer:

a. Name. Last name and first initial. All names will be capitalized.

b. Air Force Serial Number.

c. Date of Rank: Date of current temporary grade.

d. Permanent grade.

e. Primary AFSC.

f. Duty AFSC.

g. All additional AFSC's.

h. Aero Rating. Abbreviate i. e., Pilot - P, Senior Pilot - SP, Aircraft Observer, Navigator - ACN, etc.

i. Foreign Selective Service Date.

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j. Date Assigned to March Air Force Base.

k. Date of Separation.

l. Year of Birth. Last two digits of year.

m. Martial Status. Abbreviate i.e., Married - M, Single - S, etc.

5. RESPONSIBILITY. It will be the responsibility of the Wing Personnel Office to furnish sufficient copies of Personnel Roster to 12th Air Division, Wing Staff Offices and to the individual squadrons assigned to 320th Bombardment Wing not later than the forst of the following month.

6. This regulation supersedes Wing Regulation 36-4, 9 November 1951.

7. Upon receipt of this regulation initial roster will be submitted.

BY ORDER OF THE COMMANDER:

OFFICIAL:

JULIAN M. HEXUM
Captain, USAF
Adjutant

Julian M. Hexum
JULIAN M. HEXUM
Captain, USAF
Adjutant

1 Attachment
(Sample Form)

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(SQUADRON HEADING)
320TH BOMBARDMENT WING (M)
MARCH AIR FORCE BASE, CALIFORNIA

AS OF (25th of month)

NAME	AFSN	DT RANK	P-GRADE	PAFSC	DAFSC	AAFSC	RATING	FSSD	ASGD MAFB	DOS	YOB	MARTIAL STATUS
COLONELS												
BROWN, J.	1234A	1Jan53	Lt Col	0066C	0066C	1416, 1234C	SP	5Jun52	4Jun52	Indef	20	M
SMITH, B.	AO 123456	25May53		1416	1416	7024	P	12May50	20Dec51	25Jun53	14	S
LT COLONELS												
JONES, A.	15678A	15Jun52	Major	1524H	1524H	7321, 7024	ACN	17Nov49	5Nov50	Indef	23	M

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KODAK SAFETY FILM

WING REGULATION 50-5, DTD 11 JUNE 1953

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*Wg Reg 50-5
1-3

HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

320 CDC

11 June 1953

WING REGULATION)
:
NUMBER 50-5)

TRAINING

Control of Flight Handbooks

1. PURPOSE. To supplement SAC Regulation 50-6 as pertains to the distribution and accountability of Flight Handbooks.

2. SCOPE. The provisions of this regulation are applicable to all units conducting flying in this Wing.

3. PURPOSE.

a. In order to insure that constantly current information is contained in the Flight Handbooks, Quality Control, 320th Bomb Wing, is responsible that:

(1) Sufficient copies are requested on the PRT to insure that each authorized flight crew member has his own personal copy of the appropriate Flight Handbook.

(2) Initial distribution of Flight Handbooks and revisions thereto are issued to the Wing Standardization Board in the following quantities:

(a) 171 copies of AN 01-20 ENB-1 for redistribution, 57 copies to each Bomb Squadron.

(b) 108 copies of AN 01-75 FJC-1 for redistribution, 36 copies to each Bomb Squadron.

(c) 110 copies of AN 01-20 CAG-1 for redistribution to the Air Refueling Squadron.

(d) Sufficient copies for issue to staff personnel who periodically fly as combat crew members or instructor personnel.

(3) Interim and immediate action or attention Tech Orders are screened and those which cover information affecting the flight crews are forwarded to the Wing Standardization Board.

b. The President of the Wing Standardization Board is responsible that:

* Supersedes Wg Reg 50-5, 8 May 53

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(1) Control numbers are assigned to each Flight Handbook prior to distribution to facilitate accountability and distribution of revisions and/or immediate action or attention Tech Orders.

(2) Interim and Immediate Action Tech Orders are screened fo those which cover information pertaining to the series o assigned aircraft, indicating Action on those which are applicable to assigned aircraft, and Information Only on those which are applicable to series not assigned this Wing.

(3) Distribution of Safety of Flight Amendments is made to squadrons in sufficient quantity to insure one copy for each holder of a controlled Handbook.

(4) Distribution is made to the Bomb Squadrons as outlined above.

(5) Copies are obtained from Quality Control for distributio as necessary to the Wing staff.

(6) Interim and immediate action Tech Orders are reproduced and punched for Tech Order binders and/or distributed as may be deemed economical, with the concurrence of Qualit Control.

(7) The master file maintained by Quality Control is monitored periodically to insure that all immediate action Tech Orders which affect the flight crews have been received and distributed.

(8) Inspections of the Flight Handbook are conducted as a part of the Wing Standardization Board checks to insure that all combat crew members have properly revised the Flight Handbooks.

c. Squadron Commanders are responsible for the distribution and accountability of Flight Handbooks.

4. The Flight Handbook contains information affecting the national defense of the United States within the meaning of espionage laws, Title 18 USC, Sections 793 and 794, and loss or compromise of these Handbooks will be reported as required by paragraph 15, Air Force Regulation 205-1, as amended.

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Wg Reg 50-5

BY ORDER OF COLONEL BRIGGS:

JULIAN M. HEXUM
Captain, USAF
Adjutant

OFFICIAL:

Julian M. Hexum

JULIAN M. HEXUM
Captain, USAF
Adjutant

DISTRIBUTION: "B"

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ANALYSIS OF UNIT LEADERSHIP AND EFFECTIVENESS

AND MORALE FOR APRIL, MAY AND JUNE

1953

EXHIBIT "E"

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OFFICE OF THE COMPTROLLER
HEADQUARTERS 320TH BOMBARDMENT WING (M)
March Air Force Base
California

320 AAC 13 July 1953

SUBJECT: Analysis of The Unit Leadership Effectiveness and Morale Ratings

TO: Commander
320th Bombardment Wing (M)
March Air Force Base
California

I. General

An analysis covering a three month period, April, May and June has been prepared by this office. The figures have been compiled and recorded under the provisions of 12th Air Division letter Subject: "Unit Leadership and Morale Rating" dated 1 February 1953. Ratings are based on a maximum of 950 points. June ratings are also based on a one month and a combination of April-May-June which is a three month moving average. The scores are based on a percentage of maximum points obtainable.

II. Analysis

WING HEADQUARTERS

The scores and standings for the one and three month period are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
April	79.1	80.8	18	18	6	6
May	81.0	79.1	21	22	6	8
June	81.3	80.4	22	22	8	7

441ST BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month period are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
April	81.4	85.0	15	12	5	4
May	90.1	86.7	9	7	3	2
June	91.7	87.5	10	8	4	3

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

442D BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
April	92.4	85.5	4	11	2	3
May	83.1	82.1	19	17	5	6
June	93.7	89.4	7	6	3	2

443D BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
April	86.1	77.6	11	22	3	8
May	77.2	80.1	23	21	7	7
June	84.9	82.4	16	16	6	5

320TH AIR REFUELING SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
April	92.8	89.1	3	5	1	1
May	70.7	83.3	28	15	9	5
June	94.8	89.4	6	11	2	4

320TH ARMAMENT AND ELECTRONICS MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
April	77.6	76.8	21	24	7	9
May	88.1	83.9	12	12	4	3
June	82.1	82.3	21	17	7	6

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

320TH FIELD MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
April	81.8	82.2	13	15	4	5
May	91.2	87.0	7	6	1	1
June	98.3	89.9	2	4	1	1

320TH PERIODIC MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
April	64.8	77.6	28	21	9	7
May	75.0	76.9	24	25	8	9
June	89.6	78.9	12	23	5	8

320TH MEDICAL GROUP

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
April	77.6	87.3	22	6	8	2
May	90.3	83.6	8	14	2	4
June	67.4	74.8	29	26	9	9

III. Comments

The Wing one month overall average amounted to 81.5% for April, 82.9% for May and 87.1% for June. The Wing overall three month average which has been showing a steady increase amounted to 82.4% for April, 82.5% for May and 83.8% for June. Discrepancies are caused primarily by the reenlistment rate, morning report discrepancies and AWOL rate.

There were 31 squadrons competing in the three month period.

DELBERT V. BERG
Captain, USAF
Comptroller

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LEADERSHIP, EFFECTIVENESS AND MORALE RATING SYSTEM

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LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM

AWARD SHEET FOR JUNE 1953

12th AD Assigned Units	% of Possible score		12th AD Tenants
First Place - Hq Sq Sec, 807th AB Gp	92.65		3933rd RBS Sq - 95.52
Second Place - 320th Field Maint Sq	89.98		
Third Place - 442nd Bomb Sq	89.35		
Greatest Improvement			
523rd Band	39.87	percentage points improved.	

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WORK SHEET FOR: UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM Page 1	PED Str Pts Allt'd	1 Hq. Sq Sec 22 Bm Wg		2 320th Fld Maint Sq		3 2nd Bomb Sq		4 3933rd RBS Sq		5 523rd Band		6 320th Air Rflg Sq.		7 442nd Bomb Sq		8 22 Air Rflg Sq.		9 March Flt. Svs Sq.	
CATEGORY		157		283		171		53		34		260		117		274		67	
Part 1 Disciplinary Offenses		No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	0	60	0	60	0	60	0	60	0	60	1	54	0	60	0	60	0	60
b. AWOL	130	0	130	0	130	0	130	0	130	0	130	1	97.5	0	130	0	130	0	130
c. Serious Incidents	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90
d. Drunk and/or Disorderly	60	0	60	0	60	0	60	0	60	0	60	0	60	0	60	1	54	0	60
e. Uniform Violations	20	0	20	2	10	0	20	0	20	0	20	1	16	0	20	0	20	0	20
Part II Ground Safety																			
a. Minor Accidents (Other)	20	0	20	1	20	3	2	1	2	0	20	0	20	0	20	1	20	0	20
b. Major Accidents (Other)	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	1	35	1	50	0	50	0	50	0	50	0	50	1	30	1	50	0	50
b. Driving Drunk	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90
c. Major Accidents Vehicle	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50
d. Minor Accidents Vehicle	20	0	20	1	16	0	20	0	20	0	20	0	20	0	20	0	20	1	2
Part IV Reenlistments		D R		D R		D R		D R		D R		D R		D R		D R		D R	
a. Regular	150	2 2	150		NR		NR		NR		NR	1 1	150		NR	2 1	90		NR
b. Reserve and ANG																			
c. % Term, ANG& Res/% Reenlmt																			
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	58 58	30	51 51	30	35 35	30	20 20	30	9 9	30	74 74	30	24 16	0	103 103	30	21 18	0
Part VI Administration																			
a. Delinquent MPO's	60	0	60	0	60	0	60	0	60	3	36	0	60	0	60	0	60		NR
b. Morning Report Errors	70	0	70	1	70	0	70		NR	0	70	1	63	0	70	1	70		NR
% of Max Score (3Mo. Avg.)		82.00		89.98		87.00		95.52		78.96		85.72		89.35		86.14		91.99	
TOTAL POSSIBLE SCORE JUNE		950		800		800		730		800		950		800		950		670	
SCORE ERND JUNE		935		786		782		712		776		900.5		750		884		622	
% OF MAX SCORE JUNE		98.42		98.25		97.75		97.53		97.00		94.79		93.75		93.05		92.84	

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WORK SHEET FOR: UNIT LEADERSHIP Page 2 EFFECTIVENESS AND MORALE RATING SYSTEM		10 44lst Bomb Sq		11 22nd Pdc Maint Sq		12 320th Pdc Maint Sq		13 Hq Sq Sec 807th AB Gp		14 807th MTR Veh Sq		25 1907-7th AACS Det		16 443rd Bomb Sq		17 22nd Fld Maint Sq		18 22nd Med Gp	
CATEGORY	PFD Str	116		191		94		482		269		131		111		335		313	
Part 1 Disciplinary Offenses	Pts Allt	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	0	60	0	60	0	60	0	60	2	30	0	60	1	24	0	60	0	60
b. AWOL	130	0	130	0	130	0	130	2	97.5	1	97.5	0	130	0	130	2	71.5	0	130
c. Serious Incidents	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90
d. Drunk and/or Disorderly	60	0	60	2	18	0	60	2	54	2	24	0	60	0	60	0	60	1	54
e. Uniform Violations	20	2	2	0	20	1	6	0	20	0	20	0	20	2	2	1	18	5	2
Part II Ground Safety																			
a. Minor Accidents (Other)	20	0	20	1	16	0	20	0	20	1	20	0	20	2	2	4	6	0	20
b. Major Accidents (Other)	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	1	30	2	20	2	5	5	20	1	50	2	15	0	50	2	40	3	25
b. Driving Drunk	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90	0	90
c. Major Accidents Vehicle	50	0	50	0	50	0	50	1	33	0	50	0	50	0	50	1	33	0	50
~~d. Minor Accidents Vehicle~~	~~20~~	~~0~~	~~20~~	~~0~~	~~20~~	~~0~~	~~20~~	~~0~~	~~20~~	~~1~~	~~14~~	~~0~~	~~20~~	~~0~~	~~20~~	~~0~~	~~20~~	~~3~~	~~4~~
Part IV Reenlistments		D R		D R		D R		D R		D R		D R		D R		D R		D R	
a. Regular	150		NR		NR		NR		NR		NR	1 0	90		NR	2 2	150		NR
b. Reserve and ANG												1 1							
c. % Term. ANG&Res/%Reenlmt																			
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	24 24	30	42 42	30	30 30	30	125 125	30	73 73	30	42 33	0	22 22	30	66 66	30	45 36	0
Part VI Administration																			
a. Delinquent MPO's	60	0	60	0	60	1	36	1	60	0	60	0	60	0	60	2	48	2	42
b. Morning Report Errors	70	1	42	0	70	0	70	0	70	0	70		NR	2	21	4	28	2	49
% of Max Score (3 Mo. Avg.)			87.52		87.92		78.98		92.65		73.11		83.63		82.41		82.11		80.55
TOTAL POSSIBLE SCORE JUNE			800		800		800		800		800		880		800		950		800
SCORE ERND JUNE			734		724		717		714.5		695.5		755		679		794.5		666
% OF MAX SCORE JUNE			91.75		90.50		89.63		89.31		86.94		85.80		84.88		83.63		83.25

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WORK SHEET FOR: UNIT LEADERSHIP Page 3
EFFECTIVENESS AND MORALE RATING SYSTEM

CATEGORY	PFD Str Pts Allt	19 33rd Bomb Sq 184		20 807th Ops Sq 472		21 320th A & E Maint Sq 220		22 Hq Sq Sec 320 Bm Wg 138		23 19th Bomb Sq 180		24 9th Wea Sq 52		25 807th Air Police Sq 445		26 42nd Air Res Sq 119		27 22nd A&E Maint Sq 305	
		No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
Part I Disciplinary Offenses																			
a. Security Violations	60	0	60	1	60	3	12	0	60	1	30	0	60	0	60	0	60	3	18
b. AWOL	130	0	130	3	58.5	0	130	0	130	0	130	0	130	1	130	0	130	0	130
c. Serious Incidents	90	0	90	0	90	0	90	0	90	0	90	0	90	1	50	0	90	0	90
d. Drunk and/or Disorderly	60	0	60	1	60	1	48	1	30	1	36	0	60	2	48	1	18	0	60
e. Uniform Violations	20	1	12	6	4	2	8	0	20	4	0	1	2	0	20	0	20	1	18
Part II Ground Safety																			
a. Minor Accidents (Other)	20	2	8	0	20	0	20	0	20	1	16	0	20	1	20	1	10	0	20
b. Major Accidents (Other)	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50	0	50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	2	20	7	15	0	50	2	15	1	40	0	50	0	50	0	50	5	10
b. Driving Drunk	90	0	90	1	90	1	54	0	90	1	27	0	90	0	90	0	90	0	90
c. Major Accidents Vehicle	50	0	50	1	33	0	50	0	50	0	50	0	50	0	50	0	50	0	50
d. Minor Accidents Vehicle	20	0	20	0	20	0	20	0	20	0	20	0	20	3	6	1	4	0	20
Part IV Reenlistments		D R		D R		D R		D R		D R		D R		D R		D R		D R	
a. Regular	150		NR	3 2	150		NR		NR		NR	1 0	15	1 0	15	2 1	90	1 0	15
b. Reserve and ANC																			
c. % Term, ANC&Res/% Reenlmt																			
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	34 29	0	187 151	0	54 54	30	53 53	30	31 31	30	15 6	0	83 32	27	43 32	0	54 54	30
Part VI Administration																			
a. Delinquent MPO's	60	5	6	0	60	0	60	2	24	1	48	0	60	3	42	6	0	2	42
b. Morning Report Errors	70	0	70	1	70	2	35	2	21	0	70		NR	2	63		NR	2	49
% of Max Score (3Mo. Avg.)			84.76		72.81		82.33		80.37		83.06		89.62		85.79		76.20		81.21
TOTAL POSSIBLE SCORE JUNE			800		950		800		800		800		880		950		880		950
SCORE ERND JUNE			666		730.5		657		650		637		697		721		662		692
% OF MAX SCORE JUNE			83.25		82.16		82.13		81.25		79.63		79.20		75.90		75.23		72.84

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WORK SHEET FOR: UNIT LEADERSHIP Page 4 EFFECTIVENESS AND MORALE RATING SYSTEM		28 807th Food Sv Sq		29 320th Med Grp		30 807th Supply Sq		31 807th Instl Sq	
CATEGORY	PFD Str	584		97		428		306	
Part 1 Disciplinary Offenses	Pts Allt	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	0	60	0	60	2	42	4	12
b. AWOL	130	7	32.5	1	32.5	3	45.5	2	58.5
c. Serious Incidents	90	0	90	0	90	0	90	0	90
d. Drunk and/or Disorderly	60	5	18	0	60	2	48	5	0
e. Uniform Violations	20	4	10	1	6	1	20	1	18
Part II Ground Safety									
a. Minor Accidents (Other)	20	4	14	0	20	1	20	1	20
b. Major Accidents (Other)	50	0	50	0	50	0	50	1	33
Part III Veh Accident Prevention									
a. Moving Traffic Violations	50	4	35	0	50	6	15	1	50
b. Driving Drunk	90	1	90	0	90	0	90	1	63
c. Major Accidents Vehicle	50	0	50	0	50	0	50	0	50
d. Minor Accidents Vehicle	20	2	16	0	20	0	20	3	4
Part IV Reenlistments		D R		D R		D R		D R	
a. Regular	150		NR	1 0	15	1 0	15		NR
b. Reserve and ANG									
c. % Term, ANG&Res/% Reenlmt									
Part V NCO Mess		E M		E M		E M		E M	
a. Members NCO Mess	30	110 110	30	13 13	30	129 129	30	62 62	30
Part VI Administration									
a. Delinquent MPO's	60	28	0	0	60	21	0	1	60
b. Morning Report Errors	70	2	70	3	7	0	70	7	14
% of Max Score (3 Mo. Avg.)			64.06		74.78		70.23		71.07
TOTAL POSSIBLE SCORE JUNE			800		950		950		800
SCORE END JUNE			565.5		640.5		605.5		502.5
% OF MAX SCORE JUNE			70.69		67.42		63.74		62.81

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MONTHLY CONTROL SUMMARY, JUNE 1963

(JCS: 15-62)

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SECRET

SECURITY INFORMATION
CLASS: SECRET
AUTH: CO 320BW
DATE:
INITS:

320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

320 AAC

14 July 1953

SUBJECT: Monthly Control Summary for June 1953 (RCS: 15-U2)

PART I GENERAL

1. This report constitutes the fourth analysis covering the Wing's progress during the conversion period. This report covers the period 1 June to 30 June 1953 inclusive.

2. The Wing has an Operational Readiness Index of zero (0) as of 30 June 1953. This is due to the Wing changing to B-47 T/O & E effective 20 June 1953. As of 30 June 1953 the Wing had 27 non-combat ready B-47 crews assigned. Twenty (20) B-47 crews were formed during the month of June. The Air Refueling Squadron had 18 complete crews assigned, eight (8) of which were declared Combat Ready on 30 June 1953. As of 30 June 1953 the Wing had two (2) non-combat ready B-29 crews assigned. Both these crews will be dropped on 1 July 1953.

3. The Wing phased out two (2) B-29 aircraft during the month of June 1953. Both these aircraft were transferred to Tinker Air Force Base, Oklahoma. As of 30 June 1953 the Wing still had six (6) B-29 aircraft assigned. These six (6) aircraft will be phased out prior to 10 July 1953. During the month of June 1953 one (1) KC-97 aircraft was gained from Boeing Aircraft Corporation, Seattle, Washington. As of 30 June 1953 the Air Refueling Squadron has a total of twenty-one (21) KC-97 aircraft assigned and possessed. The phase out of B-29 equipment not common to the B-47 conversion program will be discussed in Part III of this report.

4. The Air Refueling Squadron is currently undergoing flying training under the provisions of SAC Regulation 51-19, Supplement XII. The average aircraft available during the month was 20.9 aircraft. A total of 647:20 hours were flown for an average of 31:00 hours per aircraft. The in-commission rate for this period was 68.11%. The shortage of qualified Flight Line Maintenance personnel continues to restrict maximum utilization of aircraft assigned. The squadron had 61.11% authorized flight line maintenance personnel assigned, while the average effective manning was 43.5% due to TDY and MTD commitments. An average of 14 aircraft were available for flying each day during the month of June. During the month of June an average of 4 aircraft were flown each day. The squadron had an abort rate of 1% during the Month of June. The percent aircraft AOCP was 7.7%. The principal reason for aircraft being AOCP was due to the non-availability of Propeller Control Assemblies. During the month of June the squadron accomplished 1172 dry and 145 wet hookups. This is a result of the coordinated program with the 22d Bomb Wing (Jet).

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Subject: Monthly Control Summary for June 1953

PART II PERSONNEL

1. a. The status of officer manning as of 30 June 1953 was as follows:

No. Officers Required - 381
No. Officers "IRS" - 313
Percent "IRS" - 82.2%

b. The principal shortages are in the Air Operations, Supply, Electronics, Maintenance and Medical Career fields. With the new T/O authorization (effective 20 June 1953) for the Air Refueling Squadron, there is a shortage of five (5) additional navigators. The squadron is still short two (2) navigators to complete 20 crews. The shortage of seven (7) navigators is predicated on 1.25 authorization for combat crews.

2. a. The status of airmen manning as of 30 June 1953 was as follows:

No. Airmen Required - 1668
No. Airmen "IRS" - 880
Percent "IRS" - 52.1%

b. The principal shortages continue to exist in the Maintenance, Supply and Electronic Career fields. The increase in Airmen required is due to the new T/O authorization for the Air Refueling Squadron.

3. a. The Wing AWOL experience for the calendar quarters ending 31 May and 30 June 1953 are as follows:

	May	June
No. AWOL's 320th Bomb Wing	5	5
AWOL Rate (cumulative)	1.0	1.4

b. The Wing experienced two (2) AWOL's during the month of June. One (1) occurred in the Air Refueling Squadron and one (1) in the Medical Group.

4. The Wing Ground Safety experience for the calendar quarters ending 31 May and 30 June are as follows:

	May	June
Accident Cost Index	6.22	6.16
Ground Safety Index	8.03	6.51

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Subject: Monthly Control Summary for June 1953

Personnel (Cont'd)

5. a. The Wing Reenlistment Rate for the calendar quarters ending 31 May and 30 June 1953 are as follows:

	May	June
Reenlistments	21	14
Terminations Eligible to Reenlist	23	15
Reenlistment Rate	91.3%	87.5%

6. The percent completeness of Officers and Airmen Personnel Records for the months of May and June 1953 are as follows:

	May	June
Percent Complete Officers Records	99.79%	99.98%
Percent Complete Airmens Records	99.92%	99.98%

7. The Wing utilized 2,231 manhours of the KC-97 MTD during the months of June as compared to 3,479 manhours in May 1953. The Wing utilized 4,759 manhours of L-47 MTD during the month of June as compared to 6,007 manhours in May 1953.

8. a. The flow of personnel to and from schools is as follows:

SCHOOL	No. Required School	No. Attending School	No. Completed School
Transition for Key Staff Personnel	12	2	6
CCTS Phase I *	110	5	28
CCTS Phase II *	110	12	16
High Speed Nav Course	60	25	28
Bomb Commanders School	121	0	93
Advanced Survival	181	0	140
Course 43151J	140	16	124
Electricians Course	29	11	18
Hydraulic Course	6	6	0
Course 43153	60	8	52

* One (1) Combat Crew quota withdrawn by 15th Air Force.

b. The above figures are based on class starting dates for flow to school and graduation dates plus 10 days delay in route for flow from school. The above figures are as of 30 June 1953.

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Subject: Monthly Control Summary for June 1953

PART III MATERIEL

1. The Wing had six (6) B-29 aircraft on hand as of 30 June 1953. Two (2) B-29 aircraft were phased out during the month of June 1953. The Wing had twenty-one (21) KC-97 aircraft assigned and possessed on 30 June 1953. The Air Refueling Squadron was required to fly 113 sorties during the month of June and delivered 113 sorties. B-29 aircraft had 57 sorties required and delivered 57 sorties.

2. As of 30 June 1953 the Wing had turned in approximately 84.0% of the B-29 equipment not common or required in the YRB-47 conversion program. Phase-out of the remaining B-29 aircraft will be complete by 10 July 1953. Turn-in of B-29 equipment is expected to be completed by 31 July 1953.

3. The percent completeness of the Wing's B-47 UBE as of 30 June 1953 is as follows:

No. Items Authorized	203,212
No. Items on Hand	175,171
Percent Complete	86.2%

4. a. The percent of B-47 aircraft spares received during the month of June 1953 is as follows:

	TABLE II	TABLE XVI
Items on Order	3650	5518
Items Received	3268	4783
Percent Received	89.5%	86.6%

b. The above figures are based on the amount of line items requisitioned by Base Supply during one month period.

5. a. The percent of T-33 aircraft spares received during the month of June 1953 is as follows:

	TABLE II
Items on Order	958
Items Received	832
Percent Received	86.8%

b. The above figures are based on the amount of line items requisitioned by Base Supply during one month period.

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Subject: Monthly Control Summary for June 1953

Materiel (Cont'd)

6. B-47 QEC Kits that have been on requisition have been received, (54 total, 27 inboard and 27 outboard). Three (3) T-33 QEC Kits are required and are on requisition but have not been received as of 30 June 1953.

7. The Technical Order Compliance Rate for KC-97 aircraft is as follows:

	15 May	15 June
No. Aircraft assigned	20	21
No. TO's not complied with	29	19
TOC Rate	1.45	.90

8. No aircraft accidents were reported for the 320th Bombardment Wing during the quarter ending 30 June 1953.

Loran D. Briggs

LORAN D. BRIGGS
Colonel, USAF
Commander

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320TH FIELD MAINTENANCE SQUADRON MOBILITY SOP

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320TH FIELD MAINTENANCE SQUADRON
320th Bombardment Wing, Medium
March Air Force Base, California

SECURITY INFORMATION

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3 July 1953

MOBILITY SOP

Preparation and Marking of Air Cargo

1. SCOPE. This SOP covers the preparation and marking of air cargo.

2. RESPONSIBILITIES. Each section or branch supervisor will insure that the provisions of this SOP are complied with and that provisions are made for periodic inspection by the squadron mobility officer.

3. NORMAL OPERATION. All boxes and crates will be prepared ahead of time and will be kept on hand and ready for use. Items not required for normal operation will be prepared for shipment.

4. ALERT. All boxes and packing lists should be ready so that material can be readily packed without delay and without shifting the already computed weight.

5. PACKING AND MARKING OF AIR CARGO.

a. Packing and Crating.

(1) Air cargo will be packed and crated in such a manner as to provide adequate protection of material in transit while keeping care to a minimum. TO 00-85-9, "Preparation of Freight for Air Shipment," 25 June 1945, and other tech orders of the 00-85 series will be consulted, particularly in regard to package weight and size limitations. Care will be taken that too much crating, and boxing is avoided. Many items do not need boxing. C-2A power units, for example, will not be crated nor will they be mounted on platforms. Instead the 2 chocks will be made and the "box" number will be stenciled on the unit with other identification as required by this S.O.P.

(2) All empty fuel tanks (on power units, etc.) other than new units will be emptied and cleaned in accordance with TO 01-1-3 and the unit will have attached a certificate indicating that the tank has been purged and tested in accordance with this T.O. Units without this certificate (except new ones) will not be accepted for air shipment.

(3) All inflammable or otherwise dangerous cargo will be prepared for shipment in accordance with T.O. 00-85-9.

(4) All boxes will be painted OD and all stenciled. Markings will be in yellow paint.

(5) Equipment required for enroute maintenance support and the various control teams will be boxed separately.

b. Marking. Marking of Air Cargo of the air echelon and Control Teams will be accomplished as indicated herein. The markings will be stenciled or otherwise permanently placed on each box. In the case of an unboxed item, the markings will be placed on a manila tag and affixed to the item. Each section or branch of this squadron will use the following system of box or item marking:

(1) In addition to section or branch identification marking stenciled on the cargo, pink corner code markings will be used to indicate that the boxes are the property of the 320th Field Maintenance Squadron.

Exhibit #2

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(2) Section or branch Numbers.

Number 1, Orderly Room.
" 2, Supply.
" 3, Maintenance Supervision.
" 4, Aero Repair.
" 5, Airframe Shop.
" 6, Hydraulic Shop.
" 7, Electrical and Battery Shop.
" 8, Instrument and Office Machine.
" 9, I. F. R.
" 10, Auxiliary Equipment.
" 11, Fabrication.
" 12, Woodworking.
" 13, Machine Shop.
" 14, Sheet Metal.
" 15, Welding.
" 16, Parachute, Leather, Rubber and Textile.
" 17, Dope, Paint and Fabric.
" 18, Power Plant Branch.
" 19, Engine Build-Up and Unit Change.
" 20, Jet Engine Overhaul.
" 21, Propellor Shop.

NOTE: Example of use of section and branch numbers on cargo boxes is as follows: 320J-13-2 would indicate that box belongs to 320th Bombardment Wing, J for this squadron, 13 for Machine Shop and 2 would show that box is box number 2 in Machine Shop's mobility equipment. This information should be shown on sides and top of box.

(3) Special Markings.

(a) Boxes containing flyaway kit spares for enroute support teams will be further identified by a single two inch (2") orange band around all boxes for the B-47 aircraft and a double two inch (2") orange band around all boxes for the KC-97 aircraft.

(b) Cargo for the Control Teams will be prepared by the possessing unit and will indicate in the "Section" Number C&EWT, C&LTF or ADVON whichever is applicable.

6. CARGO PRIORITY. The priority of cargo has already been determined by the establishment of materiel phasing by each section and branch. Consequently the term "priority" need not be used and all cargo will be marked to show the "phase" on which it is scheduled. That portion of phase one cargo scheduled for tactical aircraft will be so indicated with the letter "A" after the number one. For Example: "Phase I-A" is phase one cargo going on tactical aircraft. "Phase I" is phase one cargo going on support aircraft. "Phase II" or "Phase III" is going on support aircraft. Indicate the phase the box goes in by yellow paint on the ends of the box, i. e. "Phase I".

7. Weight and Cube. Accurate weight and cube data will be stenciled on all items, boxed or unboxed. Weights must be determined by actually weighing them on scales. No box will be marked with an estimated weight. For example, no two C-21 power units will weigh the same. Each one will have to be weighed and accurately marked. A marginal error of no more than five pounds plus or minus will be allowed on each box -- this error will be found in the scales themselves so do not estimate. Abbreviate weight (WHT) and cube (CU) and place below wing, squadron and section identifier on sides of box in yellow paint.

8. Packing Lists. Packing lists will be prepared, using the locally devised Wing Form. They will be prepared in a total of eight copies. No. 1 copy will go in the box, No. 2 in waterproof envelope attached to outside of box, (a waterproof envelope containing No. 1 and No. 2 copies will be affixed to unboxed items) No. 3 copy retained by the unit and the remaining copies forwarded to the squadron mobility officer.

Exhibit P-2

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a. Packing lists will show complete stock number and nomenclature of every item in the box. In the event an aircraft is lost, the items lost will be re-requisitioned from the packing lists so it is important that all information necessary to properly identify the item is shown on the packing list. All other data required by the packing list form will be given.

b. An exception to the requirements for packing lists is made in the case of the contents of Flyaway Kit bins, where master lists, posted in compliance with SAC Regulation 65-4; and Section X, Part III, AFM 67-1, are utilized for this purpose. Packing lists will be prepared for flyaway kit items not contained in flyaway kit bins because of bulk or other reasons.

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BOX NUMBER

PACKING LIST

SECURITY INFORMATION

STOCK NUMBER	NOMENCLATURE	AMT

BOX WEIGHT _____

BOX CUBE _____

Exhibit #2.

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WAR SUPPLY REGULATION 67-3, DTD 17 JUNE 1953

EXHIBIT "I"

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Wg Reg 67-3
1-3

HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

WING REGULATION)
:
NUMBER 67-3)

17 June 1953

SUPPLY

Supply Policy

1. PURPOSE: To establish a standard procedure for reporting supply difficulties of units of this command in conjunction with SAC Regulation 67-3.

2. GENERAL: The policy established herein is applicable to all units and will be complied with when supply action and/or procedures present a problem which is causing the unit difficulty in accomplishing its assigned mission and which cannot be corrected within the unit.

3. In order to provide for a definite policy of reporting supply difficulties in this Wing, the following policies will apply:

a. Non-supply on Requisitions.

(1) When back order action has been furnished by Base Supply on items of required property and the subsequent thirty (30) day follow-up has been accomplished with indication that the item is still not available, consideration will be made toward the initiation of a supply difficulty letter. This action will be accomplished in all instance. where lack of items ordered is causing a delay or critical situation in the accomplishment of the mission.

(2) Information will be forwarded in letter form to this headquarters, ATTN: Director of Materiel, showing the item or items involved by stock number, nomenclature, date of initial request, organization control number, base supply voucher number and all action that has been taken to procure the item or items. In addition the letter will state such information relative to the difficulty being encountered.

b. Administrative problems.

(1) Supply difficulties involving administrative problems will be prepared in the form prescribed in paragraph 3b, SAC Regulation 67-3.

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(2) All supply difficulties which cannot be settled within the unit will be forwarded to this headquarters in letter form which will contain complete information on difficulty encountered, steps taken to correct the difficulty and resultant action. These letters will also contain recommendations by the unit where applicable.

4. RESPONSIBILITY: Squadron Commanders and Unit Supply Officers will be responsible for complying with the above instructions.

BY ORDER OF COLONEL BRIGGS:

JULIAN M. HEXUM
Captian, USAF
Adjutant

OFFICIAL:

Wayne L. Adams
WAYNE L. ADAMS
1st Lt, USAF
Asst Adjutant

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Restricted SECURITY INFORMATION

SOP 100-2
1-3

HEADQUARTERS 320TH BOMBARDMENT WING MEDIUM
March Air Force Base, California

STANDING OPERATING PROCEDURE) 5 June 1953

NUMBER 100-2)

COMMUNICATIONS
LOCAL FLIGHT REPORTING

1. PURPOSE: To establish a procedure to insure that hourly position reports are rendered to the 320th Bombardment Wing, while aircraft of the 320th Bombardment Wing are on local flights.

2. SCOPE: The procedures set forth herein will be adhered to by all aircraft commanders.

3. GENERAL:

a. Flight plans will be filed at each Squadron Operations and at 1100 hours the previous day be called into the 320th Wing Control Room.

b. The Wing Control Room will monitor and control all flights utilizing VHF "ECHO" 133.56 mcs.

c. All aircraft commanders will be briefed to monitor "ECHO" Channel from time of clearing tower frequency until returning to tower frequency prior to landing. Immediately after clearing tower frequency, airborne aircraft commander will shift to ECHO CHANNEL and send Time airborne to BARKER CONTROL, thereafter hourly compulsory position reports will be transmitted to the Wing Control Room (BARKER CONTROL). After landing and clearing tower, aircraft commander will transmit Time of Landing to BARKER CONTROL.

d. When a two (2) hour delay from last position report exists, the Senior Controller in the Wing Control Room will call the Base Tower on Inter-Communication for any information tower may have as to location and last report from aircraft. FROM THIS TIME ON AN URGENT SITUATION EXISTS UNTIL CONTACT WITH THE AIRCRAFT INFLIGHT IS MADE AND PROPER NOTIFICATION TO FLIGHT SERVICE WILL BE MADE.

BY ORDER OF COLONEL BRIGGS:

OFFICIAL:

JULIAN M. HEXUM
Captain, USAF
Adjutant

JULIAN M. HEXUM
Captain, USAF
Adjutant

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*Supersedes Wg SOP 100-2, dtd 13 Apr 53

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15TH AIR FORCE TOTEM POLE

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15th AF GUNNERY TOTEM POLE

Air Force-Eglin, Marsh, May-53-50

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JOB IMPROVEMENT METHOD, PHOTO ONE, TWO AND THREE

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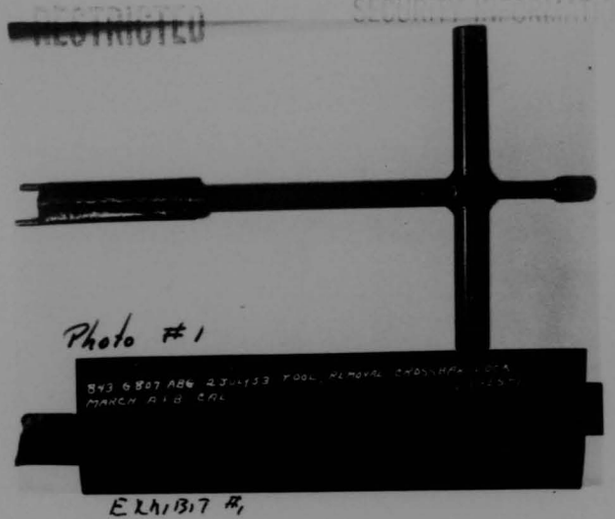

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SECURITY INFORMATION

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FLYING TRAINING ACCOMPLISHMENTS

EXHIBIT "A"

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FLYING TRAINING ACCOMPLISHMENTS

	B-29	KB-29
Flying Time	325:55	647:20
Sorties	60	121
Pilot Proficiency:		
Number of Sorties		91
Number of Hours		441:30
Instrument Time	74:45	144:35
Number of Night Celestial Legs		22
Number of Day Celestial Legs		29
Number of Radar Legs		23
Loran		3
Number of Pin-point Pilotage Legs		17
Dry Hook-ups		1,172
Wet Hook-ups		115
Radar Rendvous (APA-11)		35
Aborts (Ground)		1
Aborts (Air)		1

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KEY PERSONNEL, 320TH BOMBARDMENT WING (H)

COLONEL ROMAN D. BRIGGS	COMMANDER
MAJOR RALPH H. LANE	DEPUTY COMMANDER
CAPTAIN JULIAN H. HEXUM	ADJUTANT
CAPTAIN D.V. BERG	COMPTROLLER
LT. COLONEL C.TATE	D/C MATERIEL
COLONEL S.V.NICHOLS	D/C OPERATIONS
LT. COLONEL WHITAKER	D/C PERSONNEL
MAJOR I. GRAY	COMMANDER, HEADQUARTERS SECTION
LT. COLONEL R.F. RUSSEL	COMMANDER, 320TH AIR REFUELING SQUADRON
LT. COLONEL A.W. ANDERSS	COMMANDER, 442ND BOMBARDMENT SQUADRON
LT. COLONEL D.S. PALMISTER	COMMANDER, 441ST BOMBARDMENT SQUADRON
LT. COLONEL W.J. MOULD	COMMANDER, 443RD BOMBARDMENT SQUADRON
MAJOR T.A. WAGNE	COMMANDER, 320TH FIELD MAINT. SQUADRON
MAJOR C.S. MARTIN	COMMANDER, 320TH AMS MAINT. SQUADRON
MAJOR R. DUNN	COMMANDER, 320TH PERIODIC MAINT. SQUADRON
LT. COLONEL C.E. ENGELMAN	COMMANDER, 320TH MEDICAL GROUP
MAJOR STATUM	WING ALERT OFFICER

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[redacted] ARTICLE

EXHIBIT "C"

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USING HIS NEW INVENTION, Staff Sergeant Howard E. Anderson Jr. tests a spark advance solenoid to determine whether the vital part is still serviceable. Until Sergeant Anderson developed this testing device, solenoids for the KC-97 Stratotanker had to be replaced from a depot.

March Sergeant May Save A. F. Many Thousands

It took only two days for Staff Sergeant Howard E. Anderson Jr. of the 320th Field Maintenance Squadron to turn an idea into a tangible invention that may save the Air Force more than $1000 each month in valuable parts.

Sergeant Anderson, who works in the engine build-up section, was concerned with the number of advance solenoids that were replaced in the engines of KC-97 Stratotankers when the plane's power plant was torn down.

Poor Systems

In the past, when the engine was overhauled, this expensive part was removed and shipped to a depot to be tested and repaired. Since there was no way to test the solenoid here, many of them were shipped out, although some might still be serviceable. At least 20 of these solenoids were replaced each month at a cost of more than $50.00 each. It was not only a costly procedure, but it also put a heavy strain on the depot that replaced them.

Condition Tester

Sergeant Anderson designed and built a testing device that indicates the condition of the solenoid. If

(Continued on Page 7)

Sergeant . . .

(Continued from Page 1)

it still is serviceable the part can be placed back into the aircraft without being shipped off to the depot.

The invention was noted by Colonel Loran D. Riggs, Commander of the 320th Bomb Wing, in a personal letter to Sergeant Anderson, commending him for his "initiative and ability" in building the testing device for the solenoid.

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COMBAT CREW ROSTER

[illegible] BOMBARDMENT SQUADRON (H)

EXHIBIT "I"

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441st

BOMBARDMENT SQUADRON, MEDIUM (JET)

CREW STATUS

LTCOL. PALLISTER — COMMANDING OFFICER

MAJOR SALIBA — OPERATIONS OFFICER

CAPT. DZIAMNISKI — SQUADRON OBSERVER

POSTED 30 JUNE 1953

CREW NO	A/C NO	A/C CMDR	PILOT	AOB	REMARKS
1		TABOR	DUNHAM	ERICKSON	(AC + P TDY WITCHITA) (OBS TDY
2		LINDQUESTER	KUYKENDALL	HOBSON	(AC + P TDY PINECASTLE)
3		WALSH *	OTIER	STAPLES	
4		HOYT *	NELSON	GORMAN	(AC + P TDY WICHITA)
5		GORDON	SWEATT	MARTINICH	(AC + P TDY WICHITA)
6		ALLEN	SHERIDAN	WALKER	(AC + P TDY WICHITA)
7		MILLER, C.L.	SIMPSON	TIMMS	
8		GOAD	BERGELIN	LUTTMAN	
9		HENSHAW	GALLAHER	CAUFFIEL	
10		WATERS	ERWIN	LIEN	
11		HARPSTER	MERSEREAU	OLIVE	
12		GARVIN	GJELHAUG	GOODSON	
13		ADAMS	HARRINGTON	HAMMOND	(AC + P TDY WICHITA)
14		O'BRIEN	CLAYBAUGH	STOLTENBERG	(AC + P TDY WICHITA)
15		HIGHT	MARTINEZ	CHRISTENSEN	
16		GRINER	LENEVE	FRIEDRICH	
17				THOMPSON	
18					
19					
		SMITH	CLARE		

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COMBAT CREW ROSTER

442ND BOMBARDMENT SQUADRON (M)

EXHIBIT "Q"

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442nd

BOMBARDMENT SQUADRON, MEDIUM (JET)

CREW STATUS

LT COL. HOLDERNESS
COMMANDING OFFICER

MAJOR DICK
OPERATIONS OFFICER

MAJOR TAYLOR
SQUADRON OBSERVER

POSTED 30 JUNE 1953

CREW NO	A/C NO	A/C CMDR	PILOT	AOB	REMARKS
1		ROBERTS	LONG	MULLIGAN	(AC+P TDY WITCHITA) (OBS TDY WITCHITA)
2		MARLOVITS*	ARCHER	ALLEN	
3		TRUESDALE*	ROSS	STIEN	(AC + P TDY WICHITA)
4		STUBBLEFIELD	KENNEDY	LIPTON	(AC + P TDY WICHITA)
5		HOPKINS	ALEXANDER	KELLEHER	(AC + P TDY WICHITA)
6		CARNRIGHT	SANDMAN	LAROCK	
7		BARRICKLOW	SWITZER	CANTWELL	
8		LATIMORE	MOORE	TURNER	
9		JACOBS	O'BARR	MCQUADY	
10		SMITH	BARNHART	BRIGGS	
11		BURTON	NEVILLE	BURCZAK	(AC + P TDY WICHITA)
12		ROBERTS, C.	HARGIS	BARRETT	(AC + P TDY WICHITA)
13		LEE	MCLEAN	HUME	
14		TETIVA	GESSNER	CONRAD	(AC + P TDY WICHITA)
15		HOAGLAND	MILLER C.R.	ALLOWAY	
16		HOPLEY	FROMM	HULSE	
17		MOORE, A.B. (MAJ.)			
18		—			
			BOHLING		(AC TDY WICHITA)
		* DEATON	BERG		

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443RD

BOMBARDMENT SQUADRON, MEDIUM (JET)

CREW STATUS

LT COL. WOULD — COMMANDING OFFICER

MAJOR MARTIN — OPERATIONS OFFICER

CAPTAIN ORTH — SQUADRON OBSERVER

POSTED 30 JUNE 1953

CREW NO	A/C NO	A/C CMDR	PILOT	AOB	REMARKS
1		LINIGER	FARRIS	HUDBURGH	(AC + P TDY WICHITA) (OBS TDY WICHITA)
2		GREEAR	SEDIVEC	IMBORNONE	(AC + P TDY WICHITA) (OBS TDY WICHITA)
3		SOUTHWICK *	BOHLING (442)	WENDT	(AC + P TDY WICHITA) (OBS TDY WICHITA)
4		DEATON (442)	GAUCHE	BROWN, E	(AC TDY WICHITA)
5		STARNES	HUGHES	CATO	
6		ADAMS	OWENS	ESTES	(AC + P TDY WICHITA) OB ADV SQN)
7		KAMP	HARRIS	HUSKEY	
8		STEVENS	WEEDMAN	FORNES	(AC + P TDY WICHITA)
9		PASCOE	BEBENIN	ROTHER	
10		LANOIS	BYRUM	OLIN	
11		WHYTE	CRANE	SWEET	(AC + P TDY WICHITA)
12		HODGE	GRAY	ALMACK	(AC + P TDY WICHITA)
13		BAKER	BICKLEY	MCKINNEY	
14		RIDENOUR	TURNER	MARTIN	(AC + P TDY WICHITA)
15		BROWN	CAPPS	LAUSTRUP	
16		CHALIFOUX	SCHROLL	HOLCOMB	(STAFF QUOTA 15 JUL)
17		JOHNSON	CARMICHAEL	MELECKY	(OB TDY WICHITA)
18					
19		COGGIN		RICE	
		LANE			
			TROST		
			STATUM		

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OCR MASTER

380TH AIR REFUELING SQUADRON

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320TH AIR REFUELING SQ

CREW ROSTER

COMMANDING OFFICER
LT COL IRELAND

OPERATIONS OFFICER
MAJ DECKER
POSTED 30 JUN 53

STATUS	A/C	C/P	NAV	APE	R/O	BOOM OP	ASST B/O
TC1BO	PHILLIPS	SCURS	RAY	HEALEN	TERIC	CAMBELL	MEDINA
TC2BO	BURNETT	DUMBAUGH	HUDKINS	WILLIAMS	TAYLOR L.	DENNIS	BRUCE
TC3CO	NELSON	KINNEY	BISSETT	BASH	TABELLIJA	CARPENTER	CARNES
TC4AO	BYRD	DIDDLE	WILLIS	CROSSGROVE	ADAMICK	STEPHENS	TAYLOR, T.
TC5BC	STAPEL	CHAPMAN	COCHRANE	COCHELL	KIDEON	WICK	WILLIAMSON HE
MC6BC	CABRAL	KANKIN	KEESE	ADAMS	HART	HEATH	RICHELAND
TC7AO	MARTIN	JACOBS	TAYLOR	CORDERY	ANDERSON	CARLSON	LARSON
MC8BO	SCOGGAN	STERIOS	MURPHY	EVERETT	THOMPSON	GATES	SVIRIDENKO
MC9DO	HUNTER	STANLEY	HARDIN	WILKINSON	POOR	BONN	SMITH H.C
M10EO	DAVIS	MAXWELL	KINSER	BUSHBY	COX	SMOLSON	LARSON R.W
M11CO	McDONALD	HUTCHINGS	BOROVILOS	HOBAN	SCANLON	TURNER	BLAND
M12DO	BARNETT	AHEARN	MOEN	LEONARD	ROWLAND	LUNDQUIST	KENNEDY
T13AO	WEAVER	ROED	SCHAACK	HOLT	ROBINSON	TOWERS	PLOURDE
T14EO	WALKER	GEHRIG	SCHWAAB	PLESSER	CROSS	HUELING	GERARDEN
M21	McARTHUR	KNOPP		PRATHER	RODEMAN	STONESTREET	SMITH, W.J.
M16CO	LOVELL	BRADFORD	EDEN	RICHEY	ELLIS	ULKUS	SESSIONS
M17CO	DMYTRYK	RANCK	PEREVUZNIK	BENTON	BIGGS	O'CONNOR	MYERS
M18BO	STENGER	WISNIEWSKI	RAFERTY	KRAFT	BROWN	GOLDSBERRY	CACHIANES
	TALLENT	McDOWELL		CASTLE	OSHITA	FRANCIS, E.J	FRANCIS, J.P
M20BC	BENWELL	KENEAU	McCARTHY	GREENE	JAMES	LARSON, L.E.	KING
M22	MADSEN	GRONEWOLD		ADAMS	BEATTLE	PIERSON	
				CROUCH		JOHNSON	JUMP
				MILLER	APPLEGATE	BURROUGHS	
					YORK	McQUILLAN	

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HISTORICAL REPORT

320TH BOMBARDMENT WING MEDIUM

MARCH AIR FORCE BASE CALIFORNIA

CHAPTER VIII JULY 1953

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SUBJECT & DESCRIPTION OF INCLOSURES: 3-1075-6A

History, 320th Bombardment Wing (M)

NO. OF INCLOSURES:

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AUTH: CO 320BW
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HISTORY OF THE

320th Bombardment Wing (M)

JULY 1953

****

March Air Force Base, California

****

****

Prepared by A/2c Francis R. Delaney, AF 19 239 986, in accordance with AFM 210-1 and SAC Manual 210-1.

****

BEN G. PRIGMORE
1st Lt. USAF
Historical Officer

LORAN D. BRIGGS
Colonel, USAF
Commander

****

12th Air Division
Fifteenth Air Force
Strategic Air Command

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DEPARTURE OF THE LAST B-29 BOMBER

FROM THE 320TH BOMBARDMENT WING (M)

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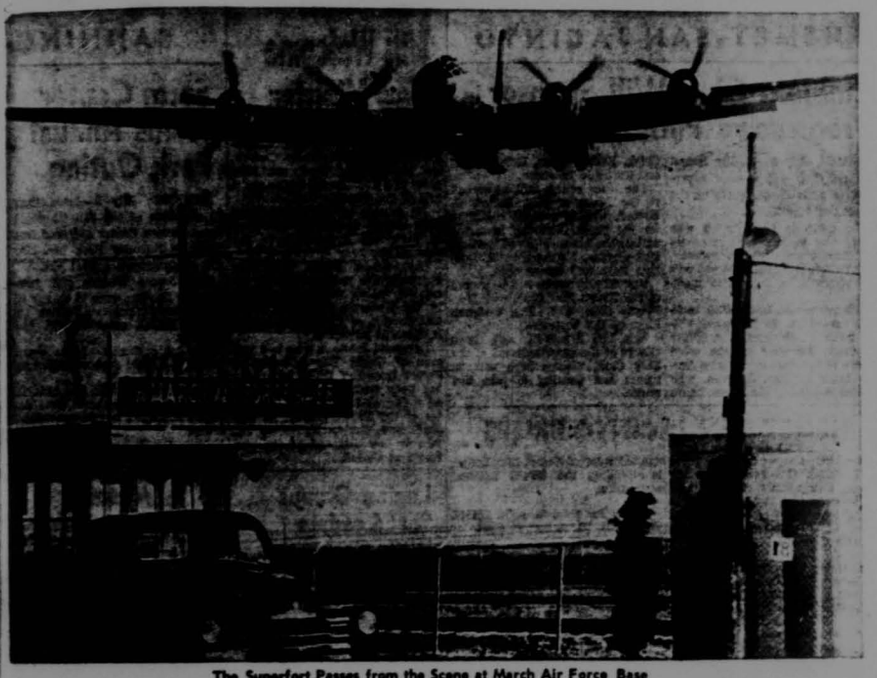

The Superfort Passes from the Scene at March Air Force Base

22 ENTERPRISE
RIVERSIDE, CALIFORNIA
FRIDAY, JULY 26, 1957

Era Ends as Last of Famous Superforts Departs MAFB

By NORMAN P. JOHNSON

As the last of the Superforts lumbered off the runway at March Air Force Base Wednesday another significant chapter in local aviation history came to a close.

It was the last of the 32th Bomb Wing's B-29s, returing at last to a mothball-storage twilight at Davis-Monthan Air Force Base, Tucson, Ariz., where others of its breed have gone before.

Soon sleek, swept-wing, all-jet B-47 Stratojets will stand on 320th parking ramps, as they already do for the 22nd Bomb Wing and the transition which began three months ago for the 320th, and earlier for the 22nd, will have been completed.

And with the complete transition of Fifteenth Air Force bombardment wings at March AFB to Stratojets, part of a great era in Air Force history which began here during the latter part of World War II when the first of the once supreme mighty four-engined bombers appeared on March's runways, heading for distant Pacific bases, also comes to an end.

But the history of the B-29s will not soon be forgotten. Nor will the Enola Gay, which dropped the world's first atomic bomb in combat on Hiroshima, and the mighty armadas that filled the skies over Japan in the final days of the war.

Its history was written in the Pacific and although gradually fading into retirement as B-47 Stratojet replacements become available for stateside Strategic Air Command units, the B-29 is still carrying on, from Okinawa and Japan, hammering nightly at Communist fortifications and installations in North Korea.

The ceremony at March Air Force Base Wednesday as the old warrior warmed up for the final take-off was brief. In the Air Force today there is little time for sentimental looking backward.

The B-29 had its "bugs" and caused it's share of grief and the old must give way to new and better equipment but few who saw it disappear over the horizon could not remember that for all the pros and cons, it did its job well.

On hand for the brief farewell were Brigadier General Howell M. Estes, Jr. 12th Air Division commander, a former commander of the 320th's predecessor, the 106th Bomb Wing, and the 320th's present commander, Colonel Loran D. Briggs.

Flying the Superfort from March on its last mission into Southland skies were Captain John A. Barricklow, aircraft commander; Captain Henry J. Lattimore, co-pilot; Staff Sergeant Robert C. Hensly and Airman Second Class Herman C. Buchanan, scanners.

The other seven battle positions, rounding out the B-29's normal eleven-man combat complement, were empty. Extra crewmen were scarcely necessary for the short trip to retirement.

Nor will they be needed in the three-man B-47's taking the B-29's place, introducing a new concept to America's airpower.

For men as for machines, times must change.

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CHAPTER I

ORGANIZATION AND ADMINISTRATION

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MISSION

The interim mission of the 320th Bombardment Wing (M) for July 1953, as outlined in March Air Force Base Regulation 20-6a, 9 April 1953, was to insure that, consistent with available quotas, eligible personnel were entered into applicable B-47 specialist schools; to man, equip, and train the 320th Air Refueling Squadron to the maximum extent possible with existing resources, qualify KC-97 instructor crews as directed by higher headquarters, and to make additional preparations, as required, for equipping the YRB-47 aircraft.

ESTABLISHMENT OF WING AIR INSPECTOR OFFICE

The new Table of Allowance, 1-1048P, dated 1 March 1953, for the 320th Bombardment Wing (M) authorized the establishment of a Wing Air Inspector's Office with authorization for two military personnel in the grades of Lt Colonel and Master Sergeant. This authorization was implemented during July with the assignment of Major Ralph H. Lane, Jr., the former Executive Officer, to the position of Wing Air Inspector, AFSC 0036.

Although the inspection section was generally in effect among the Staff sections of this headquarters, little coordination was accomplished. It therefore became the task of the newly created Inspection Office to organize the individual inspection representatives into a closely knit team for the purpose of conducting regularly scheduled semi-annual inspections of all organizations assigned to this unit.

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Wing Regulation 123-1, dated 28 July 1953,[1] was prepared and disseminated to all activities in July. With its publication, the Office of the Wing Inspector was officially open for business. This publication contained the desired inspection procedures, the format for submitting reports of inspection, and provided for a personal conference hour by the Wing Inspector.

During the period covered by this report, all current and applicable Special Subject Letters from higher headquarters were reviewed and assigned to the appropriate staff inspection agencies for the purpose of reporting. Report files and other machinery necessary to meet future requirements were to be placed in the section.

The Wing Inspector consumed numerous manhours in conferences with the staff representatives in an effort to create an inspection schedule that all could meet with the least deviation from the normal work requirements of their activities. The preparation of the schedule required the close cooperation of all concerned because of the many conflicting requirements throughout the Wing. However, at the close of the month, the Inspector was in the process of publishing a schedule that was expected to meet with approval with all concerned.

CHANGE OF WING ADJUTANTS

Effective 16 July 1953,[2] 1st Lt Ben G Prigmore, AO 711 874, assumed the duties of Wing Adjutant following relief as Adjutant of Headquarters, March Air Force Base. Lt Prigmore replaced Captain Julian M Hexum, AO 734 685, who was scheduled to attend Observers' School.

---

1. Wing Regulation 123-1, dtd 28 July 1953 _____ TAB "A"
2. Pam #55, 16 July 1953

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WING SECURITY SECTION

Three security violations were reported for the month of July or the decrease of two violations over the month of June.[3] Violations were as follows: loss of two SAC Badges by the 320th Field Maintenance Squadron and loss of one SAC Badge by the 320th Air Refueling Squadron.

A security test[4] held during the month of July revealed that there were still loop-holes in the security plan for this base. However, at Wing level there was only one successful penetration which was considered fair in comparison with the other units.

Wing Regulation 205-7, dated 15 July 1953,[5] was established as a uniform procedure for handling, transmission and the classification of confidential and secret data. Scope of this regulation was as follows: Unit Commanders will insure that all personnel having access to classified information are cleared as prescribed by AFR 205-5 and thoroughly indoctrinated to adhere strictly to the procedures set forth in AFR 205-1, as amended. This Wing Regulation indicated what personnel of this unit will have the authority to classify Top Secret material originating in this unit, it also designates the officers having authority to classify material as Secret.

REORGANIZATION OF THE 320TH BOMBARDMENT WING (M)

With SAC General Order M35 in effect, considerable changes occurred in the organizational chart of this unit.[6] Principle changes appeared to be in the Maintenance Squadrons which established new

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3. Security Section, June Historical Report
4. 12th Air Division Security Letter, on file, 320th AG Section, (Too lengthy for reproduction actions)
5. Wing Regulation 205-7, dtd 15 July 1953 TAB "B"
   Wing Regulation 205-7A, dtd 21 July 1953 TAB "C"
6. Organizational Chart, 320th Bombardment Wing (M) TAB "D"

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maintenance sections to facilitate the maintenance of the YRB-47 bomber. The A&E Maintenance Squadron of this Wing made considerable changes in comparison to the other units of the Wing.

LEADERSHIP and MORALE

An analysis of 12th Air Division Unit Leadership, Effectiveness and Morale Rating for May, June and July [7] was received. The Wing showed an increase to 87.9% for July from 87.1% in June on a one month basis and then increased from 83.8% in June to 85.7% in July on a three month basis based on a percentage of maximum points obtainable. For July this Wing had a zero figure for AWOL's. Points were primarily lost in Reenlistment Rates, Morning Report discrepancies and drunk driving charges.

For the month of July the outstanding Squadron of this Wing was the 441st Bombardment Squadron (M), which attained a score of 100% and 93.7% on a one and three month basis. [8]

MONTHLY ANALYSIS

The Monthly Analysis for the month of July 1953 (RCS: 15-U2) was completed and forwarded to Headquarters, Fifteenth Air Force. This represents the fifth analysis of the YRB-47 aircraft project covering the period of 1 through 30 July 1953. [9]

The month of July saw the final phase out of the B-29 bombers from this Wing and the arrival and assignment of the YRB-47 aircraft to the Tactical Squadrons. By the end of July there were eight YRB-47's assigned to the squadrons. There was also twenty-one KC-97 aircraft assigned.

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7. Analysis of Unit Leadership, Effectiveness and Morale for May, June and July 1953 _____ TAB "E"
8. Leadership and Morale Rating System _____ TAB "F"
9. Monthly Analysis, July 1953 _____ TAB "H"

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This Wing was charged with one minor aircraft accident for the quarter ending 31 July 1953. The Wing Aircraft Rate for the quarter ending 31 July was at 31.0.

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CHAPTER II

PERSONNEL

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MANNING

The following schedule indicates the officer manning status as of the end of July:[10]

320th Bombardment Wing (M) (Excluding the 320th Air Refueling Squadron)

Authorized	296	Assigned	273
Body Manning	92.2%	MIRS	85.4%

320th Air Refueling Squadron:

	W/ 1.25 Manning	W/o 1.25 Manning
Authorized	85	70
Assigned	81	81
Body Manning	95.3%	115%
MIRS	95.3%	100%

As previously reported, the principle shortage continued to remain in the Air Operations, Supply, Electronics and Medical Career Fields. With 1.25 manning, under new T/O allowances for the 320th Air Refueling Squadron, there existed a shortage of four navigators. The shortage of Electronics Officers seriously hampered the conversion of the A&E Maintenance Squadron to the YRB-47 program. Based on the record of the past four months, officer MIRS increased at the rate of approximately 3% per month. However, the current MIRS of 86% will probably stabilize unless this Wing receives a significant input of critical category officers.

The following schedule shows the manning status of aircrews:

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10. All facts, figures, percents of this report taken from Historical Report, Director of Personnel, July 1953.

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320th Bombardment Wing (M) (Excluding 320th Air Refueling Squadron)

Authorized	1,441	Assigned	1,330
Body Manning	) 92%	MIRS	56%

320th Air Refueling Squadron

Authorized	229	Assigned	254
Body Manning	110%		58%

The above figures indicate an increase of approximately 6% MIRS-wise over the Wing total for the month of June. This increase is due to the steady input of personnel from pipeline resources while the Wing was stabilized on withdrawals, reclassification of presently assigned airmen, and completion of OJT by a substantial number of airmen.

Principle shortages of airmen continued to exist in the Air Operations, Aircraft General Maintenance, "K" Series Maintenance, and the Intricate Equipment and Vehicle Maintenance Career Fields. Shortages in Air Operations were being made up through the use of surplus gunners. The Aircraft General Maintenance Career Field was being built up through pipeline sources and OJT of assigned jet fighter mechanics (AFSC 43131H). A high percent of personnel in the 43131/51/71 career ladder are at the 3 level. There is a very serious need for more experienced and skilled maintenance personnel. The "K" Series System Career Fields remained critical during the month of July with the assignment of only 31 of an authorized figure of 171. Some relief is in sight with an anticipated input of 14 airmen from the 22nd Bombardment Wing (M) and the graduation of 32 airmen from Air Training

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Command Schools. There are no further pipeline resources expected until early 1954. In the Intricate Equipment Maintenance field, a total of 51 were assigned against the authorized figure of 119. Present action consists of 19 surplus personnel being placed on OJT in this critically short career field. Action was in progress during the month of July through OJT programs to train surplus personnel to fill shortages in the Vehicle Maintenance career field.

It was expected that the airmen's MIRS for this Wing would rise approximately 75% by the end of October 1953, considering the following factors:

a. Upgrading of approximately 45 airmen who will be promoted to grades which will allow upgrading during the month of August. It is expected that at least 80% will be upgraded into the required specialties.

b. Approval of requests for reclassification presently pending.

c. Completion of form OJT on 120 airmen presently undergoing training and proper classification. Approximately 58% of these airmen will be reclassified into the authorized specialties.

d. There is a known input of 189 airmen of which 31 will be assigned into the required specialties.

e. A total of 480 airmen will be eligible to take AFPRT tests during September and October. This Wing anticipates that 80% of this figure will pass the test and be reclassified or upgraded.

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f. Forty-two airmen are attending nine formal schools and are scheduled to graduate 31 October and will be classified into the required specialties.

For the past six month period, from 1 January to 31 July, the following is a picture of gains and losses for the Wing:

	Gains	Losses
7 level	121	124
5 level	153	233
3 level	330	176
1 level	41	35
Total	645	568

The comparable strength figures for the month of July were as follows:

	Officers	Airmen
Strength, 1 July 1953	350	1,469
ZI Transfers	17	12
O/S Transfers	0	6
Separations	4	6
Total Losses	21	24
Total Gains	24	102
Strength, 31 July 1953	353	1,547

RECLASSIFICATION ACTIONS

Following is the reclassification action for the month of July:

Up-graded to 7 level	3
Up-graded to 5 level	13

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Up-graded to 3 level	0
Change in Career Fields	0
Change in Suffix	41
Award of Additional AFSC	32
Total Action	89

PERSONNEL PROBLEM AREAS

A study of airmen personnel for the past three months revealed the following information. A total of six airmen have resigned during the past three months. Of this figure, three were at the 5 skill level, while the remaining three were at the 7 skill level. The most common reason given for these resignations was a desire to return to civilian life due to the instability of service life. These men held a high degree of skill in their career fields which the Air Force can ill afford to lose at this time.

A total of seven airmen were separated for hardship reasons. Of these seven, one was at the 7 skill level, one was at the 5 level, and the remaining were at the 3 level. Two airmen were separated from the service for undesirable reasons.

Past experiences have revealed that losses and gains do not balance. This means that inexperienced personnel are gained while experienced personnel are lost. Implications are that every survey conducted within the squadrons have revealed that approximately 90% of the personnel have said that they will not reenlist. This also proved true in the Reserve and National Guard airmen discharges.

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The reenlistment program is not helped by the fact that one squadron has 99 airmen third class performing duties of airmen second class through staff sergeant, yet at the rate promotion quotas are being received, will have to wait as long as 22 months to be promoted. The lowest grade authorized in this squadron is airman second class. It is believed that blanket authority to promote the qualified and deserving of this group of airmen would enhance the reenlistment program to a great degree.

320TH AIR REFUELING SQUADRON PERSONNEL ACTIONS

During the month of July,[11] the personnel section of this squadron was mainly concerned with the two-fold operation of reclassification of both officers and airmen, and the processing of many incoming personnel. Twenty-one airmen were gunners from the tactical squadrons of this Wing who were in the process of undergoing reclassification as in-flight refueling operators. Eight officers who are newly assigned navigators have been reclassified as 1534A'S.

A total of 49 airmen have been processed into this unit during July, of which 40 will perform maintenance on the KC-97's. Six of the remaining 9 are flight engineers and the remaining 3 will become boom operators.

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11. 320th Air Refueling Squadron Historical Report - July 1953

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CHAPTER III

MATERIEL

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MATERIEL PICTURE, 320TH BOMBARDMENT WING (M)
12/

During the early part of July, the six remaining B-29's of this Wing were prepared for transfer to the storage areas. On 8 July 1953, the last B-29 aircraft of this Wing departed this station for Davis-Monthan AFB, Arizona. Departure of this last aircraft marked the completion of the disposition project of the B-29's in accordance with the original plan submitted to higher headquarters in February 1953.

Simultaneously with the departure of the last B-29, attention was diverted to the preparation of the receipt of the first YRB-47 aircraft. Six T-33A aircraft were assigned to the Wing during the month, and although they were possessed and maintained by the 807th Operations Squadron, action for the receipt from Lockheed Aircraft Corporation, Van Nuys, California, was undertaken by the Director of Materiel, this Wing. The delivery of the six T-33A jet trainers was accomplished by the ferry crews of the 22nd and 320th Bombardment Wings. These six T-33A aircraft are a part of the nine which will be assigned to this Wing. The remaining three will arrive in August.

Records and acceptance teams of this Wing, composed of one officer and three airmen were placed TDY to Douglas Aircraft Corporation, Tulsa, Oklahoma and at Grand Central Aircraft Corporation, Tucson, Arizona. These teams worked with the Air Force representative at the two modification activities to aid in the preparation and receipt of the aircraft

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12. Material for Materiel Picture, 320th Bombardment Wing (M) compiled from Historical Report, July 1953, from Director of Materiel

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records prior to the arrival of the 320th ferry crews.

This system has been previously employed by other SAC units upon the assignment of B-47 type aircraft and has proved highly successful. The first YRB-47 aircraft assigned and delivered to this Wing, serial number #51-2167 arrived at MAFB 23 July from Grand Central Aircraft Corporation, Arizona, and was assigned to the 443rd Bombardment Squadron (M). Subsequent deliveries during the rest of the month brought the total assignment of YRB-47 aircraft to a total of eight.

The aircraft parking plan, previously in a constant stage of fluctuation, was finalized and resulted in space being provided for all aircraft. Space for taxiing and parking was below the minimums specified by pertinent Air Force criteria; however, no immediate solution to the problem was forthcoming, and future plans depend upon USAF approval of a base project to provide additional parking space.

On 24 July the 320th Air Refueling Squadron was placed on a Mobility Alert basis and ordered to obtain a 100% "in-commission" status in the shortest time possible. Nineteen of the 21 aircraft were "in-commission" and combat equipped within 30 hours. The remaining aircraft were AOCP for parts available at the depotonly. By coordination with the Division Director of Materiel, the required items were airlifted to this base on 26-27 July and the last two KC-97 aircraft were "in-commission" on 28 July. No mobility equipment was loaded onto the aircraft but was held ready in anticipation of a directive. The alert ended 29 July.

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With the receipt of the first YRB-47 aircraft, shortages of certain equipment began to become quite evident. C-26 power units were received simultaneously with the first aircraft delivery but not in the number required for the full complement of 45 YRB-47 aircraft. A "follow-up" project for all outstanding items on requisition was initiated but resulted only in medium success. The extreme shortage,[13] USAF wide, of critical items will continue to exist for some months to come. Although assistance from higher Headquarters was requested, no immediate relief could be foreseen.

The implemention of the UAL-BAL program continued to be amended and supplemented by numerous technical messages and supply directives which resulted in "start-stop" planning in the units, and only served to aggravate an already serious situation. The direct result of this program was impaired requisition on many items of maintenance equipment which would be urgently required in subsequent months. Daily contact was maintained with the Director of Materiel, 12th Air Division and the Director of Materiel 15th Air Force in an attempt to resolve some of the difficulties; however, it was apparent that suggested remedies would be slow in taking effect.

320TH FIELD MAINTENANCE SQUADRON

During the month of July,[14] the supply section of this Squadron received and issued to the various sections, numerous items of UPREAL and BSE(Base Support Equipment) for both KC-97 and B-47 aircraft. Some difficulty was been encountered in that a few critical items essential to the maintenance

13. Critical Item List, from Director of Materiel----------TAB "I"
14. Historical Report, 320th Field Maintenance Squadron July 1953

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of the assigned aircraft had not been received. Follow-up action to Base Supply revealed that these items had not been shipped from the depot. In other cases some items were not released to the Air Force by the contractors. At the end of July this unit was still dependent on the 22nd Bombardment Wing to furnish some unit critical items.

Maintenance activities for this Squadron increased with the assignment of the YRB-47's to the Tactical Squadrons. The following information is submitted to outline the activities of all the sections assigned to this unit.

The Wood Shop completed two KC-97 inspection docks and two B-47 inspection docks. It was anticipated that a third B-47 dock would be completed in August. Lumber became a critical item to this unit, however, did not hinder the mission of the section. With the increased activities at the inspection docks, the Wood Shop was to assume the necessary duties of continous maintenance.

For the month of July the Parachute shop accomplished the following items of repair:

Item	Number
R-1 Suits	513
B-5 Vests	341
C-2A Rafts	99
E-2B Rafts	17
F-2A Rafts	12

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Parachutes 583

The Instrument Shop moved from building #449 to building #263 in order that the "K" System personnel could have this building for their activities. During the month of July this section received 184 reparable instruments from supply, of which 18 were returned serviceable, 42 reparable, and action on the remaining 124 was held up due to the moving of the section.

The Power Plant section was in the progress of setting up a J-47 engine build-up line. No Q.E.C. kits for the J-47 engines had been received.

320TH A&E MAINTENANCE SQUADRON

Maintenance activities for the month of July[15] were as follows: Radar Section; several pieces of test equipment were received during July which resulted in the improvement of maintenance to a considerable degree.

Radio Section; the second shop mock-up for the ARC-27 receiver transmitter equipment was completed. The lack of necessary components delayed the completion of a second ARN-6 radio compass equipment.

Camera Unit; the special project of five Eclair motion picture camera mounts and the ID-28 radar scope was accomplished. These mounts were to be used in special tests to be conducted by Headquarters 15th Air Force. Thirty camera maintenance personnel completed the course on the O-23 radar bombsight recording camera. Also, an acceptance check of eight YRB-47's was accomplished.

"K" System Section; this section was activated and moved into building

15. 320th A&E Maintenance Squadron Historical Report --------July 1953

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#449. Equipment was moved in and personnel set up four mock-up units. There was a serious shortage of parts (periscope stands, gimbal clamps, corner reflectors, toggle switches, circuit breakers, etc) and an insufficient number of benches for mounting test equipment. Actually, there was only enough equipment for one complete mock-up. The other three mock-up units were set up as far as possible but the actual completion of these mock-up assemblies would depend on the receipt of the needed equipment.

320TH PERIODIC MAINTENANCE SQUADRON

During the month of July,[16] further progress was made by this Squadron toward the conversion to the YRB-47 aircraft. As of the end of July, the Squadron reached 83% of necessary YRB-47 tools and prepared for the final turn in of items no longer required by the unit.

A tool crib for the storage of special tools for the jet aircraft was moved from the Unit Supply Section (located in the immediate area of the Squadron) to the maintenance docks (an estimated mile away).

The need for several critical items reached the critical stage and action was taken to secure these items as soon as possible. These short items were as follows: B-3 jacks, manifold sets, air conditioners and air compressors. Depot action on this subject through Base Supply was secured, and an early date of delivery for some items was promised.

441ST BOMBARDMENT SQUADRON (M)

16. 320th A&E Maintenance Squadron, Historical Report----------July 1953

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The B-47 equipment program for this Squadron was nearly completed with about 90% of the required items on hand at the end of July.[17] Excess B-29 items were practically all turned in with less than 5% of the B-29 allowance on hand.

During July this Squadron possessed two B-29 aircraft for an average of six days and three YRB-47 aircraft for an average of three days each. No periodic or post flight inspections were accomplished due to the fact that the jet aircraft arrived during the latter part of the month and not enough flying time had been accumlated for this type inspections.

442ND BOMBARDMENT SQUADRON (M)

Turn-in of UAL equipment was completed during the month of July.[18] Requisitions for UAL property as authorized were submitted to Base Supply. At the same time, UPREAL accounts for the B-29 equipment continued to be cleared up and it was assumed that this project would be completed early in August.

Like the two other Tactical Squadrons, the Squadron transferred the two remaining B-29's to the storage activity. One YRB-47 was assigned to this Squadron during the month of July which accumulated 10:40 flying time.

443RD BOMBARDMENT SQUADRON (M)

For the month of July,[19] the primary mission of this Squadron was to complete the conversion program by the final delivery of the two remaining B-29 aircraft to the storage activity and the completion of the turn-in of

17. 441st Bombardment Squadron (M) Historical Report---------July 1953
18. 442nd Bombardment Squadron (M) Historical Report---------July 1953
19. 443rd Bombardment Squadron (M) Historical Report---------July 1953

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all B-29 tools and equipment. Approximately 88% of B-29 items were turned in. The remaining figure of 12% represents personal survival equipment which was frozen for turn-in by Base Supply.

The maintenance section encountered difficulties in obtaining information on optional tools devised by the 22nd Bombardment Wing for local manufacture approval or AMC approval. Upon the final submission of the required paper work for these tools and equipment this section was informed that AMC would not accept further change requests due to the pending revision of the present UPREAL.

Due to the arrival of the first YRB-47 aircraft on 29 July at 2000 hours, it was found to be necessary to locally retrofit a tow bar with a power cable and interphone cord from the crew chief to the pilot as such type equipment did not arrive concurrently with the aircraft.

By 31 July, this section was manned with approximately 60% of the required number of personnel. Unless this section is brought up to the authorized strength with semi-skilled personnel, maintenance capabilities and the flying activities of this Squadron may be hampered seriously during the coming month.

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CHAPTER IV

OPERATIONS AND TRAINING

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WING SPECIAL WEAPONS FUNCTIONS

The Special Weapons Program of this Wing continued much the same as in the past month. The total training time accomplished by the combat crews dropped slightly as the direct result of crew members not being on the station. The regular refresher and indoctrination courses were presented to all available combat crews.

The A&E Maintenance Squadron moved considerable closer to complete proficiency in the Special Weapons field during July.[20] The Post Loading Test Teams completed post loading training in the aircraft and loading supervisors were given loading training. The proficiency of these individuals indicated that complete post loading test cability would be assured after the next training period. Loading proficiency should be completed as soon as the supervisors have accomplished loading with the teams from the supply Squadron.

The supply Squadron reached the point whereby it could support the 320th Bombardment Wing requirements as well as the 22nd Bombardment Wing requirements. The Squadron had 12 complete four man loading teams when the month ended.

Instructors from the Special Weapons Section continued to aid the 22nd Wing's section in training combat crews for that Wing. Instructors from the 320th contributed more than half the instruction time presented to the 22nd Wing's combat crews.

20; Information on Special Weapons Functions taken from Director of Operations Historical Report-------July 1953.

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The supply situation improved considerably during July. This Section received three MK VI training weapons and one MK V weapon, including all the required equipment with the exception of the training capsules. A shortage of classroom furniture still existed.

The major problem confronting this section for July was the lack of combat crew availability which was unavoidable because of the nature of the B-47 program. Total training for July was as follows:

Combat Crew Training	182
A&E Maintenance Loading	96
Post Loading & Ringout	88
Total	366 hours

INTELLIGENCE SECTION

During the month of July,[21] the operational aspects of intelligence functions under the B-47 program forged ahead. Briefing and a planned mission with the preparation of material aids to intelligence played a substantial part in showing this gain.

A considerable number of manhours was expanded by this section in the preparation of 200 holders for the YRB-47 check list cards. Also included was the modification of 144 T-33 check lists.

The Master Target Folders of this section were fabricated for the use of the "K" System equipment for the 29 individual targets on the five assigned RBS sites. This task included the selection of IP's, pre IP's, reference points, offset aiming points and axis of attack.

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21. Information of this section taken from Director of Operations Historical Report ------July 1953

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This section also experimented with a new type map which will include such items as homing ranges, radio ranges, danger zones, ADIZ sones, etc., for the inclusion in the B-47 A/C folder.

AIRCREW TRAINING SECTION

During the month of July,[22] this section reviewed all old publications and SOP's pertinent to the operation of the Wing. These regulations were re-written as pertaining to the B-47 aircraft instead of the B-29 aircraft. Regulations and SOP's were also written for the operation of T-33 aircraft.[23]

The Air Refueling Squadron set up a heavy inflight refueling training schedule and this section coordinated this training with the 303rd Bombardment Wing, and the 22nd Bombardment Wing.

320TH AIR REFUELING SQUADRON MONTHLY T-12A REPORT

The T-12A Report of the month of July[24] pointed out again that this Squadron flew 783:10 hours or 17 hours less than the 800 hours flying time assigned. For the month of July this Squadron averaged only 71% of the authorized strength assigned while the effective manning was at 55% due to the TDY and school commitments. 21 KC-97's were assigned and the in-commission rate was 69%.

The policy of assigning maintenance flight crews to assist the maintenance section of this Squadron has helped alleviate the critical maintenance situation but still does not alter the fact that full time,

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22. Information of this section taken from Director of Operations Historical Report ---------July 1953
23. Revised list of Wing Regulations, SOP's----July 1953---------TAB "J"
24. 320th Air Refueling T-12A Report, Classified Section, 320th Bomb Wing.

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skilled maintenance personnel are seriously needed.

While the 320th Air Refueling Squadron continued to suffer from a shortage of maintenance personnel it was estimated that the unit will be able to meet the projected goal of 800 flying hours for August. With this number of flying hours, three additional crews will be declared combat ready during August. If this Squadron is assigned the EWP mission presently projected for 25 August, a minimum of 15 combat crews will be available.

320TH AIR REFUELING SQUADRON OPERATIONS

During the month of July,[25] the operations section of this Squadron showed an increase in all phases of the sub-unit activities. Explanation of the above statement is indicated by the following paragraphs.

The air training accomplished for the month of July was 783:10 hours KC-97 flying time. The number of in-flight dry hook-ups numbered 1,410, wet hook-ups numbered 134, resulting in the transfer of 198,976 gallons of fuel.

During July, the flight engineer section of this unit centered full efforts to complete combat ready check out flights for flight engineers. By the end of July, four flight engineers posted their initial check out flights and were assigned to crews. This action increased the combat ready flight engineers to 12.

The in-flight refueling section checked out three operators while five more personnel were checked out in solo flights. Four personnel attended the 150 hour course (MTD) on in-flight refueling procedures. Two

25. 320th Air Refueling Squadron Historical Report -------July 1953

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airmen arrived in this section while there were no airmen losses for July.

Six navigators met and posted standboard checks. Five navigators completed the KC-97 MTD course on aircraft radio and radar. An average of three IFR flights per day were accomplished and 32 day and night celestial missions were flown.

Four navigators were assigned bringing the manning figure up to 22. The primary mission of this section was devoted to the check out of each navigator in celestial and radar navigation proficiency.

441ST BOMBARDMENT SQUADRON (M) OPERATIONS

During the month of July,[26] this Squadron flew 31:40 hours which is broken down into the following figures:

B-29 proficiency and ferry time	22:25
B-47 ferry time	9:15
Total hours	31:40

Captain Alfred L. Waters, a former aircraft commander of this Squadron was killed in an aircraft accident at Wichita, Kansas, 21 July, in a T-33 aircraft while he was making a solo flight. Captain Waters was assigned to Wichita on a TDY status. The T-33 which he was flying went into a tight spin and crashed into a plowed field 13 miles north of the base. Authorities have fixed no specific cause of the accident as of this time.

442ND BOMBARDMENT SQUADRON (M) OPERATIONS

Transfer of the remaining B-29 aircrafts from the Squadron and the acceptance check of the first assigned YRB-47 aircraft to this Squadron

26. 441st Bombardment Squadron (M) Historical Report ----------July 1953

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SAFETY FILM

were the only major activities during the month of July.[27]

Flying time for the month of July was made nearly negligible by the loss of all B-29 aircraft. Following figures show the flying time for July:

B-29 Proficiency	9
B-29 Ferry Time	7
B-47 Ferry Time	4:30
Total Time	20:30

443rd BOMBARDMENT SQUADRON (M) OPERATIONS

During the month of July[28] there was very little flying time compiled by this Squadron. The two remaining B-29 aircraft were transfered to the storage activity and toward the latter part of July the first YRB-47 aircraft was flown to MAFB by the Commander, 320th Bombardment Wing and a few days later the second jet bomber was flown in by the Squadron Commander.

Flying time for July was as follows:

B-29 Ferry and Proficiency	18:30
B-47 Ferry Time	3:10
Total Hours	21:40

27. 442nd Bombardment Squadron (M) Historical Report -----July 1953
28. 443rd Bombardment Squadron (M) Historical Report -----July 1953

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APPENDIX

APPENDIX

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EXHIBIT LIST

	TAB
WING REGULATION 123-1, DATED 28 JULY 1953	"A"
WING REGULATION 205-7 , DATED 15 JULY 1953	"B"
WING REGULATION 205-7a, DATED 21 JULY 1953	"C"
ORGANIZATIONAL CHART, 320TH BOMBARDMENT WING (M)	"D"
ANALYSIS OF UNIT LEADERSHIP, EFFECTIVENESS AND MORALE FOR MAY, JUNE & JULY 1953	"E"
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WING REGULATION 123-1, DATED 28 JULY 1953

EXHIBIT "A"

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HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
March Air Force Base, California

320CWI 28 July 1953

WING REGULATION)
:
NUMBER 123-1)

INSPECTION SYSTEM

1. PURPOSE: To prescribe policies, objectives and procedures constituting the Inspection System of this Wing, in accordance with Air Force Regulation 123-1, dated 13 January 1953, and March Air Force Base Regulation 20-5, dated 20 November 1952.

2. SCOPE: The provisions of this Regulation apply to all units and staff sections of this command.

3. GENERAL: The office of the Wing Inspector is established in accordance with provisions of TO/1-1048P, 1 March 1953, and General Order Number 35, Headquarters Strategic Air Command, dated 7 May 1953. The need of the Inspection System to keep the Wing Commander informed of the status of the command and to keep the wing at the highest level of efficiency is of paramount importance. The Wing Inspector will supervise and coordinate the inspection system. Inspections will be conducted by the Wing Staff Sections to evaluate the quality of management and the effective and economical accomplishment of the missions and functions of the wing. Therefore, as outlined below, an inspection system is hereby formulated.

4. TYPES OF INSPECTION:

a. Appropriate staff sections, under the supervision of the Wing Inspector will:

(1) conduct Administrative, Materiel, and Operations and Training inspections on a semi-annual basis.

(2) conduct Follow-Up Inspections to insure that corrective action has been completed and that target dates are met.

(3) conduct Special Subject Inspections in accordance with AFR 120-25 in order to determine the existence and extent of any deficiency or irregularity.

(4) conduct POM inspections in accordance with SAC Regulation 20-2, 12 June 1952.

*Supersedes Wg Reg 123-1, 1 December 1952.

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(5) submit Case Reports in accordance with paragraph 20, AFR 123-1.

(6) conduct Administrative Inquiries and Investigations in accordance with AFR 123-1 and SAC Regulation 20-2.

(7) inspect Publications and Technical Order files at the time of the semi-annual inspection.

b. A Personal Conference Period will be conducted once each month by the Wing Inspector in accordance with AFR 123-1, SAC Reg 20-2, and 15th AFR 123-3, dated 23 [illegible] 1952.

5. INSPECTION SYSTEM:

a. Objective

(1) To provide the Wing Commander with a management tool which will promote the effectiveness and economy of the organization.

(2) To provide Unit Commanders with an aid to efficient operation.

b. Functions

(1) To evaluate conditions of the organization and make recommendations for improving its management, efficiency, economy, security, safety, readiness, and effectiveness.

(2) To evaluate and make recommendations to improve the discipline, welfare, and morale of the units and individuals.

(3) To observe and report upon failures to comply with laws and regulations, and make recommendations on regulations which are ineffective, impractical, uneconomical or otherwise deficient.

(4) To evaluate and report upon efficient and economical practices and procedures which merit recognition or consideration for application to other Air Force organizations.

(5) To enhance morale and promote the interest of individuals by supplying information, and hearing or taking appropriate action on their grievances without prejudice.

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c. Policies

(1) Inspection is a function and responsibility of command.

(2) The Wing Inspector will be appointed by and is responsible to the Wing Commander and will not have command authority. He will not issue orders except when specifically directed to do so by the Wing Commander.

(3) The inspection function is not limited by this Regulation and is not an exclusive responsibility of the Wing Inspector. Inspection of every unit, activity and procedure is an inherent function of staff offices and supervisors in their respective areas of responsibility.

(4) The Wing Commander will make available staff officers and specialized personnel as required to assist in the conduct of inspections.

d. Scope: The inspection system includes every field of Air Force affairs and collateral interests, except where specifically limited by law or regulation. The system includes, but is not limited to, inquiry into the quality of management and all matters related to:

(1) The adequacy and preparedness of the organization to accomplish its assigned mission as an agency of national defense.

(2) The state of training, readiness, and logistical support of units and individuals to perform effectively and economically their missions and functions.

(3) Personnel administration, including procurement, pay, classification, assignment, health and welfare.

(4) The discipline and morale of units and individuals, the maintenance of law and order, and the proper administration of military justice, including all aspects of the treatment of personnel in confinement.

(5) The adequacy, appropriateness, and proper utilization of personnel, materiel, installations, facilities, and funds.

(6) The effectiveness, safety, and economy of practices

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and procedures.

(7) The safe and economical maintenance and operation of aircraft and associated equipment.

(8) The elimination of waste and extravagance and the conservation of resources.

(9) The lawful and economical procurement of materiel and services.

(10) The economical storage, issue, repair, reclamation, and disposal of materiel.

(11) The appropriateness and proper administration of nonappropriated funds, and activities supported thereby.

(12) Internal security, including classifying and handling of classified security information, personnel security, and the protection of materiel, areas, and activities.

(13) The enhancement of good public relations.

e. Responsibilities

(1) The inspection system is organized to place responsibilities as follows:

(a) Administrative Inspections will be conducted by the Directorate of Personnel, with the assistance of the Wing Adjutant and the Wing Comptroller.

(b) Materiel Inspections will be conducted by the Directorate of Materiel.

(c) Operations and Training Inspections will be conducted by the Directorate of Operations.

(d) The Inspection procedures of the staff sections will be coordinated and supervised by the Wing Inspector.

(2) It will be the responsibility of the staff sections to maintain a continuous review of current directives, plans, programs, statistics and such other material as may be necessary to maintain good inspection practices, and to prepare and maintain up-to-date check lists to be used as guides on inspection and staff visits. The Wing

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Inspector will be furnished a current check list and will be provided amendments as they occur.

(3) The Wing Inspector will:

(a) prepare programs and schedules of inspection.

(b) schedule follow-up inspections.

(c) maintain files pertaining to all phases of inspection, including correspondence, reports, suspense dates for follow-up action, etc.

6. REPORTS OF INSPECTION:

a. After the post inspection critique has been held the staff section concerned will prepare the inspection report to the Wing Commander, in four (4) copies, for signature by the Wing Inspector.

b. The Wing Inspector will prepare the letter of transmittal (Attachment #1) to the inspected agency for signature by the Wing Commander. Three (3) copies of the report will be forwarded to the unit concerned for necessary action. The original copy will be returned by indorsement, signed by the Unit Commander, to the Wing Commander, Attention: Wing Inspector.

c. A period of fifteen (15) days will be allowed for the unit to prepare its answer. (Fifteen working days).

d. The report of inspection will follow the format outlined in Attachment #2 to this Regulation.

e. The follow-up on irregularities and discrepancies will be made through the medium of scheduled supervisory staff visits. These staff visits will be scheduled by the Wing Inspector (par 5e(3)(b), above, and conducted by the appropriate Wing Staff Section. A brief, written report will be made by the staff section following each visit. This report will be made to the Wing Commander and prepared for the signature of the Wing Inspector.

7. PROCEDURES:

a. Inspectors will plan each inspection in advance and review all available material concerning the activity to be inspected.

b. In addition to the semi-annual inspection schedule (see par 8) the activity to be inspected will be notified one (1) week in advance of the inspection as to the date of inspection and personnel on the inspection teams. A time and place will be arranged for the pre-inspection and post-inspection critiques.

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On the day of the inspection the inspection team will report to the Unit Commander concerned.

c. The Wing Inspector will preside over the pre-inspection and post-inspection critiques. The pre-inspection critique will be held to inform the Unit Commander and his staff of the purpose and scope of the inspection and to give the Unit Commander an opportunity to request the inspection team to investigate any additional problems confronting the organization. The post-inspection critique will be held to discuss the irregularities in existance found during the inspection. The inspector concerned will conduct the discussion pertaining to his phase of the inspection.

8. SCHEDULES:

a. A semi-annual inspection schedule will be prepared by the Wing Inspector for the Wing Commander's approval. The schedule will be published prior to the inspection period and sent to the organizations. A chart of scheduled semi-annual inspections will be maintained in the Office of the Wing Inspector.

b. The semi-annual inspection will be scheduled to allow one (1) week for each activity to be inspected to insure as complete coverage as possible. In the case of large activities, such as Field Maintenance, a period of two (2) weeks will be allowed.

9. PERSONAL CONFERENCE PERIOD: As outlined by Sec VII, AFR 123-1, the following procedures are prescribed to afford all personnel of this command, both military and civilian, the opportunity to present any personal matter or complaint to this Headquarters for consideration and/or assistance.

a. A Personal Conference Period will be conducted by the Wing Inspector from 1300 to 1500 hours on the third Friday of each month. Information pertaining to the schedule of these conference periods, or any necessary change thereto, will be published in advance in the Daily Bulletin for a period of two (2) days. All activities will prominently display all schedules of this nature to insure maximum dissemination of the information to all personnel.

b. While it is desired that personnel present their problems or suggestions at the regularly scheduled conference periods, nothing herein will be construed to limit the presentation of such matters to these periods. The Wing Inspector will receive any grievance, question, or suggestion at any time during normal duty hours throughout the month if the situation so warrants.

c. Personnel need not seek permission to avail themselves of conference periods. However, all persons should advise their immediate superiors of their intention to visit the Wing Inspector and the time of the visit.

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d. In no case will any retaliatory action be taken against any person presenting a grievance under the purview of this regulation.

e. Matters disclosed during the conference period will be treated in confidence except to the degree necessary to resolve any problem resulting therefrom.

f. Individuals reporting to the Wing Inspector for any reason stated herein will at that time be required to complete the Record of Personal Conference. This form is for record purposes.

g. Upon completion of the interview Form mentioned in the preceding paragraph a private interview with the Wing Inspector will be conducted. All interviews will be conducted in an informal atmosphere with no time limitation placed on the interview.

h. If further action or research by the Inspector is indicated at the conclusion of the interview the person will be so informed and requested to return at a later specified date. In all cases, the individual will be furnished with a written report of final action taken on the matter. All interviews will receive prompt and individual attention by the Wing Inspector and will be resolved at the earliest practicable date.

BY ORDER OF THE COMMANDER:

OFFICIAL:

BEN G PRIGMORE
1st Lt, USAF
Adjutant

BEN G. PRIGMORE
1st Lt, USAF
Adjutant

DISTRIBUTION "B"

3 Attchmts
1. Transmittal of Rpts of Insp
2. SOP for processing of Rpts of Insp
3. Record of Pers Conference

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HEADQUARTERS 320TH BOMBARDMENT WING (M)
March Air Force Base, Calif.

SUBJECT: Transmittal of Report of Inspection

TO: Commander

_____
320th Bombardment Wing, (M)
March Air Force Base, Calif.

1. Transmitted herewith is Report of Inspection of your Organization conducted by representatives of this Headquarters on _____in accordance with the provisions of Wing Regulation 123-1.

2. Details of the inspection are as follows:

a. Type of inspection:_____

b. Activities inspected: _____

c. Personnel conducting the inspection:

3. The Inspection Team reported to_____ prior to the start of this inspection and held a critique with this Officer and his staff immediately following completion of the inspection.

4. This report will be answered in accordance with Wing Regulation 123-1 and returned to this Headquarters not later than _____. Only the original of the report need be returned. The remaining copies should be retained in the files of your Organization and related activities until the next semi-annual inspection of the unit.

5. Each discrepancy and comment will be answered. All items requiring corrective action will indicate the action taken and the date completed. In the event corrective action cannot be completed prior to the return of this report the action column will indicate the date action will be completed.

___Incl/s
Rpt of Insp,___pages
(in trip)
1 Attchmt
1. Wg Reg 123-1

Commander

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SOP FOR PROCESSING OF REPORTS OF INSPECTION

1. Discrepancies and/or comments made during the course of inspection will appear in the left column on the report sheet; corrective action and replies to comments will be reflected in the right or "Corrective Action" column of the sheet.

2. Each and every item in the Discrepancy column will be answered with the same corresponding paragraph or sub-paragraph number in the Action column.

   (a) Titles of major section of the report which appear in the left column will be repeated in the right column.

   (b) Comments on the left which require no corrective action will be reflected in the Corrective Action column with the corresponding paragraph number with the comment "No corrective action required."

3. Discrepancies will be answered in the Action column with a statement as to the corrective action that has been taken and the date it was completed. Answers should be as concise as possible provided clarity is not sacrificed.

4. When corrective action cannot be completed prior to the return of the report the action column must indicate the action being taken to correct the discrepancy and the date the action will be completed.

5. Instructions for Inspecting Personnel:

   (a) To facilitate the assembly and consolidation of the report in the Office of the Wing Inspector the various staff sections preparing the report will not number the pages of the report. This will be accomplished by the Wing Inspector prior to forwarding the report to the organization concerned.

   (b) Inspecting personnel should follow each discrepancy with a recommendation for corrective action unless such action is readily apparent.

   (c) Inspectors should classify discrepancies into one of two catagories. A listing of the major discrepancies first, followed by those considered minor in nature.

   (d) Each staff section preparing the report should conclude the report with a "General Findings and Recommendations" statement. This statement will include a rating of either "Satisfactory" or "Unsatisfactory" for the activity being reported upon.

ATCHMT NO. 2, 3203W Reg 123-1, 28 Jul 53

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UNIT AND SECTION REPORTED UPON_____DATE OF INSPECTION:_____

DISCREPANCIES	CORRECTIVE ACTION
1. The following major discrepancies were noted during the course of this inspection:	1. No corrective action required
(a) Xxxx xxxx xxxxxx xx xxxxxx xxxx xxxxxxxx xx x xxxxxxxxxx xx xxxx xxxx xxxx xxxxxxxx.	(a) Xxxxx xxxxxxxxxx xxxx xx xxxxx completed on 1 Aug 53.
RECOMMEND that xxxxxxxx xxxxx xxxxx xxxxx.	
2. The following minor discrepancies were noted during the course of this inspection:	2. No corrective action required.
(a) Xxxxx x xx xxxxx xxx xxxxxxxxx xxxxxx xxxxx xxxxxxxxx xxxx xx xxxxx xxx xx xxxxxx xx.	(a) Xxxxx xxxxx xx was corrected to read 1 Aug 52.
(b) Xxxx xxxxx xxx xxxxxxxxx x xxxxxx xxx xxxx.	(b) Xxxxx xx xxxxx xxxx x. xxxxxx, xxxx.
RECOMMEND that xxxxxxx xx xxxxxx xxxxx.	
3. GENERAL FINDINGS AND RECOMMENDATIONS:- Xxxxx xxx x xxxxxxxxxxx xxx xxxxxx x xxxxxx xxxxx xx. This activity is considered "SATISFACTORY" at the time of this inspection.	3. No corrective action required.

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HEADQUARTERS
320th BOMBWING (M)
Office of the Wing Inspector
March Air Force Base, California

Date_____

RECORD OF PERSONAL CONFERENCE

Interview No. _____

Name_____Grade_____Primary AFSC_____

Unit_____Orgn_____

Present Duty Assignment_____Duty AFSC_____

Months experience in present duty assignment_____

Name and grade of commander or department head_____

Military service: Years _____Length of service at present station_____

Married or single_____No. of Dependents_____

Do you desire to keep this interview confidential from your immediate supervisor? _____

What individuals did you contact concerning this matter prior to interview with the Wing Inspector (if any)?_____

Type of interview : Complaint ____ Suggestion ____
Grievance ____ Inquiry ____

Brief details of conference:

_____
(Signature of Interviewee)

ACTION TAKEN:

Interviewee notified of action_____
(Hq & means of communication) (Date)

Personal conference conducted by _____

FORM

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WING REGULATION 205-7, DATED 15 JULY 1953

EXHIBIT "B"

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HEADQUARTERS, 320TH BOMBARDMENT WING, MEDIUM *Wg Reg 205-7
MARCH AIR FORCE BASE, CALIFORNIA 1-8

320CAG 15 July 1953

WING REGULATION)

NUMBER 205-7)

SECURITY

Handling, Transmission, Classification, and Safeguarding Classified Documents

1. PURPOSE: To prescribe a uniform procedure for handling, transmission, and safeguarding classified documents.

2. SCOPE: This regulation applies only to CONFIDENTIAL and SECRET documents. Documents received thru Intelligence Channels, for which Intelligence is solely accountable, is exempt from this regulation.

3. RESPONSIBILITY: Unit Commanders will insure that assigned personnel having access to classified information are properly cleared as prescribed by AFR 205-6, and thoroughly indoctrinated in and adhere strictly to the procedures set forth in AFR 205-1, as amended.

4. CUSTODIAN OF CLASSIFIED DOCUMENTS: Each Section Head and Unit Commander will designate an Officer as Classified Documents Control Offi This Officer will be responsible for implementing this regulation and related directives within his activity.

5. CLASSIFIED COURIERS: Newly assigned Classified Document Contro Officers will be required to submit a new roster of authorized Couriers.

6. CLASSIFIED FILES BRANCH: The Classified Files Branch of this Headquarters will be maintained by the Wing Adjutant. He will be responsible for the registry, handling, transmission, classification, and safeguarding of classified documents maintained thereat.

7. PROCESSING: Classified documents intended for this Headquarter and/or organizations of this Wing will be routed through the Classified Files Branch maintained by this Headquarters. Staff Sections and organizations receiving classified documents direct from activities outside of this Wing are responsible for routing such documents through the Classified Files Branch.

8. CONTROL PROCEDURES:

a. Classified documents received from the Base Classified Section will be processed through the Wing Classified Document Control Branch and will be dispatched to the units by use of the DD Form 278A (Mail Control Record). Classified documents will be receipted for on the reverse side of the form. Documents received from Base will be identified by the Base Control number only.

*Supersedes Wg Reg 205-20, 21 Jan 53

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b. Classified Documents originating within this Wing will be identified by a Wing Control number. Any activity within this Wing preparing a classified document will, upon completion of the document, forward all completed copies, drafts, carbons, plates, stencils, work sheets, stenographic notes, and similar items, directly to the Wing Classified Document Control Branch. Retention of any part, portion, or copy of a classified document prior to being processed at Wing level, is unauthorized. Should the originating unit desire, copies will be returned upon completion of processing and numbering, by use of the Mail Control Record.

c. Squadrons, Units, and Sections WILL NOT place any other control numbers on classified documents. A file of the Mail Control Records will be maintained by each Classified Document control branch. No other record of classified material will be recognized by this Headquarters.

d. A receipt system will be maintained as necessary so that when a document is not delivered directly to the individual concerned or his authorized representative, a receipt will be executed in duplica the duplicate to be signed by the courier, the original to be signed by the recipient and returned to the issuing office immediately by the original courier, at which time the duplicate will be returned to the courier.

e. The routing of classified documents from one staff section to another within this Headquarters will be effected through the Classified Files Branch and will bear a routing and record slip in addition to the colored cover sheet showing the appropriate classification. (Top Secret and Secret documents will also bear a Reading Sheet, 15th AF Form 205-2) The Classified Files Branch will be responsible for delivery the proper office for coordination.

f. Original receipts will be surrendered upon return of Document.

g. Each staff section and organization, outside the Wing Headquarters Building, will designate one regular courier and one alternate courier for the purpose of delivering classified documents. Couriers will carry side arms to insure proper safeguarding of the classified documents in their custody.

9. CLASSIFICATION OF SECRET AND TOP SECRET DOCUMENTS:

a. Top Secret Documents originating within this Wing will be Classified by the following personnel only:

Wing Commander
Deputy Wing Commander
Director of Operations

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Director of Material
Director of Personnel
Chief of Intelligence
Wing Inspector
Wing Comptroller
Wing Adjutant

b. Secret documents originating within this Wing will be classified by the following Personnel only:

Personnel listed in paragraph 9a above plus
Squadron Commanders

10. DESTRUCTION OF CLASSIFIED MATERIAL:

a. Classified material will be destroyed in accordance with paragraph 14, AFR 205-1.

b. Secret material to be destroyed will be listed on an unsigned stencil using the format outlined in attachment #1 to this regulation. The stencil, together with the material to be destroyed, will be forwarded to the Wing Classified Document Control Branch for approval and destruction. Except in an emergency, Squadrons and Sections WILL NO effect the destruction of SECRET documents.

c. Confidential material to be destroyed will be listed on a disposition form (in duplicate) which, together with the material to be destroyed, will be forwarded to the Wing Classified Document Control Branch for approval and destruction.

11. CLEARING OF OFFICERS ON PCS OR PCA ASSIGNMENTS: Officers who are assigned the duty of Classified Documents Control Officer will not b cleared for transfer by the Wing Classified Documents Control Section until such time as a new responsible Officer has been appointed. Upon the assignment of a new responsible officer, the previous officer may be cleared through the Wing Classified Documents Control Section. Officers who were previously reponsible for Classified Material will bring a copy of the Special Orders appointing a new responsible officer to the Classified Documents Section when being cleared.

12. INVENTORY OF CLASSIFIED MATERIAL:

a. Responsible Officers will inventory all classified material under their control in June and December of each calendar year unless otherwise directed by this or higher Headquarters.

b. At the conclusion of an inventory, the following Certificate will be accomplished and forwarded to the Wing Classified Document Control Branch:

"I certify that a complete physical inventory of Classified Documents under my control was conducted on _____ and that all Classified Documents are accounted for."

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Wg Reg 205-7

BY ORDER OF THE COMMANDER:

OFFICIAL:

JULIAN M. HEXUM
Captain, USAF
Adjutant

Julian M. Hexum

JULIAN M. HEXUM
Captain, USAF
Adjutant

DISTRIBUTION
B

1 Attachment-Certificate of Destruction

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Page _____of _____pages

320TH BOMBARDMENT WING (M)
March Air Force Base, California

CERTIFICATE OF DESTRUCTION
NUMBER_____

I certify that the Documents listed hereon are no longer required for the transaction of Official business and that I have authorized the destruction thereof in accordance with AFR 205-1.

320th BW Cntrl No.	Other Cntrl No.	No. Cys	Orig Hqs.	DESCRIPTION OF DOCUMENT (No. Cys, Basic Inds, Cy#'s, No. Pages, etc)	Date of Document	Class	Copy Number
***	M-4528	1	15AF	TWX 15AF, CPAO, Subj: SPP (3pgs)	11 Jul 52	S	***
***	M-133	1	SAC	Intell Brief # 146	5 May 52	S	59
106BW 1477-51	MF 8749-51	1	15AF	TWX PDCPD 6178 Subj: PDCPB 6055 2 pgs	9 Nov 51	S	***
106BW 1456-51	MF 8805-51	4	12AD	Ltr Subj: MOCR, 4cys B/L (Cy# 1 thru 4 4 pgs ea) w/1st Ind (cy# 2 thru 5 2 pgs ea) w/2 Incl (Incl #1 Cy# 1 & 2 1 pg ea) Incl #2 Cy # 2 & 3 4 pgs ea)	14 Nov 51	S	1 thru 4 Incl
P-1294	***	1	320MDC	TWX Subj:(RCS: SAC-V1) CAR 1 pg	18 Dec 52	S	7

////////////////////LAST ITEM////////////////////

-------///SAMPLE///-------

Column Headings, page numbers, and Certificate of Destruction number are required on the second and succeeding pages only

N O T E: Format should be typed approximately 1" from top of page

Attachment #1 to Wing Reg 205-7 dated 15 July 1953

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WING REGULATION 205-7a, DATED 21 JULY 1953

EXHIBIT "C"

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HEADQUARTERS, 320TH BOMBARDMENT WING, MEDIUM Wg Reg 205-7A
MARCH AIR FORCE BASE, CALIFORNIA

320 CAG 21 July 1953

WING REGULATION)

NUMBER 205-7A)

SECURITY

Handling, Transmission, Classification, and Safeguarding Classified Documents

Wing Regulation 205-7, dated 15 July 1953 is amended as follows:

* * * * *

9. CLASSIFICATION OF SECRET AND TOP SECRET DOCUMENTS:

a. Top Secret Documents originating within this Wing will be Classified by the following personnel only:

Colonel Loran D. Briggs - Wing Commander
Colonel Selmon Wells - Deputy Wing Commander
Colonel Edward M. Nichols Jr - Director of Operations
Lt Colonel Clark A. Tate - Director of Material
Major Robert J. Schlaebitz - Chief of Intelligence

b. Secret documents originating within this Wing will be classified by the following personnel only;

Personnel listed in paragraph 9a above plus
Director of Personnel
Wing Adjutant
Wing Inspector
Wing Comptroller
Squadron Commanders

c. The last name of the individual having authority to classify material as TOP SECRET and SECRET will be written in the authority block on all TOP SECRET and SECRET material. Initials are no longer acceptable.

d. Whenever any individual whose name appears in paragraph 9a is relieved or absent from his duties for a prolonged period of time necessitating another officer, officially announced, as acting in his place, this headquarters will be notified by letter.

* * * * *

BY ORDER OF THE COMMANDER:

OFFICIAL:

B. G. Prigmore
BEN G PRIGMORE
1st Lt, USAF
Adjutant

BEN G PRIGMORE
1st Lt, USAF
Adjutant

DISTRIBUTION "B"

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ORGANIZATION CHART, 320TH BOMBARDMENT WING (M)

EXHIBIT "D"

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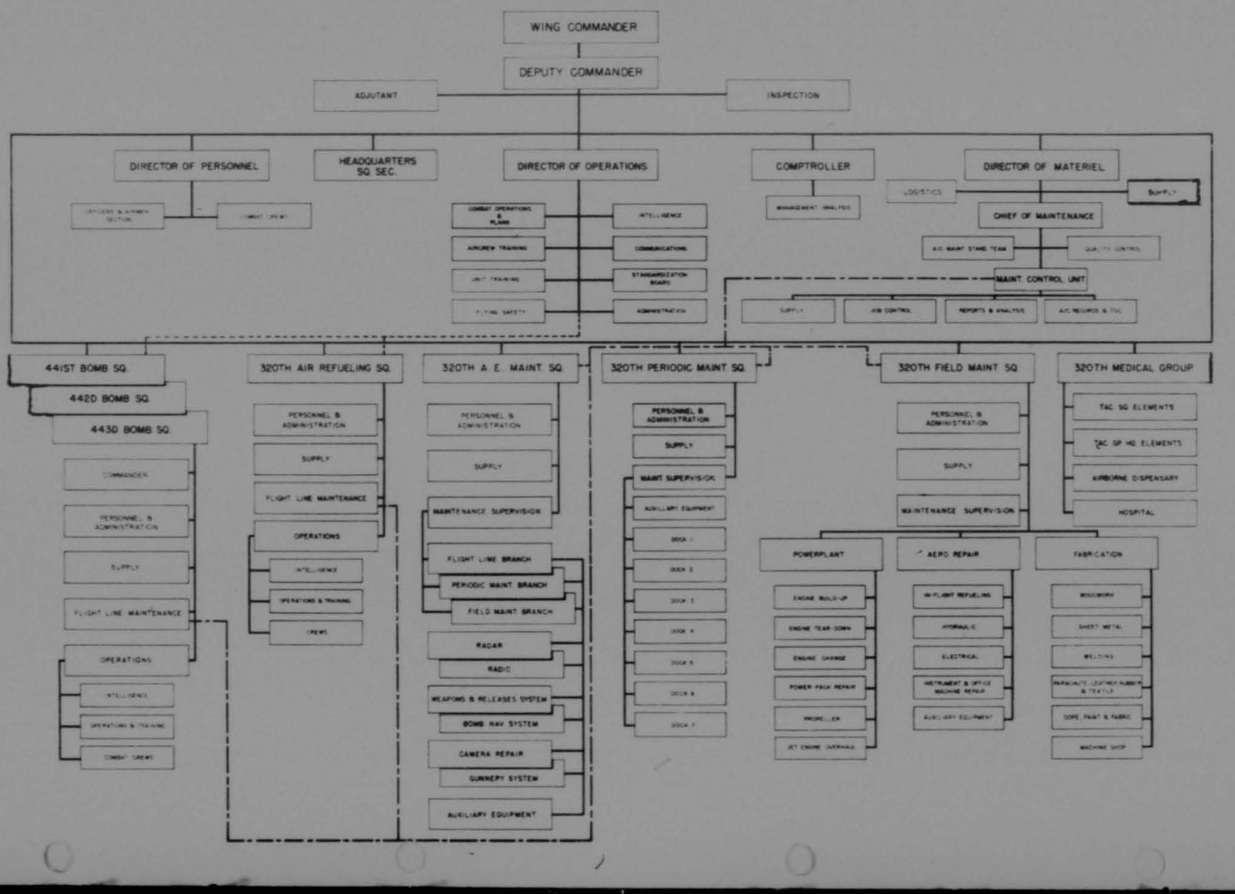
320TH BOMBARDMENT WING (M) JET
ORGANIZATIONAL CHART



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ANALYSIS OF UNIT LEADERSHIP, EFFECTIVENESS

AND MORALE FOR MAY, JUNE AND JULY 1953

EXHIBIT "E"

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OFFICE OF THE COMPTROLLER
HEADQUARTERS 320TH BOMBARDMENT WING (M)
March Air Force Base
California

320 AAC 13 August 1953

SUBJECT: Analysis of the Unit Leadership Effectiveness and Morale Ratings

TO: Commander
320th Bombardment Wing (M)
March Air Force Base
California

I. General

An analysis covering a three month period, May, June and July has been prepared by this office. The figures have been compiled and recorded under the provisions of 12th Air Division letter Subject: "Unit Leadership and Morale Rating" dated 1 February 1953. Ratings are based on a maximum of 800 points. July ratings are also based on a one month and a combination of May-June-July which is a three month moving average. The scores are based on a percentage of maximum points obtainable.

II. Analysis

WING HEADQUARTERS

The scores and standings for the one and three month period are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
May	81.0	79.1	21	22	6	8
June	81.3	80.4	22	22	8	7
July	72.7	78.3	30	27	9	9

441ST BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
May	90.1	86.7	9	7	3	2
June	91.7	87.5	10	8	4	3
July	100.0	93.7	3	4	1	2

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

442D BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
May	83.1	82.1	19	17	5	6
June	93.7	89.4	7	6	3	2
July	98.0	91.1	6	6	2	3

443D BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
May	77.2	80.1	23	21	7	7
June	84.9	82.4	16	16	6	5
July	73.5	78.4	28	26	7	8

320TH AIR REFUELING SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
May	70.7	83.3	28	15	9	5
June	94.8	89.4	6	11	2	4
July	73.4	79.6	29	24	8	7

320TH ARMAMENT AND ELECTRONICS MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
May	88.1	83.9	12	12	4	3
June	82.1	82.3	21	17	7	6
July	91.5	87.3	14	11	5	4

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

320TH FIELD MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
May	91.2	87.0	7	6	1	1
June	98.3	89.9	2	4	1	1
July	97.8	95.5	7	2	3	1

320TH PERIODIC MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
May	75.0	76.9	24	25	8	9
June	89.6	78.9	12	23	5	8
July	95.1	86.6	9	14	4	5

320TH MEDICAL GROUP

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
May	90.3	83.6	8	14	2	4
June	67.4	74.8	29	26	9	9
July	89.1	81.4	17	22	6	6

III. Comments

The Wing one month overall average amounted to 82.9% for May, 87.1% for June and 87.9% for July. The Wing overall three month average which has been showing a steady increase amounted to 82.5% for May, 83.8% for June and 85.7% for July. Discrepancies are caused primarily by the reenlistment rate, morning report discrepancies and drunk driving.

There were 31 squadrons competing in the three month period.

DELBERT V. BERG
Captain, USAF
Comptroller

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KODAK SAFETY FILM

LEADERSHIP AND MORALE RATING SYSTEM

EXHIBIT "F"

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LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM

AWARD SHEET FOR JULY 1953

12th AD Assigned Units	% of Possible score	12th AD Tenants
First Place - 320th Field Maint	95.49	3933rd RBS Sq. 99.18
Second Place -2nd Bm Sq	94.17	
Third Place - 441st Bm Sq	93.73	

Greatest Improvement 807th Installations Sq — 22.63 percentage points improved.

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WORK SHEET FOR: UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM PAGE 1.

CATEGORY	PED Str Pts Alltd	1 22nd Air Rflg Sq 303		2 2nd Bomb Sq 178		3 441st Bomb Sq 133		4 March Flt Sv 66		5 3933rd BDS Sq 47		6 442nd Bomb Sq 123		7 320th Fld Maint Sq 328		8 22d PDC Maint Sq 198		9 320th PDC Maint Sq 137	
		No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
Part I Disciplinary Offenses																			
a. Security Violations	60		60		60		60		60		60		60	1	60		60		60
b. AWOL	130		130		130		130		130		130		130		130		130		130
c. Serious Incidents	90		90		90		90		90		90		90		90		90		90
d. Drunk and/or Disorderly	60		60		60		60		60		60		60		60		60		60
e. Uniform Violations	20		20		20		20		20		20		20		20		20		20
Part II Ground Safety																			
a. Minor Accidents (Other)	20	1	20		20		20		20		20	2	4	1	20		20		20
b. Major Accidents (Other)	50		50		50		50		50		50		50	1	33		50		50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	1	50		50		50		50		50		50		50		50	1	35
b. Driving Drunk	90		90		90		90		90		90		90		90		90		90
c. Major Accidents Vehicle	50		50		50		50		50		50		50		50		50		50
d. Minor Accidents Vehicle	20		20		20		20		20		20		20		20		20		20
Part IV Reenlistments		D R	NR	D R	NR	D R	NR	D R	NR	D R	NR	D R	NR	D R	NR	D R	NR	D R	NR
a. Regular	150																		
B. Reserve and ANG																			
C. % Term, ANG&Res/%Reenlmt																			
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	101 101	30	34 34	30	28 28	30	21 21	30	20 20	30	26 26	30	65 65	30	43 41	15	28 28	30
Part VI Administration																			
a. Delinquent AFO's	60		60		60		60		NR		60		60		60	1	48	1	36
b. Morning Report Errors	70		70		70		70		NR		NR		70		70		70		70
% of Max Score (3 No. Avg.)			89.74		94.17		93.73		93.48		99.18		91.12		95.49		90.21		86.58
TOTAL POSSIBLE SCORE JULY			800		800		800		670		730		800		800		800		800
SCORE EARNED JULY			800		800		800		670		730		784		783		773		761
% of Max Score JULY			100.00		100.00		100.00		100.00		100.00		98.00		97.88		96.63		95.13

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WORK SHEET FOR: UNIT LEADERSHIP PAGE 2
EFFECTIVENESS AND MORALE RATING SYSTEM

CATEGORY	FFD Str Pts Alltd	10 523rd Band		11 22nd Med Gp		12 807th Mtr Veh Sq		13 33rd Bomb Sq		14 320th A&E Sq		15 Hq Sq Sec 22d Bm Wg		16 510th Avia. Sq		17 320th Med Gp		18 1907-7 AACS Det	
		32		307		287		138		258		162		46		97		138	
		No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
Part 1 Disciplinary Offenses																			
a. Security Violations	60		60		60	2	30	1	30		60		60		60		60		60
b. AWOL	130		130		130		130		130		130		130		130		130	1	45.5
c. Serious Incidents	90		90		90		90		90		90		90		90		90		90
d. Drunk and/or Disorderly	60		60		60		60		60	1	54		60		60		60		60
e. Uniform Vilations	20		20		20	1	12		20	1	10	1	0		20		20		
Part II Ground Safety																			
a. Minor Accidents (Other)	20		20		20	3	8	2	8	1	20		20		20		20		20
b. Major Accidents (Other)	50		50		50		50		50		50		50		50		50		50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	1	5	1	50	1	50		50	2	30		50		50		50	1	35
b. Driving Drunk	90		90		90		90		90	1	63		90		90		90		90
c. Major Accidents Vehicle	50		50		50		50		50		50		50		50		50		50
d. Minor Accidents Vehicle	20		20	2	4		20	1	12		20		20		20		20		20
Part IV Reenlistments		D R	NR	D R	NR	D R	NR	D R	NR	D R	NR	D R	NR	D R	NR	D R	NR	D R	NR
a. Regular	150																		
b. Reserve and ANG																			
c. %Term, ANG&Res/% Reenlmt																			
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	8 8	30	49 32	0	69 69	30	24 24	30	64 64	30	60 55	6	14 14	30	14 14	30	39 39	30
Part VI Administration																			
a. Delinquent MPO's	60		60		60		60	1	48		60	1	42		60	1	36		60
b. Morning Report Errors	70		70	2	49		70		70	1	63	1	49	1	14	3	7		NR
% of Max Score (3 Mo. AVG.)		82.83		82.61		82.47		88.42		87.25		87.02		NR		81.39		86.73	
TOTAL POSSIBLE SCORE JULY		800		800		800		800		800		800		800		800		730	
SCORE ERND JULY		755		749		742		738		732		727		724		713		630.5	
% OF MAX SCORE JULY		94.38		93.63		92.75		92.25		91.50		90.88		90.50		89.13		86.37	

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WORK SHEET FOR: UNIT LEADERSHIP PAGE 3
EFFECTIVENESS AND FOR JE RATING SYSTEM

CATEGORY	PFD Str Pts Alltd	19 807th Instl Sq 294 No	Points	20 807th Air Police Sq 444 No	Points	21 19th Bm Sq 168 No	Points	22 22nd Fld Maint Sq 337 No	Points	23 807th Ops Sq 495 No	Points	24 Hq Sq Sec 807th AB Sq 435 No	Points	25 22nd A&E Sq 306 No	Points	26 807th Supply Sq 446 No	Points	27 9th Wea Sq 57 No	Points
Part I Disciplinary Offenses a. Security Violations	60		60		60		60		60	3	30	1	60	2	30	1	60		60
b. AWOL	130	1	110.5	1	130		130		130	3	58.5	2	84.5		130	4	45.5		130
c. Serious Incidents	90		90		90		90		90		90		90		90	1	50		90
d. Drunk and/or Disorderly	60	1	54		60		60		60		60	1	60		60	1	60	1	0
e. Uniform Violations	20		20		20		20	1	18	1	20		20		20		20		20
Part II Ground Safety a. Minor Accidents (Other)	20		20		20	2	8	2	14		20		20	1	20	1	20		20
b. Major Accidents (Other)	50	1	33		50		50		50		50		50		50	1	33		50
Part III Veh Accident Prevention a. Moving Traffic Violations	50	3	25		50		50	2	40	2	50	1	50	2	35	2	45	1	10
b. Driving Drunk	90		90		90		90		90		90		90		90		90		90
c. Major Accidents Vehicle	50		50		50		50		50		50		50	1	33		50		50
d. Minor Accidents Vehicle	20	1	16	2	10		20	1	16	1	20	1	20	1	16		20		20
Part IV Reenlistments a. Regular	150	D R NR		D R 1 0	15	D R 2 0	15	D R 1 0	15	D R	NR	D R 2 0	15	D R 1 0	15	D R	NR	D R	NR
b. Reserve and ANG																			
c. % Term, ANG&Res/% Reenlmt																			
Part V NCO Mess a. Members NCO Mess	30	E M 62 62	30	E M 89 89	30	E M 36 36	30	E M 68 66	21	E M 173 136	0	E M 124 124	30	E M 64 64	30	E M 131 122	9	E M 15 7	0
Part VI Administration a. Delinquest MPO's	60	3	36		60	1	48	1	60	3	42		60		60	2	54	6	0
b. Morning Report Errors	70	2	49	1	70		70		70	1	70	1	70		70		70		NR
% of Max Score (3Mo. Avg.)			77.75		83.81		86.22		83.00		78.94		89.96		81.19		75.41		82.78
TOTAL POSSIBLE SCORE JULY			800		950		950		950		800		950		950		800		730
SCORE EARND JULY			683.5		805		791		784		650.5		769.5		749		626.5		540
% OF MAX SCORE JULY			85.44		84.74		83.26		82.53		81.31		81.00		78.84		78.31		73.97

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WORK SHEET FOR: UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM — Page 4

CATEGORY	PFD Str Pts Allt'd	28 443rd Bomb Sq Sq 117		29 320th Air RFLG Sq 289		30 Hq Sq Sec 320th Bm Wg 151		31 807th Food Serv Sq 601		32 42nd Air Rescue Sq. 117	
		No	Points	No	Points	No	Points	No	Points	No	Points
Part I Disciplinary Offenses											
a. Security Violations	60		60	2	30	1	30		60	1	24
b. AWOL	130		130		130		130	14	0		130
c. Serious Incidents	90		90		90		90		90		90
d. Drunk and/or Disorderly	60	1	18	1	54	2	12	5	24	2	0
e. Uniform Violations	20		20		20		20		20		20
Part II Ground Safety											
a. Minor Accidents (Other)	20		20		20		20	7	6		20
b. Major Accidents (Other)	50		50		50		50		50		50
Part III Veh Accident Prevention											
a. Moving Traffic Violations	50	2	10	2	35		50	4	35	1	30
b. Driving Drunk	90	1	18		90	1	18		90		90
c. Major accidents Vehicle	50		50		50	1	33		50	1	33
d. Minor Accidents Vehicle	20		20		20		20	2	16		20
Part IV Reenlistments		D R		D R		D R		D R		D R	
a. Regular	150		NR	1 0	15		NR		NR	1 0	15
b. Reserve and ANG											
c. % Term, ANG&Res/% Reenlmt											
Part V NCO Mess		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	26 21	0	91 57	0	63 56	0	10[illegible] 89	0	45 33	0
Part VI Administration											
a. Delinquent RPO's	60		60	4	24		60	6	36		60
b. Morning Report Errors	70	1	42	1	70	1	49	1	70	•	NR
% of Max Score (3Mo Avg.)			78.43		79.67		78.33		61.86		75.87
TOTAL POSSIBLE SCORE JULY			800		950		800		800		880
SCORE EARND JULY			588		698		582		547		582
% OF MAX SCORE JULY			73.50		73.47		72.75		68.38		66.14

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MONTHLY ANALYSIS , JULY 1953

EXHIBIT "H"

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CLASS: SECRET
AUTH: CO 320BW
DATE: 17 AUG 1953
BY:

320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

320 AAC

15 August 1953

SUBJECT: Monthly Analysis for July 1953 (RCS: 15-U2)

PART I GENERAL

1. This report constitues the fifth analysis covering the Wing's progress during the conversion period. This report covers the period 1 July to 31 July 1953 inclusive.

2. The Wing has an Operational Readiness Index of zero (0) as of 31 July 1953. As of 31 July 1953 the Wing had 49 non-combat ready B-47 crews assigned. Twenty-two B-47 crews were formed during the month of July. Forty-four (44) crews are TDY to B-47 CCTS. The remaining five (5) are available at the station. The Air Refueling Squadron had twenty (20) crews as of 31 July 1953. Three (3) non-combat ready crews were declared combat ready during July for a total of eleven (11) Combat Ready Crews. This raised the Air Refueling Squadron overall Operational Readiness Index to five (5)

3. The Wing phased out all remaining B-29 aircraft during the month of July. The Wing received eight (8) B-47 aircraft during the month of July. These aircraft were assigned as follows: 3 to 441st; 4 to 442d and 1 to 443d Bomb Squadron. The Air Refueling Squadron has a total of twenty-one (21) KC-97's assigned and possessed. The phase out of B-29 equipment not common to the B-47 conversion program will be discussed in Part III of this report.

4. The Air Refueling Squadron is currently undergoing flying training under the provisions of SAC Reg 51-19, Supp XII. The squadron had an average of 21 aircraft assigned and possessed during the month of July. A total of 783:10 hours were flown for an average of 37.3 hours per aircraft and an average of 39.1 hours per crew. The aircraft in-commission rate for this period was 64.7%. An average of 13.6 aircraft were available for flying each day during the month of July. During this period an average of 4.8 aircraft were flown each day. The squadron had 71% of the authorized flight line maintenance personnel assigned, while the average effective manning was 55%. The airmen assigned to the flight line maintenance section of the Air Refueling Squadron accomplished 8,030 manhours on KC-97 aircraft during the month of July. During the month of July the squadron accomplished 134 wet hookups and 1410 dry hookups.

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PART II PERSONNEL

1. a. The status of officer manning as of 31 July was as follows:

No. Officers Required - 381
No. Officers "IRS" - 235
Percent "IRS" - 61.7%

b. The principal shortages continue in the Air Operations, Supply, Electronics and Medical Career Fields. Under the 1.25 manning for combat crews in the Air Refueling Squadron there is a shortage of four (4) navigators. The shortage in the aforementioned career fields is not expected to be alleviated for some time. It is anticipated that the officer's effective manning will continue to decrease due to the Air Force policy of reduction in force.

2. a. The status of airmen manning as of 31 July 1953 is as follows:

No. Airmen Required - 1670
No. Airmen "IRS" - 935
Percent "IRS" - 55.9%

b. The above figures indicate a 3.8% increase in effective manning over June figures. Principal shortages continue in the Maintenance, Supply and Electronics Career Fields.

3. a. The Wing AWOL experience for the calendar quarters ending 30 June and 31 July are as follows:

	June	July
No. AWOL's 320th Bomb Wing	6	3
AWOL Rate (cumulative)	1.4	.67

b. The following is the cumulative AWOL rate for each squadron for the Fiscal Year 1 July 1952 to 30 June 1953 inclusive:

Total 320th Bomb Wing	- 1.28
Hq Sq Section 320th Bomb Wing	- 3.81
441st Bomb Squadron	- 1.07
442nd Bomb Squadron	- 0.00
443rd Bomb Squadron	- 1.09
320th Air Refueling Squadron	- .74
320th A & E Maint. Squadron	- .98
320th Field Maint. Squadron	- .87
320th Periodic Maint. Squadron	- 2.10
320th Medical Group	- 2.83

c. The Wing experienced zero (0) AWOL's during the month of July 1953.

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Subject: Monthly Analysis for July 1953

Personnel (Cont'd)

4. The Wing Ground Safety experience for the calendar quarters ending 30 June and 31 July are as follows:

	June	July
Accident Cost Index (cum)	6.16	6.27
Ground Safety Index (cum)	6.51	3.52

5. The Wing Reenlistment Rate for the calendar quarters ending 30 June and 31 July 1953 are as follows:

	June	July
Reenlistments	14	8
Terminations Eligible to Reenlist	15	11
Reenlistment Rate	87.5%	72.7%

6. The percent completeness of Officers and Airmen Personnel Records for the months of June and July are as follows:

	June	July
Percent Complete Officers Records	99.98%	99.97%
Percent Complete Airmens Records	99.98%	99.95%

7. The Wing manhour utilization of Mobile Training Detachments for the months of June and July 1953 was as follows:

	June	July
B-47 MTD	4,759	7,551
KC-97 MTD	2,231	3,144

8. Five (5) crews have completed B-47 CCTS while forty-four (44) crews are presently attending. All quotas originally scheduled have been filled and all personnel have graduated from the following courses of instruction:

Course # 43151J
Electrician Course
Hydraulic Course
Course # 43153

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Subject: Monthly Analysis for July 1953

PART III MATERIEL

1. The Wing phased out the remaining six (6) B-29 aircraft during July. The Wing received eight (8) B-47 aircraft during the month of July. The Air Refueling Squadron was required to fly 132 sorties during the month of July and delivered 132 sorties. B-47 aircraft had 10 sorties required and delivered 10 sorties. An average of 185 manhours of maintenance were required for each sortie flown by the Air Refueling Squadron. An average of 31.2 manhours of maintenance was required per flying hour in the Air Refueling Squadron. The average sortie in the ARS was 5.9 hours.

2. As of 31 July 1953 the Wing had turned in 100% of the B-29 equipment not common or required in the YRB-47 conversion program.

3. The percent completeness of the Wing's B-47 UEE as of 31 July 1953 is as follows:

No. Items Authorized - 203,506
No. Items on Hand - 177,747
Percent Complete - 87.3%

4. a. The percent of B-47 aircraft spares received during the month of July 1953 is as follows:

	TABLE II	TABLE XVI
Items on Order	3650	5518
Items Received	3463	5110
Percent Received	94.8%	92.6%

b. The above figures are based on the amount of line items requisitioned by Base Supply during one month period.

5. a. The percent of T-33 aircraft spares received during the month of July 1953 is as follows:

	TABLE II
Items on Order	958
Items Received	851
Percent Received	88.8%

b. The above figures are based on the amount of line items requisitioned by Base Supply during one month period.

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Subject: Monthly Analysis for July 1953

Materiel (Cont'd)

6. a. The Technical Order Compliance Rate for KC-97 aircraft is as follows:

	15 June	15 July
No. Aircraft assigned	21	21
No. TO's not complied with	19	496
TOC Rate	.90	23.6

b. The increase in TOC rate for the Wing is due to a new reporting procedure. A TO to be complied with during the next scheduled Dock Inspection was not considered delinquent until the aircraft had undergone the Dock Inspection. This was changed by SAC directive so that immediately upon receipt of a TO it is considered delinquent until the work has been accomplished.

7. The Wing is charged with one (1) minor aircraft accident for the quarter ending 31 July 1953. The Wing Aircraft Accident Rate for the quarter ending 31 July 1953 is 31.0.

Loran D. Briggs

LORAN D. BRIGGS
Colonel, USAF
Commander

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CRITICAL ITEM LIST

EXHIBIT "I"

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Critical Item List

Item	Stock Number
8210-327750	Generator, C-26
8210-250000	Electrical Support Systems
8100-209750	Compressor, 250 PSI
8100-307818	Generator, F-1
8100-315180	Generator, F-3
8100-628500	Rectifier, B-8
8200-411193	Jack, B-4
8290-630025	Stand Assemblies, B-1
8200-630020	Stand Assemblies, B-4
8200-631500	Manifold Set
8200-903300	Bar Assembly, Tow
8200-882158	Bar Assembly, Tow
9AGE-10988	Clamp, Bellows
8100-200000	Compressor, 150 PSI
8200-368142	Jack Assembly, 50 ton
8100-217050	Compressor, B-1, 250 PSI
8200-368097	Jack Assembly, 20 ton
8200-408700	Jack Assembly, 20 ton

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REVISED LIST OF WING REGULATIONS AND SOP'S

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Listed below are the directives written duringv the month of July 1953, by the Operations Section of this Wing.

55-5	21 July 1953	Aircraft Commanders Combat Crew Guide.
50-13	20 July 1953	KC-97 Instructor Pilot Check-Out Requirements
51-2	28 July 1953	T-33 Emergency Landing Practice
51-3	27 July 1953	T-33 Touch-Go Landing on minimum fuel requirement
55-1	28 July 1953	Utilization and Operation of T-33 Aircraft
55-4	20 July 1953	Use of Oxygen and Oxygen Equiepment, B-47
55-6	27 July 1953	B-47 Crew Requirements
55-14	27 July 1953	B-47 Engine Operation (Choo Choo)
55-16	29 July 1953	In-Flight Emergencies
55-18	20 July 1953	B-47 Control Checks
55-19	20 July 1953	Operation of Rudder and Aeleron Booster and use of Aelercn Trim, B-47.
55-20	20 July 1953	Night Lighting, B-47
55-21	27 July 1953	Use of George AFB, T-33's
55-22	29 July 1953	Minimum Requirement List, B-47
55-24	30 July 1953	T-33 Field Check
60-5	30 July 1953	B-47 Take-Off weight Limitation for Take-Off at MAFB
60-6	30 July 1953	Fuel Reserve for Ferrying KC-97 aircraft.

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ARRIVAL OF FIRST YRB-47, FERRIED BY WING COMMANDER

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LOCAL STORY, 320TH AIR REFUELING SQUADRON

EXHIBIT "L"

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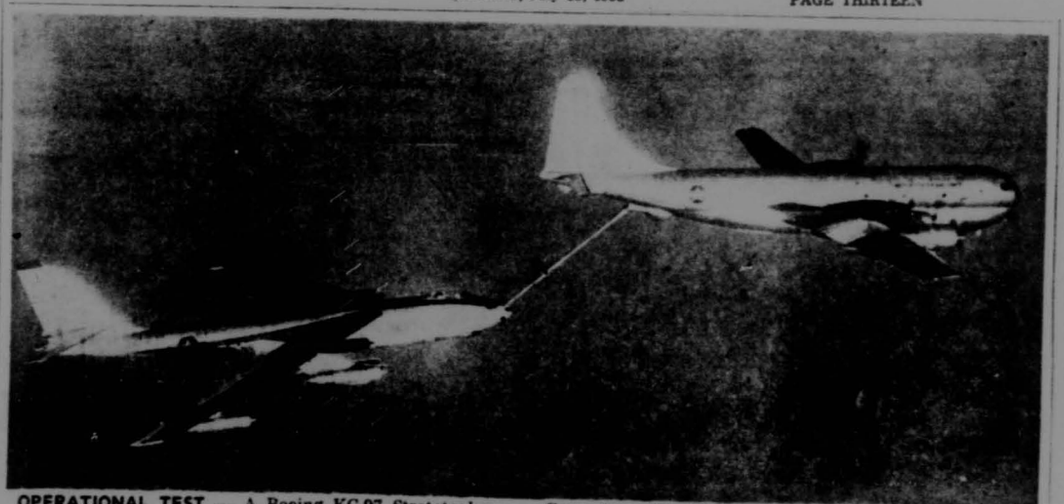
RIVERSIDE DAILY PRESS
— News of the City and County —
RIVERSIDE, CALIFORNIA MONDAY, July 13, 1953 PAGE THIRTEEN



OPERATIONAL TEST — A Boeing KC-97 Stratotanker flown by personnel of the 320th Air Refueling Squadron of March Air Force Base yesterday dumped jet fuel into this Boeing B-47 Stratojet bomber in mid-air off Point Arena near San Francisco just before the speedy jet, together with another flown to the coast from McDill Air Force Base, Florida, streaked to Detroit, Mich., where they landed to take part in the International Aviation Exhibition. Six Stratotankers from MAFB rendezvoused with the Florida jet bombers to make the long distance, cross country flight possible. The jets averaged 500 miles an hour for the Florida-California-Michigan flight.

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KEY PERSONNEL LIST, 320TH BOMB WING (M)

EXHIBIT "M"

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KEY PERSONNEL LIST, 329TH BOMBARDMENT WIN (M)

COLONEL LORAN D. BRIGGS	COMMANDER
COLONEL SOLOMON E. WELLS	DEPUTY COMMANDER
FIRST LIEUTENANT BEN G. PRIGMORE	ADJUTANT
MAJOR RALPH H. LANE, JR.	INSPECTOR
CAPTAIN D.V. BERG	COMTROLLER
LT. COLONEL C. TATE	D/C MATERIEL
COLONEL E.M. NICHOLS	D/C OPERATIONS
LT. COLONEL WHITAKER	D/C PERSONNEL
MAJOR L. GRAY	COMMANDER HEADQUARTERS SECT.
LT. COLONEL R.F. IRELAND	COMMANDER, 320TH AIR REFUELING SQ.
LT. COLONEL A.W. HOLDERNESS	COMMANDER, 442ND BOMB. SQ.
LT. COLONEL D.S. PALLISTER	COMMANDER, 441ST BOMB. SQ.
LT. COLONEL W.J. WOULD	COMMANDER, 443RD BOMB. SQ.
MAJOR T.A. WACHT	COMMANDER, 320TH FIELD MAINT. SQ.
MAJOR C.S. MARTAIN	COMMANDER, 320TH A&E MAINT SQ.
MAJOR R. DUNN	COMMANDER, 320TH PERIODIC MAINT SQ.
LT. COLONEL ENGLEHART	COMMANDER, 320TH MEDICAL GROUP
MAJOR STATUM	WING ALERT OFFICER

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FLYING TRAINING ACCOMPLISHMENTS

EXHIBIT "N"

[redacted]

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Flying Time Accomplishments

	B-29	KC-97	B-47
Total Flying Time	57:20	783:10	29:50
Number of Sorties	11	159	10
Night Celestial Legs (quantity)		12	
Night Clestial Legs (Quantity)		28	
Number of Lorans		50	
Formation		26:00	
Proficiency		611:50	4:30
GCA's		24	
Number of Hook-ups (Dry)		1139	
Number of Hook-ups (Wet)		134	
Number of Rendezvous		35	

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COMBAT CREW ROSTER

441ST BOMBARDMENT SQUADRON (M)

EXHIBIT "O"

[redacted]

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441ST

BOMBARDMENT SQUADRON, MEDIUM (JET)

CREW STATUS

LTCOL. PALLISTER
COMMANDING OFFICER

VLT. THOMPSON
OPERATIONS OFFICER

CAPT. DZIAMNISKI
SQUADRON OBSERVER

POSTED 30JULY1953

CREW NO.	A/C NO.	A/C CMDR	PILOT	AOB	REMARKS
1		TABOR	DUNHAM	ERICKSON	
2		LINDQUESTER	KUYKENDALL	HOBSON	
3			OTIER	STAPLES	(AC→P TDY WICHITA)
4			NELSON	GORMAN	(AC→P TDY WICHITA) OBS TDY MHR
5		GORDON	SWEATT	MARTINICH	(AC→P TDY WICHITA)
6		ALLEN	SHERIDAN	WALKER	(AC→P TDY WICHITA)
7		MILLER, G.L.	SIMPSON	TIMMS	OBS TDY MHR
8		GOAD	BERGELIN	LIEN	
9		HENSHAW	GALLAHER	CAUFFIEL	(AC→P TDY WICHITA)
10		[redacted]	ERWIN	LUTTMAN	(AC→P TDY WICHITA)
11		HARPSTER	MERSEREAU	OLIVE	P TDY WICHITA OBS TDY MHR
12		GARVIN	GJELHAUG	GOODSON	OBS TDY MHR
13		ADAMS	HARRINGTON	HAMMOND	(AC→P TDY WICHITA)
14		O'BRIEN	CLAYBAUGH	STOLTENBERG	(AC→P TDY WICHITA) OBS TDY MHR
15		HIGHT	MARTINEZ	CHRISTENSEN	
16		GRINER	LENEVE	FRIEDRICH	(AC→P TDY WICHITA)
17				THOMPSON	
18					
19					
		SMITH	CLARE		AC→P TDY BC School

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COMBAT CREW ROSTER

442ND BOMBARDMENT SQUADRON (M)

EXHIBIT "P"

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442nd

BOMBARDMENT SQUADRON, MEDIUM (JET)

CREW STATUS

LT COL. MARTIN — COMMANDING OFFICER

MAJOR DICK — OPERATIONS OFFICER

MAJOR TAYLOR — SQUADRON OBSERVER

POSTED 30 JULY 1953

CREW NO.	A/C NO.	A/C CMDR	PILOT	AOB	REMARKS
1		ROBERTS	LONG	MULLIGAN	
2			ARCHER	ALLEN	AC+P TOY WICHITA OBS TOY MHR
3		TRUESDALE *	ROSS	STIEN	(AC+P TOY WICHITA)
4	-	STUBBLEFIELD	KENNEDY	LIPTON	(AC+P TOY WICHITA)
5	-	HOPKINS	ALEXANDER	KELLEHER	(AC+P TOY WICHITA)
6	-	CARNRIGHT	SANDMAN	LAROCK	AC+P TOY WICHITA
7	-	BARRICKLOW	SWITZER	CANTWELL	AC+P TOY WICHITA
8	-	LATIMORE	MOORE	TURNER	AC+P TOY WICHITA
9	-	JACOBS	O'BARR	MCQUADY	AC+P TOY WICHITA
10		SMITH	BARNHART	BRIGGS	AC+P TOY WICHITA
11		BURTON	NEVILLE	BURCZAK	(AC+P TOY WICHITA) OBS TOY MHR
12		ROBERTS, C.	HARGIS	BARRETT	(AC+P TOY WICHITA)
13		LEE	MCLEAN	HUME	AC+P TOY WICHITA
14		JETIVA	CESSNER	CONRAD	(AC+P TOY WICHITA) OBS TOY MHR
15		HOAGLAND	MILLER C.R.	ALLOWAY	AC+P TOY WICHITA
16		HOPLEY	FROMM	HULSE	AC+P TOY WICHITA OBS TOY MHR
17		MOORE, A.B. (MAJ.) (TOY WICHITA)			
18					
			BOHLING		
			BERG		

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KODAK SAFETY FILM

COMBAT CREW ROSTER

443RD BOMBARDMENT SQUADRON (H)

EXHIBIT "Q"

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443RD BOMBARDMENT SQUADRON, MEDIUM (JET)

CREW STATUS

LT COL. WOULD — COMMANDING OFFICER

CAPTAIN COGGIN — OPERATIONS OFFICER

CAPTAIN ORTH — SQUADRON OBSERVER

POSTED 30 JULY 1953

CREW NO	A/C NO	A/C CMDR	PILOT	AOB	REMARKS
1		LINIGER	FARRIS	HUDIBURGH	
2		GREEAR	SEDIVEC	IMBORNONE	
3			BOHLING(442)	WENDT	
4			GAUCHE	BROWN, E	(AC→PTDY WICHITA)
5		STARNES	HUGHES	CATO	(AC→PTDY WICHITA)
6		ADAMS	OWENS	ESTES	(AC→PTDY WICHITA)
7		KAMP	HARRIS	HUSKEY	(AC→PTDY WICHITA)
8		STEVENS	WEEDMAN	FORNES	(AC→PTDY WICHITA)
9		PASCOE	BEBENIN	ROTHER	AC→P TDY WICHITA
10		LANOIS	BYRUM	OLIN	PTDY WICHITA OBS TDY MHR
11		WHYTE	CRANE	SWEET	(AC→PTDY WICHITA)
12		HODGE	GRAY	ALMACK	(AC→P TDY WICHITA) OBS TDY MHR
13		BAKER	BICKLEY	MCKINNEY	AC→P TDY WICHITA
14		RIDENOUR	TURNER	MARTIN	(AC→P TDY WICHITA) OBS TDY MHR
15		BROWN	CAPPS	LAUSTRUP	OBS TDY MHR AC→P TDY WICHITA
16		CHALIFOUX	SCHROLL		(STAFF QUOTA JULY) OBS TDY MHR
17		JOHNSON	CARMICHAEL	MELEDKY	
18					
19		COGGIN		RICE	
		LANE			
			TROST		
			STATUM		

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320TH AIR REFUELING SQUADRON ROSTER

EXHIBIT "R"

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320TH AIR REFUELING SQ

CREW ROSTER

COMMANDING OFFICER
LT COL IRELAND

OPERATIONS OFFICER
MAJ DECKER

POSTED 30 JULY 1953

STATUS	A/C	C/P	NAV	APE	R/O	BOOM OP	ASST B/O
T01BO	PHILLIPS	SOURS	RAY	HEALEN	TERRIO	CAMBELL	MEDINA
T02BO	BURKETT	DOMBAUGH	HUDKINS	WILLIAMS	TAYLOR L.	DENNIS	BRUCE
T03CO	NELSON	KINNEY	BISSETT	BASH	TABELLIJA	CARPENTER	CARNES
T04AO	BYRD	DIDDLE	WILLIS	CROSSGROVE	ADAMICK	STEPHENS	TAYLOR, F.
T05CO	STAPEL	CHAPMAN	COCHRANE	COCHELL	OSHITA	WICK	WILLIAMSON HE
M06BO	CABRAL	RANKIN	REESE	ADAMS	HART	HEATH	MCRELAND
T07AO	MARTIN	JACOBS	TAYLOR	CORDERY	ANDERSON	CARLSON	MC KENZIL
M08BO	SCOGGAN	STERIOS	MURPHY	EVERETT	THOMPSON	GATES	SVIRIDENKO
M09DO	HUNTER	STANLEY	HARDIN	WILKINSON	POOR	BONN	SMITH, H.C
T10 O	DAVIS	MAXWELL	KINSER	CASTLE	COX	SMULSON	LARSON, R.W
M11EO	MCDONALD	HUTCHINGS	BELK	ROBINSON	SCANLON	TURNER	BLAND
M12DO	BARNETT	AHEARN	MOEN	LEONARD	ROWLAND	LUNDQUIST	KENNEDY
T13AO	WEAVER	BARNES	SCHAACK	HOLT	ROBINSON	TOWERS	PLOURDE
T14EO	WALKER	GEHRIG	SCHWAAB	PLESSER	CROSS	HULING	GERARDEN
M22AO	MADSEN	KNOPP	BOROVILOS	PRATHER	RODEMAN	STONESTREET	DEAN
M16CO	LOVELL	BRADFORD	EDEN	RICHEY	ELLIS	ULKUS	SESSIONS
T17CO	DMYTRYK	TALLENT	PEREVOZNIK	BENTON	BIGGS	O'CONNOR	MYERS
M18BO	STENGER	FIRMATURE	RAFTERY	KRAFT	BROWN	GOLDSBERRY	CACHIANES
	RANCK	MCDOWELL		CROUCH	YORK	FRANCIS, EJ	FRANCIS, JP
M20BO	BENWELL	COMPTON	MC CARTHY	GREENE	JAMES	LARSON, L.E.	KING
M21AO	ROED	RENEAU	DASH	ORR	DODDS	O'NEIL	PILON
	WISNIEWSKI	EGLEY		MYERS	RAZO	SMITH W.J	ALEXANDER

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HISTORICAL REPORT

320TH BOMBARDMENT WING MEDIUM

K-WG-320-Hi
August 1953

STRENGTH THROUGH AWARENESS

MARCH AIR FORCE BASE CALIFORNIA

CHAPTER AUGUST 1953

3-1252-10A

RSI Cont No
S01608

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P 2059

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S01608

REGISTER OF PERSONNEL HANDLING SECRET MATERIAL

DATE

DIVISION: Historical

OFFICE

SUBJECT & DESCRIPTION OF INCLOSURES: 3-1252-10A

History, 320th Bombardment Wing (M)

NO. OF INCLOSURES

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MEMORANDUM FOR THE RECORD

AU FORM 1 JUL 53 65A

USAF-GAFB, ALA (540028) 30M

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SECRET SECURITY INFORMATION

CLASS: SECRET
AUTH: CO 320BW
DATE:
INITIALS:

HISTORY OF THE

320th Bombardment Wing (M)

AUGUST 1953

****

March Air Force Base, California

****

****

Prepared by A/2c Francis R. Delaney, AF 19 239 986, in accordance with AFM 210-1 and SAC Manual 210-1.

****

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BEN G. PRIGMORE
1st. Lt. USAF
Historical Officer

LORAN D. BRIGGS
Colonel, USAF
Commander

****

12th Air Division
Fifteenth Air Force
Strategic Air Command

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CHAPTER I

ORGANIZATION AND ADMINISTRATION

CHAPTER I

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MISSION

The mission of the 320th Bombardment Wing (M) as outlined in Fifteenth Air Force Regulation 20-4, dated 28 August 1953[1] directs that this Wing will train, man and equip assigned units with the primary purpose of conducting long-range bombardment operations with atomic or conventional weapons, and the secondary purpose of conducting long-range reconnaissance operations.

Further, this unit will develope a high degree of mobility capability and train subordinate units to the degree required to permit overseas deployment and establish operations on short notice in any part of the world, as directed by higher headquarters.

This Wing will also develope and maintain the capability to engage in Air Refueling operations. Wing will also be prepared to perform such special missions as directed by higher headquarters.

WING INSPECTION SECTION

During the month of August, the 320th Periodic Maintenance Squadron and the 320th Field Maintenance Squadron were given a semi-annual inspection of their functions.[2] Both Squadrons were graded as satisfactory.

During August this section published and established the procedures of Wing Regulation 123-2,[3] titled "Special Subject Letters," dated 18 August 1953. The purpose of this regulation was to prescribe actions to be taken within this command upon receipt of a Special Subject Letter emanating from this or higher headquarters. The Wing Air Inspector is responsible for

---

1. 15AFR 24-5, 11 Sep 52 and 24-5A, 17 Feb 53 are superseded.
2. Information this report taken from Historical Report, Wing Air Inspection Section.
3. Wing Regulation 123-2, dated 18 Aug 53 ----------TAB "A"

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dissemination and action on these letters and is responsible for the prompt submission of reports to higher headquarters when required.

KEY PERSONNEL LIST

Wing Regulation 36-7, dated 20 August 1953[4], titled, "Availability of Key Personnel" was established and put into effect during the month. This regulation lists the key officers of this Wing and indicates that it is their responsibility to notify the Wing Staff Duty Officer at the end of their normal duty day of their intended whereabouts other than their normal residence.

WING CONTROL ROOM SOP

During the month of August, Wing SOP 100-5, dated 27 August 1953[5], was established. The purpose of this publication was to provide a Standard Operating Procedure for the daily operations of the 320th Bombardment Wing Control Room and outline the duties of the Control Room Personnel.

The Control Room was established in accordance with SAC Regulation 55-15 to provide the following functions. To act as an agency through which all flights of this Wing can be monitored and provide a maximum amount of control. The Control Room will be the central scheduling agency for RBS, bombing and gunnery ranges, fighter interception and other such activities as may be required for the training of combat crews of this Wing.

WING SECURITY SECTION

During August there were three security violations reported by the Wing Security Officer[6]. One was the loss of a SAC Badge by a member of the 442nd

4. Wing Regulation 36-7, dated 20 August 1953----------TAB "B"
5. Wing SOP 100-5, dated 27 August 1953----------TAB "C"
6. Information, this section from Security Officer report, this Wing.

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Bombardment Squadron, the second violation occurred when an airman of the 320th Field Maintenance Squadron attempted to enter a Restricted area without a SAC Badge. The third violation was a case of an aircraft being abandoned by a member of the 320th Air Refueling Squadron. This individual was given an Article #15 by the Squadron Commander for this breach of security.

In August, Wing SOP 205-2, dated 5 August 1953[7], pertaining to the defense of the Wing Headquarters building was established and put into effect. Scope of this SOP is outlined as follows:

In the event of a Yellow Alert being sounded during duty hours, each section head will immediately furnish airmen from their sections for guard duty. Each of these airmen will draw their weapons and report to the Wing Adjutant for instructions. In turn, the Wing Adjutant will place the guards at key positions of this Headquarters building.

In the event that the Yellow Alert is sounded during off duty hours, it will become the duty of the Wing Staff Duty Officer or senior Headquarters Officer present to assign available officers to required duties and to insure that the guards have been stationed at the key positions of this Headquarters Building.

MONTHLY ANALYSIS REPORT

The Monthly Analysis (RCS: 15-U2) for August[8] was completed and forwarded to Headquarters, Fifteenth Air Force. This report showed the Wing Rating for the month of August in the SAC Control System. The report indicated that

7. Wing SOP 205-2, dated 5 August 1953----------TAB "D"
8. Monthly Analysis (RCS: 15-U2)----------TAB "E"

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the Wing scored 319.7 points (60.9%) out of a possible 525 points.

At the present time the Air Refueling Squadron is undergoing training under the provisions of SAC Regulation 50-19, Supplement XII, while the Tactical Squadrons are undergoing training under the provisions of SAC Regulation 50-43. The Wing will not come officially under the SAC Rating System until it has reached a Combat Readiness index of 70%.

LEADERSHIP AND MORALE

An Analysis of the 12th Air Division Unit Leadership and Morale Rating System was made for the month of August and the months of June, July and August.[9] The Wing showed an increase to 89.7% for August from 87.9% in July on a one month basis and an increase in August of 87.4% from 85.7% in July on a three month basis. Points were primarily lost in Reenlistment Rate, Morning Report discrepancies and NCO Mess Membership.

For the month of August the outstanding Squadron of this Wing was the 320th Field Maintenance Squadron[10] which held the standing of one and one on both a one and three month basis with the scores of 100.0 and 98.7 respectively.

SQUADRON ADMINISTRATION

During the month of August, five Squadron Adjutants were released under the RIF program. Loss of these Officers will seriously effect the administrative efficiency of the Wing.

---

9. Analysis of Unit Leadership, Effectiveness and Morale for June, July and August 1953----------TAB "F"
10. Leadership and Morale Rating System----------TAB "G"

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CHAPTER II

PERSONNEL

CHAPTER II

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MANNING

The following schedules shows the officer manning for the month of August: [11]

320th Bombardment Wing(Excluding the 320th Air Refueling Squadron)

Authorized	296	Assigned	258
Body Manning	94%	MIRS	87%

320th Air Refueling Squadron	W/1.25 manning	W/o 1.25 manning
Authorized	85	70
Assigned	79	79
Body manning	92%	112%
MIRS	92%	100%

The past reported shortage of officers in the Air Operations, Supply, Electronics, and Medical career fields continued to exist in the month of August. In addition, there was a shortage of five navigators in the Refueling Squadron on the basis of 1.25 manning. There is a predicated shortage of Squadron Adjutants in September because of the Early Release Program and RIF. Because of RIF and the Early Release Program, officers MIRS will decrease in September unless Wing receives a significant input of replacements in the critically short career fields.

The following schedules show the manning status of airmen personnel;

320th Bombardment Wing(Excluding the 320th Air Refueling Squadron)

Authorized	1441	Assigned	1552

11. Information taken from Historical Report, Director of Personnel, 320th Bomb Wing.

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Body Manning 108% MIRS 63%

These figures showed an increase of 7% MIRS wise over the month of July. This was due primarily to the completion of OJT, reclassification action and stabilization of personnel in so far as withdrawals were concerned.

The comparable strength figures for the month of August are as follows:

	Officers	Airmen
Strength, 1 August 1953	351	1587
ZI Transfers	7	6
O/S Transfers	1	5
Separations	4	7
Total Losses	12	18
Total Gains	16	251
Strength, 31 August 1953	355	1820

RECLASSIFICATION

Following is the airmen reclassification action for the month of August:

Upgraded to 7 level	3
Upgraded to 5 level	21
Award of 3 level	8
Change of Career Fields	9
Change in Suffix	45
Award of Additional AFSC	12
Total	98

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PROMOTIONS

During the month of August airmen were promoted as indicated:

M Sgt	2
T Sgt	3
S Sgt	12
A/1C	33
A/2C	32
A/3C	1
Total	83

SURPLUS PERSONNEL

The disposition of surplus personnel continued through the month of August. As 1 August 1953, 365 airmen were assigned to this Wing with unauthorized AFSC's. This figure, by the end of August, was reduced to 308. The decrease from the original figure was accomplished through reclassification action and the completion of OJT training of surplus airmen. Nine Flight Engineers (B-29) were reported to higher headquarters for further disposition. No action had been received by the end of August.

REDUCTION IN FORCE, EARLY RELEASE PROGRAM

The Reduction in Force and the Early Release Program effected 21 officers of this Wing during August. The career fields of these officers included pilots, navigators, AOB's, bombardiers, electronics, maintenance, supply and personnel officers. Upon the release of these officers a critical shortage of Squadron Adjutants (Personnel Officers) existed with no

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replacements available within Divisions resources. The losses of the maintenance and supply officers will not materially effect the combat readiness of this Wing.

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MATERIEL

CHAPTER III

CHAPTER III

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MATERIAL PICTURE, 320TH BOMBARDMENT WING (M)
12/

During the month of August 17 additional YRB-47B aircraft were assigned to the Tactical Squadrons from the modification activities. Total number of Jet Bombers assigned at the end of the month was 25. Seven aircraft were possessed by the 441st Bomb Squadron, 12 possessed by 442nd Bomb Squadron and six possessed by the 443rd Bomb Squadron. Temporary loan of three YRB-47Bs were made by the 442nd Bomb Squadron to the 443rd Bomb Squadron in order to provide sufficient aircraft during the coming month for proper scheduling of crews who had returned from training courses at Air Training Command Schools.

Fifteenth Air Force was queried about the fourth crew member installation in the YRB-47 type aircraft but no satisfactory solution was obtained. The problem was further presented to SAC for a decision.

Initial plans were made to receive bomb conversion kits from the modification activities and begin the conversion of one YRB-47B from reconnaissance to the bombardment configuration. This promised to be a major undertaking since no aircraft has ever been converted before. Upon receipt of the kits an attempt will be started on one aircraft in an effort to find out what problems are involved. It is anticipated that the kits will be on the station during the latter part of September.

Two KC-97s of the Air Refueling Squadron were involved in a taxiing accident 5 August which resulted in major damages to both aircraft. The primary casue was the result of the extremely overcrowded parking conditions,

12. Information taken from Historical Report, Director of Materiel, 320th Bombardment Wing.

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on the aircraft parking apron. Repairs on both aircraft were being effected by Wing personnel with the aid of specialists from Norton AFB as the month ended.

Several conferences were held during the month of August at Hunter AFB, Oklahoma Air Materiel Area and SAC Headquarters in regards to TOC status and procedures. The Wing sent representatives to all meetings by directives of higher headquarters.

The first B-4 type maintenance stands (15) were received by the Tactical Squadron on 6 August 1953, which alleviated the shortage of maintenance stands to some extent.

Many items of equipment, most of which are critical USAF wide, continued to plague the maintenance sections of this Wing. Special authority to locally manufacture some of these items have been received from higher headquarters, however, the number required far exceeded that authorized for manufacture. Such procedures were not capable of alleviating the serious lack of test equipment with the A&E Maintenance Squadron, as none could be duplicated locally. Continued emphasis was placed on these shortages by an increased number of Supply Difficulty Letters being submitted, as well as Command Letters on those items deemed most seriously needed within the maintenance sections.

320TH A&E MAINTENANCE SQUADRON

The standards of quality of radio maintenance during the month of August [13] indicated a marked improvement, due largely to the thorough training of personnel

13. Information taken from Historical Report, 320th A&E Maintenance Squadron August 1953.

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in their particular assignments. Renewed efforts were extended toward the completion of mock-up of all available equipment. The Glide Path Receiver mock-up assembly was completed in August. Fifteen interphone lines for the YRB-47 crew chiefs were manufactured by this section, in addition, this section completed phase one of the KC-97 WEP.

During the month of August the radar section continued the policy of keeping its personnel informed of the latest technical developements regarding their assignments. One airman attended MTD school for three days. Two airmen attended the Radio Maintenance, Air-Borne Equipment (AFSC 31718) course at Keesler AFB, Miss.

The camera unit of this Squadron was assigned 18 camera repairmen during August. For the first time, film processing for the 320th Bombardment Wing was coordinated with the 15th Recon Tech Squadron. Film from this Wing was formerly processed by the Base Photo Lab. The P-8 radar recording camera was received in August for all aircraft requiring this item.

During August the personnel strength of the Weapons and Release Section dropped from 26 to 20 personnel. Principle work load for this section during the month consisted of cleaning aircraft weapons, removal of camera pods, pulling pre and post flight inspections and acceptance checks.

320TH FIELD MAINTENANCE SQUADRON

Maintenance activities for this Squadron for the month of August [14] increased in all phases, despite the fact that this Squadron has lost skilled personnel

14. Information taken from Historical Report, 320th Field Maintenance Squadron August 1953.

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under the Early Release Program and RIF and that some sections were functioning under crowded working conditions. The following information outlines the activities for the month of August.

The Instrument Shop operated separately from the 22nd Bomb Wing in building #263 which was neither dust proof nor air conditioned as required by T.O. for the repairing of instruments. There were a number of Base Support Equipment items on requisition that were needed in this section before it will be able to perform much work on instruments. A number of items were drawn from AF Stock to build a fuel quantity gauge tester which is essential for checking the fuel gauges of the KC-97 aircraft.

The Electrical Shop suffered from a lack of space for its functions in August. The assigned building proved to be too small for the amount of equipment which was required for the efficient operation of this section. The building was not wired heavy enough to carry the electrical power load required to operate the test equipment that was essential to carry out the mission of the Wing. There is a new generator test stand in this section which cannot be used due to the lack of power, otherwise this stand would be used every day for the testing of generators, voltage regulators, etc.

The Auxilary Equipment Section had considerable trouble during August in maintaining C-22 and C-26 type power units due to the lack of parts for repairs and skilled personnel. This section lost two personnel under the Early Release Program, one of whom was the NCOIC of the section.

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The Sheet Metal Shop completed the repairs of the KC-97 wing that was damaged in August in a taxiing accident. Facilities for this section proved to be adequate during the month but as more aircraft are assigned to this Wing both space and equipment will become a serious problem.

There was a demand for an insulation blanket spot welder which was not authorized but is presently on order by local purchase. With the insulation spot welder at least 100 insulation blankets can be repaired per month at minimum cost.

The Power Plant Section borrowed 15 men from the Periodic Maintenance Squadron to supplement the shortage of mechanics on the R-4360 build-up line. These men, plus some borrowed from the Aero Repair Branch were used in building up engines for the flyaway section.

There was a shortage of aircraft parts and tools on the R-4360 build up line during August which detained production from time to time. The J-47 build up line was in full operation in August but it too suffered the shortage of special tools.

The R-4360 engine build up section built up three power packs, four R-4360 engines and tore down four engines. In addition, several engines and numerous cylinders were changed. The J-47 section changed six engines and built up 12 engines.

The transportation problem for this Squadron still continued to present a serious waste of manhours. A letter was forwarded to the Director of Materiel which explained the need of a truck assigned to the Materiel Section for the

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delivery of aircraft parts and the turn in of items to Base Supply.

A job improvement procedure submitted by two members of this Squadron is attached to the exhibit section of this Historical Report.[17]

441ST BOMBARDMENT SQUADRON

At the end of August, this unit possessed seven YRB-47B aircraft which flew a total of 80:20 hours or an average of 15:00 hour per assigned aircraft.[18] Ten post flight inspections were completed during this period. A critical shortage of C-26 power units, maintenance work stands, fire extinguishers and many type of spare B-47 parts existed in the squadron which in turn caused undue hardship on the maintenance section.

442ND BOMBARDMENT SQUADRON

For the month of August this Squadron accomplished a total of 121:20 hours YRB-47B time. The average number of possessed aircraft was 8.95 which in turn gave an average of 13.6 hours per assigned aircraft.[19] During the month there were three aborts and two engines changes.

443rd BOMBARDMENT SQUADRON

Principle efforts of this Squadron during the month of August was the accomplishment of maintenance acceptance checks on six YRB-47B aircraft. Flying accomplishment for the unit was 139:00 hours. The adverse factor in the accomplishment of these flying hours was the shortage of maintenance equipment which reflected in the total operation of the unit.[20]

17. Outline and photos, job improvement, 320th Field Maint Sq------TAB "H"
18. Information from Historical Report, 441st Bomb Sq, August 1953
19. Information from Historical Report, 442nd Bomb Sq, August 1953
20. Information from Historical Report, 443rd Bomb Sq, August 1953

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KODAK SAFETY FILM

OPERATIONS AND TRAINING

CHAPTER IV

CHAPTER IV

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SPECIAL WEAPONS FUNCTIONS

All Wing Special Weapons functions continued in a routine fashion throughout the month of August.[21] Training, as in July, was still hampered by the fact that most crews were either engaged in flying activities or still TDY from this Wing. A plan was drawn up and presented to the Ground Training Officer to provide special weapons combat readiness training for the first crews in November.

An Indoctrination Course was presented in the early part of August for non-current Bomb Commanders and Observers. Refresher training was presented to all available crew members. No loading training was undertaken for two reasons; one, crews were not available for training and secondly, the aircraft assigned to this Wing are not equipped to carry Atomic bombs.

The IRB-47 aircraft assigned to this Wing came equipped with Photo Pods. The U-2 releases and other bombing equipment was to have been received with the 263 property, however, no U-2 releases had been received as the month ended. This situation meant that the combat loading, IFI, T-59 drops and other training done on the aircraft must be deferred until the aircraft are equipped. It was planned as the month ended, to accomplish some of the training described above by using aircraft of the 22nd Bomb Wing. It is possible to do this because the Special Weapons School is given one aircraft per day for training uses by this Wing, since 22nd Bomb Wing crews are not always available for the full day. Whenever a vacant period appears, 320th Bomb Wing crews are scheduled

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21. Information taken from Director of Operations Historical Report, August 1953

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for training.

The supply situation for the Special Weapons School continued to improve as a few new items arrived during the month. The only outstanding shortages were the Universal trainers to provide realistic operational missions. A mock-up was built by the Special Weapons School instructors which included the capability for simulated missions in order to provide this training until the authorized trainers arrive.

Training for the month of August is as follows:

Indoctrination	144 hours
Refresher	122 hours
Post Loading	104 hours
Total	370 hours

WING INTELLIGENCE SECTION

The Intelligence Section of this Wing saw considerable gain in the operational aspects of Intelligence functions since this Wing's conversion to YRB-47 aircraft. A number of briefings, planned missions and the preparation of material aids to Intelligence such as developement of reproduction of domestic target folders were accomplished.[22]

The Intelligence Section of this Wing published and established Wing Regulation 200-1, dated 6 August 1953[23] which effected the procedure for handling and storage of maps and the control of materials for target folders used for routine operational training. The basis of this regulation is applicable to the Tactical Commanders and the Intelligence Division of this Command. It will

22. Information taken from Historical Report, Director of Operations August 1953.
23. Wing Regulation 200-1, dated 6 August 1953----------TAB "I"

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be the responsibility of the Wing Intelligence Target Officer to determine the requirements of target material for routine operational needs.

GROUND TRAINING SECTION

During the month of August one B-47 crew, one Aircraft Commander and one Staff Pilot entered phase training at Pinecastle AFB. Fifty-eight 1524's completed Hi-Speed Navigation Training and "K" course at Mather AFB. Fourteen Air Refueling crew members completed the basic survival course while six members of the same unit completed the Advance Survival course. No Physiological Training was conducted during the month of August due to the fact that the chamber was out of commission.

WING SOP 50-11

During August, the Operations Section of this Wing published and put into effect SOP 50-11, dated 5 August 1953,[25] which pertains to the briefing of crews of the Tactical Squadrons.

The purpose of this briefing is to acquaint all members of combat crews with the intended mission and their part in the over-all plan. These briefings are held in two parts: "General" and "Special" briefings. "General" briefing informs the crews of their part as a combat team while the "Special" briefing covers the subject peculiar to each crewman's specialty, with all the details discussed fully and all questions clarified.

320TH AIR REFUELING SQUADRON

The Air Refueling Squadron's Air Training Report, (RCS: 4-SAC-12) which covered the period of 1 through 31 August 1953, was compiled and forwarded to

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24. Information taken from Historical Report, Director of Operations August 1953.
25. Wing SOP 50-11, dated 5 August 1953----------TAB "J"

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Headquarters SAC. Below is a brief outline of the report:

This unit strength was at 100% maintenance wise. Eighty-nine percent of this figure were present for duty while the remaining 11% represented personnel attending KC-97 MTD.

Twenty-one aircraft were assigned to the unit. A total of 828:20 hours flying time was accomplished with an average of 39:20 hours flown per aircraft. In-commission rate was 89.5%.

A total of seven crew changes occurred during August. Three due to personnel transfers, two were due to discharges of personnel, while the remaining two represented changes in crew positions for more qualified personnel.

The 320th Air Refueling Squadron was sufficiently manned and trained in August to be assigned it's EWP (Emergency War Plan, Top Secret)[26]

During the month of August,[27] this squadron flew a total of 828:20 hours. 834 dry hook-ups and 113 wet hook-ups were accomplished. The wet hook-ups involved the transfer of 841,875 pounds of fuel (127,556 gallons). An average of three air refueling missions per day were accomplished in conjunction with the 303rd Bomb Wing of Davis-Monthon AFB, Arizona.

There were nine air aborts and six ground aborts during the month. Eight of these were due to hydraulic system failures (Mainly leaks in the IFR pumps and lines). Three aborts were caused by propeller malfunctions and

26. 320th ARS EWP classified as TS, no part may be involved in this report.
27. Information taken from Historical Report, 320th Air Refueling Squadron, August 1953.

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three aborts were caused by back firing, smoking engines, excessive oil temperatures and the other was due to an electrical fire (inverter).

During August, 2,400 hours of MTD ground training was completed. This training time included the 150 hour, Aircraft General Maintenance Course, Electronics Familiarization course and the Cruise Control Course.

Seven navigators were placed on TDY for period of one day to two weeks on SAC directed missions. One navigator of this Squadron was selected to be placed on TDY to Headquarters, Fifteenth Air Force as navigator to the Commanding General.

The communications section of the Squadron implemented a lecture program within the section and compiled 184 hours of lectures at the end of the month. Eighteen of the 23 assigned radio operators passed the Standboard Check and were declared Combat Ready as the month ended.

441ST BOMBARDMENT SQUADRON

During the month of August this unit flew a total of 80:55 hours or an average of 15 hours per assigned aircraft.[28] During the early part of August the Operations Officer departed on TDY status to Bomb Commanders School. Due to the B-47 training phases at Wichita and Pinecastle, no qualified pilot was obtainable to control the functions of the Operations Section. The administrative work was accomplished by appointed observers.

The Operations Section was temporarily relieved of flight scheduling, planning and briefing by Wing until such time as adequate squadron personnel

28. Information taken from Historical Report, 441st Bomb Sq, August 1953.

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are again present for duty.

442ND BOMBARDMENT SQUADRON

Flying time for the month of August was limited to pilot proficiency and other accomplishments as prescribed in Wing Regulation 60-1.[29] Eight officers returned from Wichita, Kansas and immediately went into their field checks in the YRB-47 and T-33 aircraft. A total of 121:20 hours flying time was accomplished during the month of August.

443rd BOMBARDMENT SQUADRON

By the end of August, nine YRB-47B's were assigned to this Squadron.[30] However, three of these aircraft were assigned to the Squadron on a loan from other squadrons of the Wing. A total of 139:00 hours flying time as accomplished in August. This flying time was devoted to Wing Regulation 60-1 accomplishments and training under SAC Regulation 50-43. Two crews worked steadily through August towards being declared Combat Ready by 1 November 1953 with the goal of three additional crews by 1 December 1953.

29. Information taken from Historical Report, 442nd Bomb Sq, August 1953.
30. Information taken from Historical Report, 443rd Bomb Squadron, August 1953.

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APPENDIX

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EXHIBIT LIST

	TAB
WING REGULATION 123-2, DATED 18 AUGUST 1953	"A"
WING REGULATION 36-7, DATED 20 AUGUST 1953	"B"
WING REGULATION 100-5, DATED 27 AUGUST 1953	"C"
WING SOP 205-2, DATED 5 AUGUST 1953	"D"
MONTHLY ANALYSIS (RCS: 15-U2)	"E"
ANALYSIS OF UNIT LEADERSHIP, EFFECTIVENESS AND MORALE FOR JUNE, JULY AND AUGUST 1953	"F"
LEADERSHIP AND MORALE RATING SYSTEM	"G"
OUTLINE AND PHOTOS, JOB IMPROVEMENT, 320TH FIELD MAINTENANCE SQUADRON	"H"
WING SOP 200-1, DATED 6 AUGUST 1953	"I"
WING SOP 50-11, DATED 5 AUGUST 1953	"J"
441ST BOMBARDMENT SQUADRON OCTS TRAINING	"K"
442ND BOMBARDMENT SQUADRON OCTS TRAINING	"L"
443RD BOMBARDMENT SQUADRON OCTS TRAINING	"M"
COMBAT READINESS CHART, 320TH BOMBARDMENT WING (M)	"N"
KEY PERSONNEL LIST, 320TH BOMBARDMENT WING (M)	"O"

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WING REGULATION 123-2, DATED 18 AUGUST 1953

EXHIBIT "A"

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HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
March Air Force Base, California

320CWI 18 August 1953

WING REGULATION)
:
NUMBER 123-2)

INSPECTION

Special Subject Letters

1. PURPOSE: To prescribe the procedures and actions to be taken within this Command upon recepit of Special Subject Letters emanating from this and higher headquarters.

2. SCOPE: This Regulation applies to all staff sections submitting reports of inspection to the Wing Inspector, this Headquarters.

3. RESPONSIBILITY: The Wing Inspector is responsible for the dissemination and action on all Special Subject Letters within this Command and for the prompt submission of reports thereon to higher echelons of command when required.

4. PROCEDURE: a. The Wing Inspector, upon receipt of Special Subject Letters, will determine the appropriate inspecting staff agency and refer the Letter to that office for necessary action as set forth herein.

b. Upon receipt of a Special Subject Letter the responsible staff section will determine the applicability of the subject matter to this Command. If it is found that the subject is applicable an initial inspection of the activities concerned will be conducted within five (5) working days after receipt of the Letter to determine the existance and extent of any deficiency or irregularity. Thereafter, during the last five (5) working days of each month, until the expiration date of the Letter, a follow-up inspection will be made. Within three (3) working days prior to the expiration date, a final close-out inspection will be accomplished. Reports will be prepared for each initial, follow-up and final inspection and forwarded as prescribed by paragraph 5.

5. REPORTS: a. All reports will be in letter form, addressed to the Commander, 320th Bombardment Wing, Attention: Wing Inspector.

b. Each report will list any deficiencies noted during the inspection and will be rated as either SATISFACTORY or UNSATISFACTORY.

c. It is desired that Special Subject Letters involving the activities of several organizations be covered by a single report. However, the existance of numerous deficiencies or irregularities may render this impractical.

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Wg Reg 123-2
6

6. REFERENCE: Air Force Regulation No. 120-25, dated 24 October 1949.

BY ORDER OF THE COMMANDER:

OFFICIAL:

BEN G. PRIGMORE
1st Lt, USAF
Adjutant

BEN G. PRIGMORE
1st Lt, USAF
Adjutant

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WING REGULATION 36-7, DATED 20 AUGUST 1953

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*Wg Reg 36-7
HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM. 1-2
MARCH AIR FORCE BASE, CALIFORNIA

20 August 1953

WING REGULATION)
:
NUMBER 36-7)

COMMISSIONED OFFICERS

Availability of Key Personnel

1. PURPOSE: To insure the availability of key personnel of the 320th Bombardment Wing or their alternate at all times.

2. SCOPE: This regulation applies to all personnel assigned to the 320th Bombardment Wing whose job title is listed in paragraph 3 below.

3. DEFINITION: Key personnel of the 320th Bombardment Wing are defined as follows:

a. Wing Commander

b. Deputy Wing Commander

c. Staff Directors

d. Wing Comptroller

e. Wing Adjutant

f. Squadron Commanders

g. Maintenance Control Officer

h. Wing Inspector

4. RESPONSIBILITY

a. Each Officer listed as key personnel in paragraph 3 above is responsible to notify Wing Staff Duty Officer at the end of normal duty hours each day of their intended whereabouts during off-duty hours if other than normal residence.

* Supersedes Wg Reg 36-7, dtd 26 Jun 52, and Wg Reg 36-7A, dtd 7 Oct 52

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b. Each Officer listed as key personnel will furnish the Wing Adjutant with the following current information for himself and one alternate.

(1) Home address

(2) Home telephone number

BY ORDER OF THE COMMANDER:

OFFICIAL:

BEN G. PRIGMORE
1st Lt, USAF
Adjutant

BEN G. PRIGMORE
1st Lt, USAF
Adjutant

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WING REGULATION 100-5, DATED 27 AUGUST 1953

EXHIBIT "C"

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HEADQUARTERS 320TH BOMBARDMENT WING (M)
March Air Force Base
California

320 ODCC 27 August 1953

STANDING OPERATING PROCEDURE)

NUMBER 100-5)

COMMUNICATIONS

CONTROL ROOM

1. PURPOSE: The purpose of this publication is to provide a Standard Operating Procedure for the daily operation of the 320th Bombardment Wing Control Room, and to outline the responsibilities of Control Room Personnel.

2. GENERAL: The Control Room is established in accordance with SAC Reg 55-15 to provide the following functions:

a. An agency through which all flights of this wing can be monitored and/or provide a maximum of control.

b. A central scheduling agency for RBS, bombing and gunnery ranges, fighter interception and other such facilities as may be required for the training of combat crews of this wing.

3. OPERATION: The Control Room will be in operation 24 hours per day, 7 days per week.

a. Officer in charge, NCO in charge and Senior Operations Specialist will work normal duty hours.

b. Operations specialists and supplementary personnel will work in shifts commensurate with flight schedules and work loads.

c. During other than normal duty hours, the Wing Staff Duty Officer will be responsible for the operation of the Control Room in accordance with SAC Reg 55-15 and the provisions of this SOP.

4. PERSONNEL: All personnel assigned duty in the Control Room will be responsible for the proper performance of their duties as outlined in the applicable job description. In addition, the NCOIC of the Control Room will be responsible to see that all personnel are adequately cross-trained and have sufficient knowledge of all Control Room duties.

5. SECURITY:

a. Access to Control Room will be limited to Control Room Personnel and properly cleared individuals having legitimate business therein.

*Supersedes SOP 55-4 dtd 28 Apr 53.

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b. All visitors will be properly identified before admittance.

c. Method of identification will be personal recognition.

d. All operational messages received or sent via communications facilities will be properly authenticated.

6. COMMUNICATIONS: The following communications facilities are installed in the Control Room:

a. Telephones:

(1) Two base class A telephones are installed in the [illegible] Room, extension 2117 and 3282. Riverside may be contacted by dialing 9 and asking the base operator for Riverside. All other long distance calls require an AG number from the Control Room Officer or the Base Adjutant.

(2) One SOCS (SAC Operational Control System) telephone is installed in the Control Room and is directly connected to the 15th Air Force Control Room. Priority for the use of this telephone is established by SAC Reg 55-15.

(3) A log of all incoming and outgoing calls will be maintained in the Control Room, indicating the person originating the call, person receiving the call, pertinent remarks and time of call. This log will start at 0001 local time daily and end at 2400 local time. Completed logs will be maintained on file by the Control Room for a period of not less than thirty (30) days.

(4) Telephones will be utilized for official calls only.

b. Teletype: A teletype machine which is part of the AFFB local loop is installed in the Control Room. This loop includes the 12th Air Division, 22d Bomb Wing, 320th Bomb Wing, and the Base Communications Center.

(1) Primary purpose of the teletype is to receive messages from the Communications Center ground station that originate from 320th Bomb Wing aircraft.

(2) Encoded messages directed to the 320th Bomb Wing will be decoded as soon after receipt as possible using the current edition of AFSAL.

(3) Upon receipt of aircraft position reports, magnetic miniatures corresponding to the appropriate aircraft may be placed on the plotting map to indicate the aircraft position.

(4) In the event that a message is received indicating that an emergency exists, the emergency SOP will be followed.

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b. Status and Parking Boards: Aircraft status will be requested from Maintenance Control at 0800 and 1300 hours daily. Changes in aircraft status will be received as they occur and will be posted on the status boards. Physical location of aircraft will be indicated on the aircraft parking board and will be maintained by Control Room personnel. Aircraft dispatch boards, status boards and in-flight position reports will also be kept current by Control Room personnel.

8. LIAISON: Close liaison will be maintained at all times via t[illegible] and inter-comm with Base Operations, Control Tower, Squadrons and [illegible] in order to assure maximum efficiency in the control of aircraft.

a. Squadrons will be responsible for Drag Chute pick-up on [illegible] schedule basis. The Control Room will notify the squadron scheduled for pick-up duty of aircraft ETA, ATA and, if possible, direction of landing.

b. Squadrons will be responsible for notifying necessary agencies to pick-up additional equipment from camera repair shop, Base Armunition, etc.

9. ALERTS AND EMERGENCIES: In the event of an alert or an emergency, Control Room personnel and/or Control Room Duty Officer will adhere to the applicable Alert SOP.

10. CHARTS FORMS AND REPORTS: The following charts, forms and/or reports will be maintained by Control Room personnel:

a. Flight Order, SAC Form 50-32-7: This form is submitted to the Control Room by 1200 hours on the day prior to the intended mission. Any change in the flight order after it has been received by the Control Room will be telephoned to the Control Room by the organization initiating the Flight Order. Flight Orders will be filed with the corresponding day's Flight Follower.

b. Aircraft Requirements Record: This form is accomplished by the Aircraft Scheduling Committee's weekly meeting. One copy per Tactical Squadron is completed and retained in the Control Room files for reference. Instructions for accomplishing this form are contained in SAC Reg 60-9.

c. 15-T-19 Report: The Control Room will be responsible for the tabulating and transmittal of the T-19 Report. The report will be sent not later than 1400 hours each day.

d. Total Flying Time Chart: It will be the responsibility of the Control Room to keep an accurate and chronological log of the flying time of all squadrons. This chart will be corrected each morning at 1100 hours.

e. Key Personnel Chart: It will be the responsibility of the Control Room to maintain an accurate list of key personnel to include, home address and phone number.

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b. Status and Parking Boards: Aircraft status will be requested from Maintenance Control at 0800 and 1300 hours daily. Changes in aircraft status will be received as they occur and will be posted on the status boards. Physical location of aircraft will be indicated on the aircraft parking board and will be maintained by Control Room personnel. Aircraft dispatch boards, status boards and in-flight position reports will also be kept current by Control Room personnel.

8. LIAISON: Close liaison will be maintained at all times via t[illegible] and inter-comm with Base Operations, Control Tower, Squadrons and o[illegible] in order to assure maximum efficiency in the control of aircraft.

a. Squadrons will be responsible for Drag Chute pick-up on a schedule basis. The Control Room will notify the squadron scheduled for pick-up duty of aircraft ETA, ATA and, if possible, direction of landing.

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b. Aircraft Requirements Record: This form is accomplished by the Aircraft Scheduling Committee's weekly meeting. One copy per Tactical Squadron is completed and retained in the Control Room files for reference. Instructions for accomplishing this form are contained in SAC Reg 60-9.

c. 15-T-19 Report: The Control Room will be responsible for the tabulating and transmittal of the T-19 Report. The report will be sent not later than 1400 hours each day.

d. Total Flying Time Chart: It will be the responsibility of the Control Room to keep an accurate and chronological log of the flying time of all squadrons. This chart will be corrected each morning at 1100 hours.

e. Key Personnel Chart: It will be the responsibility of the Control Room to maintain an accurate list of key personnel to include, home, address and phone number.

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c. VHF Radio: A BC-522 VHF Radio is installed in the Control Room, and is used to monitor and/or control flights of KC-97 type aircraft. Channel E, 133.56mcs will be utilized as primary frequency with Channel F, 138.42mcs secondary frequency.

(1) VHF radio will be turned on at all times during duty hours and when KC-97 type aircraft are scheduled to fly.

(2) KC-97 aircraft of this wing will call the Control Room using the call sign BARKER CONTROL whenever departing or arriving MARCH AFB, giving the airborne time or time.

(3) A complete log will be kept on VHF transmissions and receptions.

(4) Completed logs will be maintained on file by the Control Room for a period of not less than 30 days.

d. UHF Radio: A UHF Receiver is installed in the Control Room to monitor transmissions of B-47 and T-33 type aircraft. This equipment will be turned on at all times during duty hours and when B-47 and T-33 type aircraft are scheduled to fly. Pertinent information received over UHF will be logged or posted by Control Room personnel as applicable.

e. Inter-Communications System: An Inter-Communications system is installed in the Control Room and is used to maintain liaison with Unit Organizations, Base Operations and the Control Tower. Two way communications is provided to the following agencies: Wing Comdr, Deputy Comdr, Wing Opns, 441st Bm Sq Opns, 442d Bm Sq Opns, 443rd Bm Sq Opns, Director of Material, Maintenance Control, Base Operations, 320th Air Rflg Sqdn, and Control Tower.

7. AIRCRAFT DISPATCH, STATUS AND PARKING BOARDS:

a. Dispatch Boards: All flight orders, unless otherwise directed, will originate in Unit Organizations and will be forwarded to the Control Room prior to 1200 of the day previous to the scheduled flight. All proposed 320th Bomb Wing flights will be posted on the dispatch board prior to 1700 of the day preceding the flight.

(1) All flight clearances will be submitted to Wing Control Room prior to 1400 hours on the day previous to the flight. These clearances will be signed by the aircraft commander of the flight concerned, prior to submission. Squadrons desiring a change of any kind will notify the Control Room immediately. The Control Room will notify the Control Tower when a local VFR flight is scheduled, giving the aircraft call number, ETD, type aircraft and duration of flight.

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f. Historical Report: It will be the responsibility of the Control Room NCO to furnish the Wing Historical Officer a monthly report covering the activities of the Control Room. This report will be submitted not later than the third day of each month.

g. Aircraft Status Report: This form is a permanent record of daily aircraft status and is to be accomplished by the Control Room as aircraft status is received from Maintenance Control.

11. TRAINING: All training facility reservations are made by the Control Room. Requests from the using organizations are made to the Control Room far enough in advance to insure that the facility requested may be reserved. It is the responsibility of the Squadron Operations Officers to notify the Control Room of any changes in flight plans or cancellations which effect the utilization of any training facility. Upon receipt of a change in time or cancellation of a facility, it will be the responsibility of the Control Room to coordinate such changes with the applicable facility.

a. RBS Sites: An RBS schedule is forwarded to the Control Room by 12th Air Division monthly, indicating RBS assignments. The periods and sites allotted by the master schedule are forwarded to the using organizations. Requests for additional RBS periods, cancellation of same or other information will be forwarded through the Control Room to 12th AD Control Room.

b. Bombing Ranges: All requests for bombing ranges are made by the Control Room to the controlling agency of the range. Requests for utilization are made by telephone twenty-four (24) hours in advance, giving the following information:

(1) Bomb Wing

(2) Number and type of aircraft

(3) Number and type of bombs

(4) Time range is requested

(5) Altitude

(6) Remarks

c. Bombing ranges normally used by the 320th Bomb Wing are as follows:

Range	Control	Method of Contact	Individual
Salton Sea	AEC	Long Distance Telephone Salton Sea #1, Ext 53	Mr. Austin, Miller or Boles
Tonopah	15th AF	MAFB Ext 6262 or 7166	
Sahuarita & Wilcox	D-M AFB	SOCS Long Line	D-M Switchboard Operator
Wendover	15th AF	MAFB Ext 6262 or 7166	

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d. Gunnery Ranges: Procedures for requesting gunnery ranges are the same as for requesting bombing ranges. Requests are made by telephone, giving the following information:

(1) Bomb Wing

(2) Number and type of aircraft

(3) Type of gunnery requested (air-to-air, etc)

(4) Number of rounds of ammunition

(5) Time range is requested

(6) Remarks

e. Gunnery ranges normally used by the 320th Bomb Wing are as follows:

Range	Control	Method of Contact	Individual
Wilcox	D-M MAFB	SOCS Long Line	D-M Switchboard Operator
W-281	15th AF	MAFB Ext 7166	
Wendover	15th AF	MAFB Ext 6262	
Nan 6&9	US Navy	No prior clearance required	

BY ORDER OF THE COMMANDER:

OFFICIAL:

BEN G. PRIGMORE
1st Lt, USAF
Adjutant

Ben G. Prigmore

BEN G. PRIGMORE
1st Lt, USAF
Adjutant

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WING SOP 205-2, DATED 5 AUGUST 1953

EXHIBIT "D"

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* Wg SOP 205-2
1-3

HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

320 ODC 5 August 1953

STANDING OPERATING PROCEDURE)
:
NUMBER 205-2)

SECURITY

Alert and Defense Plan for Wing Headquarters Personnel

1. PURPOSE: The purpose of this SOP is to acquaint personnel on duty within 320th Bombardment Wing (M) Headquarters Building with their duties during an alert.

2. ALERT SIGNALS:

a. Yellow Alert: Three (3) fluctuating blasts of the Base Siren.

b. Red Alert: The Staff Duty Officer or Wing Control Officer will verify a Red Alert within the Headquarters Building.

c. Dispersal Signal: Continuous fluctuating blasts of Base Siren.

d. All Clear: One long blast of the Base Siren and verification from the Staff Duty Officer or Wing Control Officer.

3. YELLOW ALERT DURING DUTY HOURS:

a. Section Heads will:

(1) Furnish the number of men indicated for Alert Guard duty:

SECTION	NUMBER OF MEN
Adjutant	2
Operations	2
Personnel	1
Materiel	1
Comptroller	1

(2) Insure that personnel selected for guard duty are thoroughly familiar with the challenging procedures outlined in Attachment #1.

(3) Dispatch airmen selected for Alert Guard Duty to draw their weapons and report to the Wing Adjutant at the Classified Documents Section for instructions.

* Supersedes SOP 205-2, 22 Dec 52, SOP 205-1, 24 Jul 51, and 205-1A, 1 12 Jan 53

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(4) Secure Classified Documents unnecessary to immediate operations in locked safes or approved locked cabinets.

(5) Dispatch remaining personnel to draw weapons and ammunition, after which they will return to their normal duty stations.

b. The Wing Adjutant will:

(1) Proceed to the Classified Documents Section where Alert Guards will be reporting.

(2) Appoint the Wing Sergeant Major, or other senior NCO, to act as Sergeant of the Alert Guard.

(3) Issue Special Orders to include:

(a) Posting of each guard, see (4) below.

(b) Instructions that weapons will not be loaded unless specifically ordered by the Adjutant.

(c) Challenging procedures as outlined in Inclosure #1.

(d) That entrance #3, the door nearest Operations, will be the only entrance to remain open during the alert.

(4) Post Alert Guards as follows:

(a) One (1) guard at the rear door of the Wing Commander's office.

(b) One (1) guard at each of the four main entrances to the Wing Headquarters Building.

(c) One (1) guard at the entrance to the Classified Documents Section.

(d) One (1) guard at the outside entrance to the Intelligence Section.

(5) Report to the Wing Control Officer, who will be on duty in the Wing Control Room, the time which all alert guards were posted and the Wing Headquarters Building was secure.

(6) Inspect the Alert Guards as deemed necessary to effect maximum security.

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(7) In the event the alert remains in effect for more than two (2) hours:

(a) Through coordination with the Headquarters Squadron Section Head, set up a guard roster 24 hours in advance for four (4) hour tours of alert guard duty.

(b) Arrange for late or early messing of relief guards as necessary.

(c) Appoint airmen to perform the duties of Sergeant and Corporal of the guard for each shift.

(d) Post two (2) additional guards to a roving patrol outside the Headquarters Building during the hours of darkness, or in case of fog.

(e) Incorporate a password or personal recognition system, as outlined in Par 12b (1) SAC Reg 205-14, dated 13 June 52, if necessary, to insure maximum security.

(f) Instruct the Staff Duty Officer in his duties as Officer of the Guard during off duty hours. Par 3b (3), (4), (6) and (7) above.

(g) Instruct the Staff Duty Officer to guard, or maintain a Guard, on the Alert phone, acting in the absence of the Wing Control Officer in case of a Red Alert or all clear. (See Par 6 & 7 below.)

(h) Relieve runners on duty at the Ground Forces Command Post.

c. The Staff Duty Officer or Wing Control Officer will:

(1) Proceed to his post of duty in the Wing Control Room.

(2) Accept verification of the alert from the Ground Force Commander over Alert phone.

(3) Record events and times units check in secure over telephones, squawk box, or by runner, in the log, which will be in a folder in the Control Room.

(4) As the units check in, record the telephone number each unit will desire called to verify a Red Alert, further instructions, or the All Clear.

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(5) Call the Ground Force Commander over the Alert phone giving the time the 320th Bombardment Wing was secure.

(6) Pass reports from the Tactical Squadrons to the Director of Operations to include:

(a) Number of immediate flyaways.

(b) Number of delayed flyaways.

(c) Number of crews standing by.

(7) Use applicable telephone authentication phrase, if required, to insure security of instructions or reports.

(8) Dispatch two (2) runners to the Ground Force Commander in Building #T-638, to confirm that the Wing is secure and stand by in case of telephone failure, or until the All Clear.

(9) Inform the Sections within the Headquarters of significant developments.

(10) In the event of an extended Alert, turn over the responsibility for guarding the Alert phone and maintaining the Alert Log to the Staff Duty Officer during off-duty hours.

d. The Operations Chief Clerk will:

(1) Intercept the runners reporting to the Wing Command Post outside Entrance #3.

(2) Form runners inside the Headquarters Building against the wall of the Southeast hall in case of inclement weather.

(3) Record names and times of reporting their unit secure as runners report.

(4) Maintain a quiet orderly formation if inside the building.

(5) Dispatch one runner to stand by the Wing Staff Duty Officer or Control Officer for further instructions.

e. Civilian employees will remain at their posts of duty.

4. RED ALERT DURING DUTY HOURS: Normally, a Red Alert will be preceded by a Yellow Alert. If both Alerts should come at the same time, or just the Red Alert, the procedures outlined above will be adhered to, and in addition Section Heads will:

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a. Implement the execution of applicable Operations Orders as directed.

b. Relay orders from the Command Post for civilian employees to leave the Base.

c. Evacuate to Unit Regrouping Area if Dispersal Signal is sounded.

5. YELLOW ALERT DURING OFF DUTY HOURS: Since it is unlikely that many Officers will be immediately available in the event of an alert during off duty hours, it will be the responsibility of the Staff Duty Officer, or Senior Headquarters Officer present, to assign available Officers to carry out such specific duties as may be necessary until the arrival of Officers regularly assigned those duties.

a. The Staff Duty Officer, or Senior Officer present, will:

(1) Proceed to the Control Room and call the Ground Force Commander, using the Alert phone, to verify the Alert.

(2) Call the Wing Commander to inform him of the situation.

(3) Recall Key Personnel.

(4) Notify assigned organizations to recall assigned personnel.

(5) Check the guards dispatched by the Headquarters Squadron Section to insure that they are posted in accordance with Par 3b, (3), (4), (6) and (7).

(6) Guard the Alert phone and maintain the Alert Log.

(7) Perform such other duties for the Adjutant and Wing Commander as may be necessary, in accordance with this SOP, until the arrival of the Control Officer.

b. The Duty Controller will:

(1) Perform the duties outlined in Par 5a above, in the absence of the Staff Duty Officer, or other Headquarters Officer, until the arrival of an Officer of this Headquarters.

(2) Assist in the performance of the duties in Par 5a above as directed when the first Officer arrives.

6. RED ALERT DURING OFF DUTY HOURS: Follow the procedure outlined in Par 4 above.

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7. ALL CLEAR: The Staff Duty or Control Officer will:

a. Stand by the Alert phone for verification from the Ground Force Commander.

b. Upon receipt of verification, dispatch runners to their respective organizations to confirm the All Clear.

c. Call all squadrons to verify the All Clear.

d. Close out the Alert Log.

8. GENERAL:

a. The Command Post will be established in the Wing Control Room upon receipt of an Alert.

b. The Wing Alert Officer will be responsible that alert logs are kept in a folder in the Wing Control Room.

c. The Headquarters Squadron Section Commander will be responsible that procedures are included in the Headquarters Squadron Section Charge of Quarters instructions which will:

(1) Effect the most rapid security of the Wing Headquarters Building in the event of an alert during off duty hours.

(2) Make possible the expeditious recall to duty of all assigned personnel. (Personnel designated as Key Personnel will be recalled by the Staff Duty Officer.)

d. The Adjutant will:

(1) Maintain a current SOP for the recall of Key Personnel in the Wing Control Room.

(2) Include this SOP in the Instructions Book for the Staff Duty Officer.

e. Restricted Area SAC Badges will be worn by personnel to aid in their identification during the Alert.

f. Personnel assigned to this Headquarters will report to their posts of duty as soon as possible after the sounding of an Alert.

g. Telephones will be utilized a minimum during the Alert.

h. Personnel assigned to duties within the Headquarters Building will be thoroughly familiar with the provisions of this SOP in preparation for an Alert.

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KODAK SAFETY FILM

i. Key Personnel, as listed by the Adjutant, will report a place or telephone number to the Wing Control Room at which they may be reached during off duty hours, if other than their home.

BY ORDER OF THE COMMANDER:

BEN G. PRIGMORE
1st Lt, USAF
Adjutant

OFFICIAL:

BEN G. PRIGMORE
1st Lt, USAF
Adjutant

1 Attachment
Challenging During Alert

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CHALLENGING DURING ALERT

1. All individuals about to enter the boundaries of a particular guard post will be halted by guard who will loudly call "Halt!"

2. While challenging, with carbine, weapon will be held at port arms. If armed with pistol, it will remain in holster.

3. Guard will then say "Advance to be recognized". When challenged person is within ten feet, guard will again call "Halt!"

4. If personal recognition is accomplished, person challenged will be allowed to proceed by guard who will say "You may proceed".

5. If challenged person is not recognized by guard, guard will say "Advance slowly". The challenged person will be ordered to lay his Restricted Area Pass, or DD Form 2AF, on the ground, execute an About Face and take ten steps away from the guard. Examination of identification will be made and if in order, guard will pass person on by saying "You may proceed".

6. Only persons having business in area will be allowed to enter. Guard will determine nature of business of challenged person by asking "What is your business in this area?"

7. Any persons not having proper identification will be held by the guard, who will shout "Corporal of the Guard". When the Corporal of the Guard arrives, the prisoner will be turned over to him. He in turn will escort the prisoner to the Officer of the Guard.

8. Guard will not challenge vehicles traveling on regulation paved thoroughfare, but will halt vehicles turning from road into area. Same challenging procedure as above will apply after the driver has been ordered to dismount.

Attachment #1 to [illegible]g SOP 205-2

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[redacted]

MONTHLY ANALYSIS (RCS: 15-U2)

EXHIBIT "E"

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SECRET

SECURITY INFORMATION
CLASS: SECRET
AUTH: CO 320BW
DATE:
INITIALS: Dried

320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

320 AAC 16 September 1953

SUBJECT: Monthly Analysis for August 1953 (RCS: 15-U2)

SECTION I

FORECAST OF SAC MANAGEMENT CONTROL SYSTEM SCORES

Personnel	Max Score	Wing % Max Score August	Wing Score August	SAC MBW Avg Score July
1. Manning in Req Spec				
a. Officers	25	50	12.5	12.3
b. Airmen	45	10	4.5	18.7
2. Formation of Crews	20	100	20.0	20.0
3. AWOL Rate	30	100	30.0	25.4
4. Ground Safety	25	80	20.0	16.4
5. Reenlistment Rate	40	60	24.0	16.9
6. Personnel Records	15	100	15.0	12.8
7. MTD Utilization	20	100	20.0	13.9
TOTAL	220	66.4%	146.0	132.1
Materiel				
1. Sorties Del as % of Required	60	40.3	24.2	51.2
2. Reports of Survey	40	80.0	36.0	32.0
3. Flyaway Kits	40	80.0	36.0	32.9
TOTAL	140	68.7%	96.2	115.4
USCM & FLYING SAFETY				
1. USCM	80	NR	NR	NR
2. Flying Safety	40	20	8.0	33.5
TOTAL	120	20%	8.0	33.5

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SECRET SECURITY INFORMATION

Subject: Monthly Analysis for August 1953

Operations	Max Score	Wing % Max Score August	Wing Score August	SAC MBW Avg Score July
1. Training Minimums				
a. Bombardment	150	NR	NR	NR
b. Tanker	50	NR	NR	NR
2. RBS Radar Bomb Acc	40	NR	NR	NR
3. RBS Visual Bomb Acc	25	NR	NR	NR
4. Night Cel Nav Prof	20	100	20.0	NR
5. ECM Proficiency	40	NR	NR	NR
6. Cruise Control Prof	15	100	15.0	NR
7. Camera Gunnery Prof	20	NR	NR	NR
8. Air Refueling Prof				
a. Wet Hookups	20	90	18.0	NR
b. Radar Rendezvous	20	60	12.0	NR
9. Scored Crews				
a. Bombardment	40	NR	NR	NR
b. Tanker	10	NR	NR	NR
10. Combat Ready Crews				
a. Bombardment	40	5	2.0	NR
b. Tanker	10	25	2.5	NR
11. Physical Conditioning	20	NR	NR	NR
TOTAL	520	55.6	69.5	NR

SECTION II

1. Grand Total (Max Score - 525) (319.7 points earned)

a. The Wing scored a total of 319.7 points (60.9%) of a possible 525 points. Of the total points lost, 36.0% (74.0 points) were due to the Personnel Category, 21.3% (43.8 points) due to Materiel, 15.6% (32.0 points) due to Flying Safety and 27.0% (55.5 points) due to Operations.

b. The loss of points in the Personnel category is due primarily to Airmen's Manning and Reenlistment Rate. Airmen's Manning lost 40.5 points, (19.7%) of the total. Airmen Manning is expected to increase slowly in the months to come.

c. The loss of points in the Materiel category is due to Sorties Delivered and a percent of Required. This item lost 35.8 points, (17.4%) of the total. The number of Sorties Required were not Delivered in most cases because of the work load required for acceptance checks on new aircraft.

d. The Wing lost 32.0 points (15.6%) of the total in the Flying Safety category.

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Subject: Monthly Analysis for August 1953

e. The Operations category accounted for 55.5 points, (27.0%) of the total lost. This is due to the loss of points in the Bombardment Combat Ready Crew category, where 38.0 points (18.5%) were lost. This category will remain low until the Wing declares 31 B-47 Crews Combat Ready.

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PERSONNEL

1. Manning in Required Specialities

a. Officers (Max Score - 25) (12.5 points earned)

(1) The status of officer manning as of 31 August 1953 was as follows:

No. Officers Required	- 381
No. Officers Assigned	- 355
No. Officers "IRS"	- 332
Percent "IRS"	- 87.1%
Score	- 12.5

(2) Principal shortages of officer personnel are in the Air Operations, Intelligence, Photographic, Supply and Personnel career fields. At present crew personnel are being utilized as Operations Officers. As the wing becomes more operational these officers (1244's) will be required to resume their crew position, and the shortage of Operations Officers will become more critical. At present the Reduction in Force and early outs have not materially effected the Wing's capabilities.

b. Airmen (Max Score - 45) (4.5 points earned)

(1) The status of airmen manning as of 31 August 1953 was as follows:

No. Airmen Required	- 1670
No. Airmen Assigned	- 1714
No. Airmen "IRS"	- 1052
Percent "IRS"	- 63.0%
Score	- 4.5

(2) Principal shortages of airmen personnel are in the Air Operations, "K" Series and Gunlaying Systems, Intricate Equipment and KC-97 Maintenance personnel. There is a definite shortage of senior and supervisor skill level personnel which becomes more critical with the input of additional apprentice level personnel. At present these shortages have not materially effected the Wing's capabilities. As the Wing becomes more operational these shortages will hamper the effective accomplishment of the wing mission.

2. Formation of Crews (Max Score - 20) (20.0 points earned)

a. The fifty (50) B-47 crews and the twenty (20) KC-97 crews assigned to the 320th Bomb Wing represent the maximum number of crews that could be formed from present resources.

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Subject: Monthly Analysis for August 1953

2. Formation of Crews (Cont'd)

b. The B-47 crews experienced zero (0) crew changes during the month of August. Air Refueling Crews experienced seven (7) changes during the month of August for the following reasons. Three (3) changes were due to personnel being transferred, two (2) changes due to discharges and two (2) changes to place a more qualified man on a crew.

3. AWOL Rate (Max Score - 30) (30.0 points earned)

a. The comparative scoring for the calendar quarters ending 31 Jul. and 31 August 1953 are as follows:

	31 July	31 August
Cumulative # AWOL's	3	4
AWOL Rate (Cumulative)	.67	.81
Score	30.0	30.0

b. The Wing experienced two (2) AWOL's in June, zero (0) in July and two (2) in August. The Wing AWOL rate has been consistently below 1.5 per thousand since 1 January 1953.

4. Ground Safety (Max Score - 25) (20.0 points earned)

a. The comparative scoring for the calendar quarters ending 31 July and 31 August 1953 are as follows:

	31 July	31 August
Accident Cost Index (Cumulative)	6.27	5.90
Ground Safety Index (Cumulative)	3.52	3.95
Percent of Maximum Score	75%	80%
Score	18.8	20.0

5. Reenlistment Rate (Max Score - 40) (24.0 points earned)

a. The comparative scoring for the calendar quarters ending 31 July and 31 August 1953 are as follows:

	31 July	31 August
Terminations Eligible to Reenlist	11	6
Number of Reenlistments	8	3
Reenlistment Rate	72.7%	50.0%
Percent Max Score	100%	60%
Score	40.0	24.0

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Subject: Monthly Analysis for August 1953

6. Personnel Records (Max Score - 15) (15.0 points earned)

a. The percent completeness of Officers and Airmens Personnel Records for the months of July and August 1953 are as follows:

	July	August
Percent Complete Officers Records	99.97%	99.96%
Percent Complete Airmens Records	99.95%	99.97%
Percent Max Score	100%	100%
Score	15.0	15.0

7. Mobile Training Detachment Utilization (Max Score - 20) (20.0 points earned

a. The Wing manhour utilization of MTD (B-47 and KC-97) for the months of June, July and August 1953 was as follows:

	June	July	August	3 mo. Avg.
B-47 MTD	4,759	7,551	8,073	6,794
KC-97 MTD	2,231	3,144	4,555	3,310

b. To obtain maximun score for this category the Wing is required to have a three month average manhours utilization of 4,500 manhours for B-47 MTD and 3,000 manhours for KC-97 MTD.

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Subject: Monthly Analysis for August 1953 SECURITY INFORMATION

MATERIEL

1. Sorties Delivered as a Percent of Required (Max Score - 60) (24.2 pts ea...

a. The Wing had 66 B-47 Sorties and 135 KC-97 Sorties required for the month of August 1953. Maintenance delivered 49 B-47 sorties and 122 KC-97 sorties during the month of August 1953.

b. Computation is as follows:

$$\frac{\text{Sorties Required - B-47 - 66 + KC-97 - 135 = 201}}{\text{Sorties Delivered- B-47 - 49 + KC-97 - 122 = 171}} = 85.07$$

c. Since this is 14.93% below 100% there is a reduction of 59.72% from maximum score, and the score is 40.3% or 24.2 points.

2. Reports of Survey (Max Score - 40) (36.0 points earned)

a. Computation covers the three month period ending 31 August 1953:

	# of Surveys	Dollar Cost
June	2	$ 76.28
July	3	318.78
August	1	119.33
TOTAL	6	$514.39

Average dollars per survey - $85.73

b.

	Organization Population	
	Military EOM Asgd Str	Civilian EOM Asgd Str
June	1436	3
July	1927	3
August	2177	3
TOTAL	5540	9

Organization Population - 5549

$$\text{Reports of Survey per 1000 population } \frac{6}{5549} \times 1000 = 1.08$$

c. An average cost of $85.73 per survey and the average of 1.08 surveys per 1000 population nets the Wing 80% of the score in this category or 36.0 points.

3. Flyaway Kits (Max Score - 40) (36.0 points earned)

a. The percent completeness of KC-97 Flyaway Kits as of 31 August 1953 is 95.3% which nets the Wing 80% of maximum score or 36.0 points.

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SECRET SECURITY INFORMATION

Subject: Monthly Analysis for August 1953

UNIT SIMULATED COMBAT MISSION AND FLYING SAFETY

1. Unit Simulated Combat Mission (Max Score - 80) (Not Rated)

This item will remain not rated until the Wing flys a Simulated Combat Mission.

2. Flying Safety (Max Score - 40) (8.0 points earned)

During the month of August the Wing experienced one (1) major aircraft accident which increased the rate to 61.0. This accident occurred in the Air Refueling squadron when Acft #51293 taxied into the nose of Acft #51302, which resulted in major damage to Acft #51302.

SECRET

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Subject: Monthly Analysis for August 1953

OPERATIONS

The Wing has an Operational Readiness Index of zero (0) as of 31 August 1953. As of 31 August 1953 the Wing had 50 non-combat ready B-47 crews assigned, ten (10) of which are available at the station. Forty (40) crews are TDY to B-47 CCTS. Those items of the SAC Management Control System pertaining to B-47 crews will not be rated due to the fact that the Wing is still undergoing transition training under the provisions of SAC Regulation 50-43.

The Air Refueling Squadron will be rated in only those items that pertain to tanker crews. The Air Refueling Squadron had a total of 21 aircraft assigned as of 31 August 1953. Total flying time was 828:20 for an average of 39.4 hours per aircraft and 41.4 hours per crew.

1. Training Minimums (Max Score 200)(Not Rated)

2. RBS Radar Bombing Accuracy (Max Score 40)(Not Rated)

3. RBS Visual Bombing Accuracy (Max Score 25)(Not Rated)

4. Night Celestial Navigation Proficiency (Max Score 20)(20.0 points earned)

a. Computation covers one month (August) period for the Air Refueling Squadron only:

	320th ARS
Number of Missions	15
CEA	8.3
Percent of Score	100%
POINTS	20.0

5. ECM Proficiency (Max Score 40)(Not Rated)

6. Cruise Control Proficiency (Max Score 15)(15.0 points earned)

a. Computation covers one month (August) period for the Air Refueling Squadron only:

	320th ARS
Number of Missions	9
Average % Error	.00
% of Score	100%
POINTS	15.0

7. Camera Gunnery Proficiency (Max Score 20)(Not Rated)

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8. Air Refueling Proficiency (Max Score 40)

a. Wet Hookups (Max Score 20)(18.0 points earned)

Computation covers one month (August) period only:

Number Wet Hookups Attempted	- 105
Number Wet Hookups Successful	- 101
Percent Successful	- 96.2%
% of Score	- 90%
POINTS	- 18.0

b. Radar Rendezvous (Max Score 20)(12.0 points earned)

Computation covers one month (August) period only:

Number Radar Rendezvous Attempted	- 21
Number Radar Rendezvous Successful	- 16
Percent Successful	- 76.2%
% of Score	- 60%
POINTS	- 12.0

9. Scored Crews (Max Score 50)(Not Rated)

10. Combat Ready Crews (Max Score 50)

a. Bombardment (Max Score 40)(2.0 points earned)

Number of Combat Ready Crews Auth.	- 45
Number of Combat Ready Crews Asgd.	- 0
Percent of Score	- 5%
POINTS	- 2.0

b. Tanker (Max Score 10)(2.5 points earned)

Number of Combat Ready Crews Auth	- 20
Number of Combat Ready Crews Asgd	- 15
Percent of Score	- 25%
POINTS	- 2.5

11. Physical Conditioning (Max Score 20)(Not Rated)

SECTION III

SOFT SPOTS

1. Negative

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SECRET SECURITY INFORMATION

Subject: Monthly Analysis for August 1953

SECTION IV

SPECIAL ANALYSIS

1. Negative

SECTION V

COMMANDER'S REMARKS

1. See Wing Commander's Remarks submitted on Air Training Reports for 320th Bombardment Wing (RCS: 6 SAC-T12A) and 320th Air Refueling Squadron (RCS: 4-SAC-T12).

Loran D. Briggs
LORAN D. BRIGGS
Colonel, USAF
Commander

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ANALYSIS OF UNIT LEADERSHIP, EFFECTIVENESS AND

MORALE FOR JUNE, JULY AND AUGUST 1953

EXHIBIT "F"

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OFFICE OF THE COMPTROLLER
HEADQUARTERS 320TH BOMBARDMENT WING (M)
March Air Force Base
California

320 AAC 10 September 1953

SUBJECT: Analysis of the Unit Leadership Effectiveness and Morale Ratings

TO: Commander
320th Bombardment Wing (M)
March Air Force Base
California

I. General

An analysis covering a three month period, June, July and August has been prepared by this office. The figures have been compiled and recorded under the provisions of 12th Air Division letter Subject: "Unit Leadership and Morale Rating" dated 1 February 1953. Ratings are based on a maximum of 800 points. August ratings are also based on a one month and a combination of June-July-August which is a three month moving average. The scores are based on a percentage of maximum points obtainable.

II. Analysis

WING HEADQUARTERS

The scores and standings for the one and three month period are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
June	81.3	80.4	22	22	8	7
July	72.7	78.3	30	27	9	9
August	85.7	79.9	25	26	8	8

441ST BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
June	91.7	87.5	10	8	4	3
July	100.0	93.7	3	4	1	2
August	97.4	96.4	9	6	2	2

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

442D BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
June	93.7	89.4	7	6	3	2
July	98.0	91.1	6	6	2	3
August	91.3	94.3	15	7	4	3

443D BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
June	84.9	82.4	16	16	6	5
July	73.5	78.4	28	26	7	8
August	89.9	82.7	17	20	6	5

320TH AIR REFUELING SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
June	94.8	89.4	6	11	2	4
July	73.4	79.6	29	24	8	7
August	93.3	79.7	12	27	3	9

320TH ARMAMENT AND ELECTRONICS MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
June	82.1	82.3	21	17	7	6
July	91.5	87.3	14	11	5	4
August	74.1	82.1	30	21	9	6

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

320TH FIELD MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
June	98.3	89.9	2	4	1	1
July	97.8	95.5	7	2	3	1
August	100.0	98.7	1	2	1	1

320TH PERIODIC MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
June	89.6	78.9	12	23	5	8
July	95.1	86.6	9	14	4	5
August	90.3	91.7	16	11	5	4

320TH MEDICAL GROUP

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
June	67.4	74.8	29	26	9	9
July	89.1	81.4	17	22	6	6
August	86.1	81.4	24	22	7	7

III. Comments

The Wing one month overall average amounted to 87.1% for June, 87.9% for July and 89.7% for August. The Wing overall three month average which has been showing a steady increase amounted to 83.8% for June, 85.7% for July and 87.4% for August. Discrepancies are caused primarily by the reenlistment rate, morning report discrepancies and NCO Mess Membership.

There were 31 squadrons competing in the three month period.

JAMES R. IRISH
Lt. Col., USAF
Comptroller

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LEADERSHIP AND MORALE RATING SYSTEM

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LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM

AWARD SHEET FOR AUGUST 1953

12th AD Assigned Units	% of Possible Score	12th AD Tenants	
First Place - 2d Bomb Sq	99.25	3933d RBS Sq	98.49
Second Place - 320th Fld Maint	98.71		
Third Place - 22d Air Rflg Sq	97.18		
Greatest Improvement 42d Air Rescue Sq	21.39 percentage points improved.		

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WORK SHEET FOR: UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM	Page 1	1		2		3		4		5		6		7		8		9	
		320th Fld Maint Sq		2d Bomb Sq		510th Avia Sq		523d Band		807th Air Police Sq		22d Air Rflg Sq		807th Mtr Veh Sq		3933d RBS Sq		441st Bomb Sq	
CATEGORY	PFD Str Pts Allwd	350		165		48		35		498		311		289		50		149	
Part I Disciplinary Offenses		No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60		60		60		60		60		60	1	54	1	54		60		60
b. AWOL	130		130		130		130		130		130		130		130		130		130
c. Serious Incidents	90		90		90		90		90		90		90		90		90		90
d. Drunk and/or Disorderly	60		60		60		60		60		60		60	1	54		60		60
e. Uniform Violations	20		20		20		20		20		20		20		20		20		20
Part II Ground Safety																			
a. Minor Accidents (Other)	20		20		20		20		20	1	20		20	1	20		20		20
b. Major Accidents (Other)	50		50		50		50		50		50		50		50		50		50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	1	50		50		50		50		50		50	1	50		50		50
b. Driving Drunk	90		90		90		90		90		90		90		90		90		90
c. Major Accidents Vehicle	50		50		50		50		50		50		50		50		50		50
d. Minor Accidents Vehicle	20		20		20		20		20		20		20	1	16		20		20
Part IV Reenlistments		D	R	NR	D	R	NR	D	R	NR	D	R	NR	D	R	NR	D	R	NR	D	R	NR	D	R	NR	D	R	NR
a. Regular	150																											
Part V NCO Mess		E	M		E	M		E	M		E	M		E	M		E	M		E	M		E	M		E	M	
a. Members NCO Mess	30	60	60	30	33	33	30	16	16	30	7	7	30	87	85	24	102	105	30	65	65	30	21	20	15	28	28	30
Part VI Administration																			
a. Delinquent MFO's	60	1	60		60		60		60	2	60	1	60		60		60		60
b. Morning Report Errors	70		70		70		70		70		70		70		70		NR	1	49
% of Max Score (3 Mo. Avg.)		98.71		99.25		NR		97.13		85.93		97.18		90.56		98.49		96.38	
TOTAL POSSIBLE SCORE AUGUST		800		800		800		800		800		800		800		730		800	
SCORE EARND AUGUST		800		800		800		800		794		794		784		715		779	
% OF MAX SCORE AUGUST		100.00		100.00		100.00		100.00		99.25		99.25		98.00		97.95		97.38	

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WORK SHEET FOR: UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM Page 2		10		11		12		13		14		15		16		17		18	
		22d Med Gp		22d Pdc Maint Sq		320th Air Rflg Sq		22d Fld Maint Sq		33d Bomb Sq		442d Bomb Sq		320th Pdc Maint Sq		443d Bomb Sq		22d AAF Sq	
CATEGORY	PED Str	309		202		326		346		176		143		180		155		295	
Part I Disciplinary Offense	Pts Allte	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	1	54		60	1	54		60		60	1	30		60		60	2	30
b. AWOL	130		130		130		130	1	110.5		130		130		130		130		130
c. Serious Incidents	90		90		90		90		90		90	1	50		90		90		90
d. Drunk and/or Disorderly	60		60		60		60		60		60		60		60		60		60
e. Uniform Violstions	20		20		20		20		20		20		20		20		20		20
Part II Ground Safety																			
a. Minor Accidents (Other)	20		20		20	1	20		20	3	2		20	1	16		20	2	14
b. Major Accidents (Other)	50		50		50		50		50		50		50		50		50		50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	1	50		50		50	1	50	2	20		50		50		50	2	35
b. Driving Drunk	90		90		90	1	63	1	72		90		90		90		90		90
c. Major Accidents Vehicle	50		50		50		50	1	33		50		50		50		50	1	33
d. Minor Accidents Vehicle	20		20		20		20		20		20		20		20		20		20
Part IV Reenlistments		D R	NR	D R	NR	D R	NR	D R	NR	D R	NR	D R	NR	D R	NR	D R	NR	D R	
a. Regular	150																	1 1	150
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	55 23	0	41 37	0	90 84	9	67 67	30	24 24	30	21 21	30	35 33	12	23 23	30	54 54	30
Part VI Administration																			
a. Delinquent MTO's	60	1	60	1	54	1	60	1	60		60		60		60	1	42		60
b. Morning Report Errors	70	1	70	1	56		70		70	1	56		70	5	14	7	7	3	35
% of Max Score (3 Mo. Avg.)		90.79		93.63		79.67		86.07		89.25		94.33		91.67		82.75		80.28	
TOTAL POSSIBLE SCORE AUGUST		800		800		800		800		800		800		800		800		950	
SCORE ERND AUGUST		764		750		746		745.5		738		730		722		719		847	
% OF MAX SCORE AUGUST		95.50		93.75		93.25		93.19		92.25		91.25		90.25		89.88		89.16	

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WORK SHEET FOR: UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM Page 3		19		20		21		22		23		24		25		26		27	
		HqSqSec 807th ABGp		19th Bomb Sq		9th Wea Sq		42d Air Resc Sq		March Flt Svs		320th Med Gp		Hq Sq Sec 320th BTg		1907-7 AACS Det		807th Sup Sq	
CATEGORY	PFD Str	421		167		61		112		63		103		156		169		492	
Part I Disciplinary Offenses	Pts Allt	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60		60	1	30		60	1	24		60	1	18		60		60	2	54
b. AWOL	130	1	130		130		130		130		130		130		130		130	6	32.5
c. Serious Incidents	90		90		90		90		90		90		90		90		90		90
d. Drunk and/or Disorderly	60		60		60	1	0		60	1	0		60	1	36		60	2	54
e. Uniform Violations	20		20		20		20		20		20		20		20		20		20
Part II Ground Safety																			
a. Minor Accidents (Other)	20		20	2	6		20		20		20		20		20		20	1	20
b. Major Accidents (Other)	50		50		50		50		50		50		50		50		50	1	33
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	1	50		50		50	1	25		50	1	25		50		50	3	40
b. Driving Drunk	90		90		90		90		90		90		90		90		90	1	90
c. Major Accidents Vehicle	50		50		50		50		50		50		50		50		50	1	33
d. Minor Accidents Vehicle	20	1	20		20		20		20		20		20		20		20		20
Part IV Reenlistments		D R		D R		D R		D R		D R		D R		D R		D R		D R	
a. Regular	150	4 1	45		NR		NR		NR		NR	1 1	150		NR	2 0	15	1 1	150
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	122 122	30	32 32	30	15 4	0	39 28	0	19 9	0	14 12	0	68 57	0	47 47	30	144 140	21
Part VI Administration																			
a. Delinquent MPO's	60		60	4	12		60		60		NR		60	1	42		60	4	36
b. Morning Report Errors	70		70		70		NR		NR		NR	1	35	2	28		NR	1	70
% of Max Score (3 Mo. Avg.)			86.26		83.76		80.21		75.62		93.13		81.39		79.92		85.56		73.91
TOTAL POSSIBLE SCORE AUGUST			950		800		730		730		670		950		800		880		950
SCORE ERND AUGUST			845		708		640		639		580		818		686		745		763.5
% OF MAX SCORE AUGUST			88.95		88.50		87.67		87.53		86.57		86.11		85.75		84.66		80.37

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WORK SHEET FOR: UNIT LEADERSHIP Page 4 EFFECTIVENESS AND MORALE RATING SYSTEM		28 807th Opr Sq		29 807th Fd Svs Sq		30 320th A&E Sq		31 807th Instl Sq		32 Hq Sq Sec 22d BWg							
CATEGORY	PFD Str	537		535		312		274		167							
Part I Disciplinary Offenses	Pts Alltd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	1	60		60		60		60	2	12						
b. AWOL	130	3	71.5	12	0	1	110.5	1	97.5	1	71.5						
c. Serious Incidents	90		90		90		90		90		90						
d. Drunk and/or Disorderly	60	4	24	9	0	1	54	6	0		60						
e. Uniform Violations	20		20	1	20		20		20		20						
Part II Ground Safety																	
a. Minor Accidents (Other)	20		20	4	14		20	1	20		20						
b. Major Accidents (Other)	50		50		50		50	1	33		50						
Part III Veh Accident Prevention																	
a. Moving Traffic Violations	50	2	50	2	50		50	3	20	1	40						
b. Driving Drunk	90	1	90		90		90	1	63	1	27						
c. Major Accidents Vehicle	50		50		50		50		50		50						
d. Minor Accidents Vehicle	20	2	14	2	16		20	1	16		20						
Part IV Reenlistments		D R	NR	D R	NR	D R		D R	NR	D R	NR	D R		D R		D R		D R	
a. Regular	150					1 0	15										
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	199 140	0	101 99	24	63 63	30	58 58	30	65 57	0						
Part VI Administration																	
a. Delinquent MPO's	60	3	48	2	60	4	30	3	30	2	30						
b. Morning Report Errors	70	4	49		70	8	14	5	21	3	21						
% of Box Score (3 Mo. Avg.)			81.08		71.10		82.06		72.35		85.24						
TOTAL POSSIBLE SCORE AUGUST			800		800		950		800		800						
SCORE END AUGUST			636.5		594		703.5		550.5		511.5						
% OF MAX SCORE AUGUST			79.56		74.25		74.06		68.81		63.94						

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OUTLINE AND PHOTOS, JOB IMPROVEMENT

320TH FIELD MAINTENANCE SQUADRON

EXHIBIT "H"

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MODIFICATION OF TRUCK 8220-772100 AND ADAPTER SET 8220-034000

The following method of improvement was accomplished by Captain Ray E. Hardee, AO 937209, and Master Sergeant Meredith E. Durham, AF 6265697, of the 320th Field Maintenance Squadron, 320th Bombardment Wing (M).

Purpose: to elimate the need for the Bare Engine Tilting Arc P/N 13-179 and to modify the truck, 8220-772100 and adapter 8220-034000, to be used for R-4350-59P engines. The following outline and photographs are subnitted.

The adapter, 8220-034000, is moved back to the rear mounting holes. Three inches is removed from the ends of the adapters to make room for installation of the two side dynfocals and engine mounting bolts. The old mountings are removed. Two sections of the adapter are cut out to allow bedding of the mount bolt sleeves as shown in the photographs. The adapter rear base support is removed and in place of this, the hinge assembly is welded in place, as shown in the photographs. Aligin both hinge assemblies and weld the mounting plate. A ½" bolt is installed through the tube for additional strength. A ¼" steel plate gusset is used to brace the rear support during the tilting operations to the vertical position. At the completion of the weldong on the adapter, the inside of the tubing is sprayed with linseed oil and all openings are sealed.

To mount the engine on the stand in the horizonal position, from the aircraft or from the shipping container, the adapter is placed in the horizonal position as shown in the photographs. The engine mount bolts are installed into the dynafocals. Bolts are installed through the support to the cover assembly propeller shaft thrust bearing.

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To mount the engine on the stand in the horizontal position, from the aircraft or from the shipping container, place the adapter in the horizontal position as shown in the photographs. Install engine mount bolt in dynafocals. Install bolts through support to the cover assembly propeller shaft thrust bearing.

To removec engine from flyaway stand to be hung, either in the vertical built-up engine bucke$ P/N 13-163 or to mate the engine vertically with the power package, install lifting eye on crankshaft and attach hoist, Re ove bolts from the support to thrust bearing cover. Block rear of truck to prevent front from raising while tilting to vertical position. Lift engine to the vertical position as shown in the phptographs. Remove mounting bolts from dynafocals and engine is ready to be mated vertically with the power package or hung on the Engine Buck P/N 13-168.

The use of the bare engine tilting arc is no longer necessary because the engine shipping containers have been modified to allow the engines to be tilted from the container. This container modification and the modification described will elimate the use of the bare engine tilting arc P/N 13-179. This item cost $1.000.00.

The elimination P/N 13-179 not only reduces the initial cost of equipment but in mobility plans, elimates the heavy (265 pounds) and an awark piece of equipment to transport.

Total cost of modification is as follows:

Material	$6.58
Labor- 30 hours@ $2.00 per hour	$60.00
Total	$68.58

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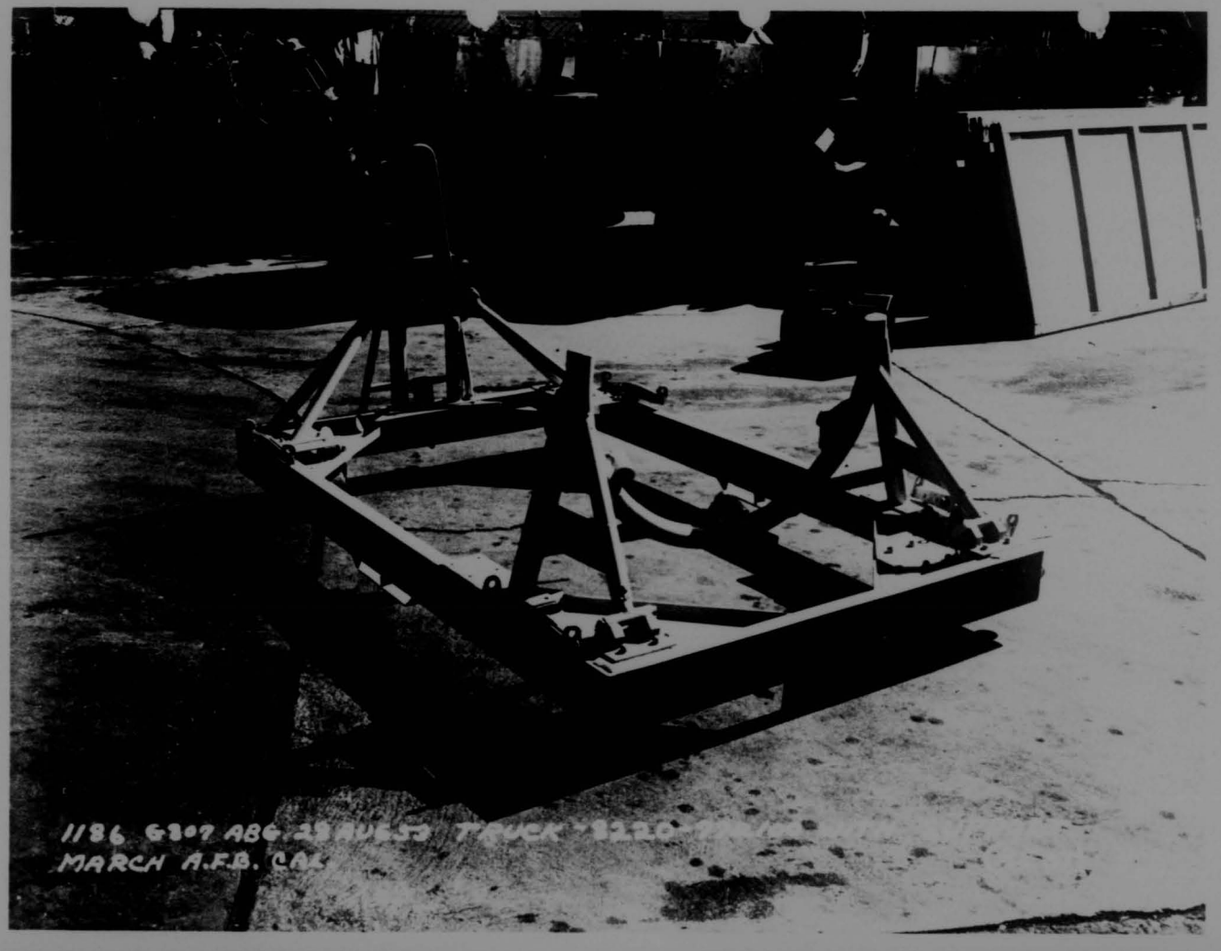

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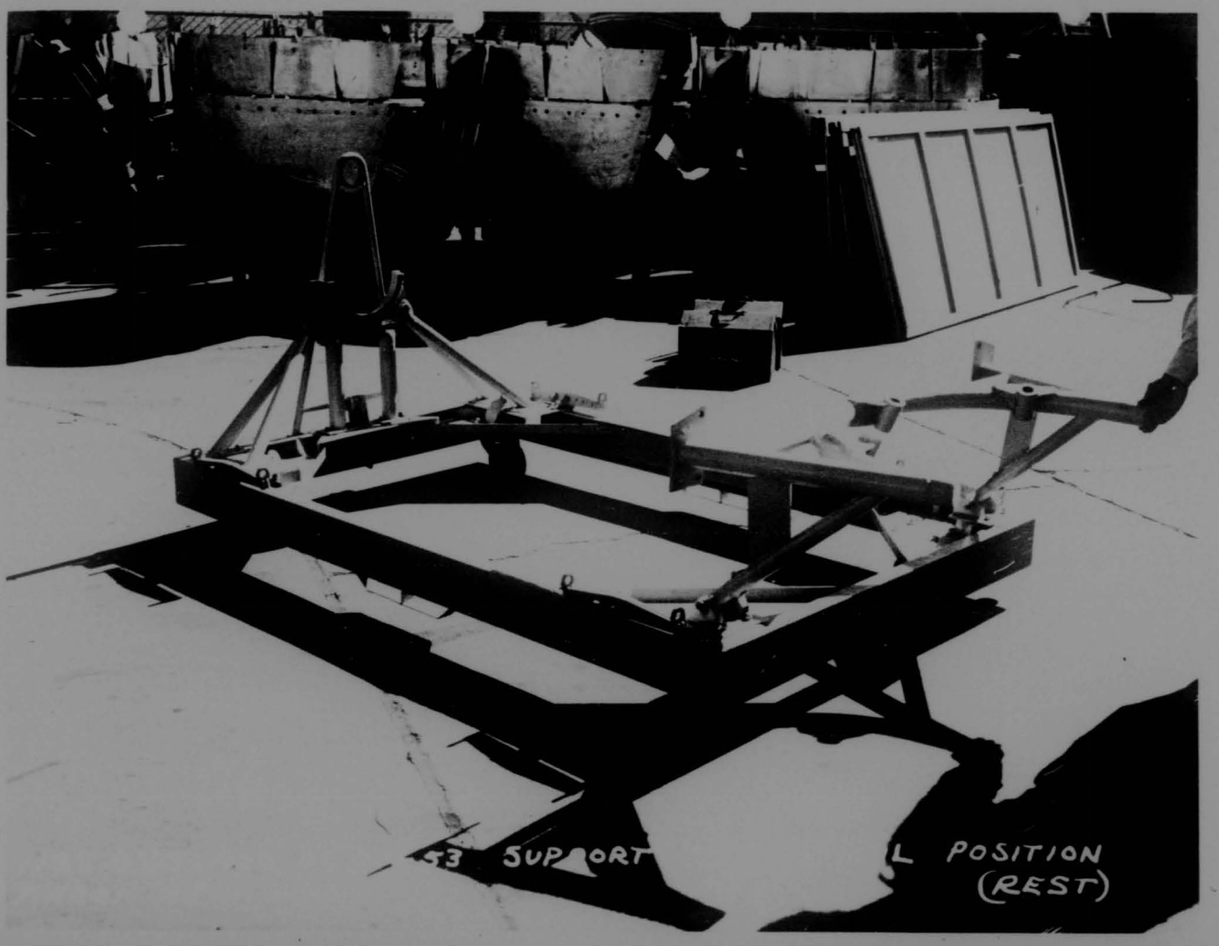

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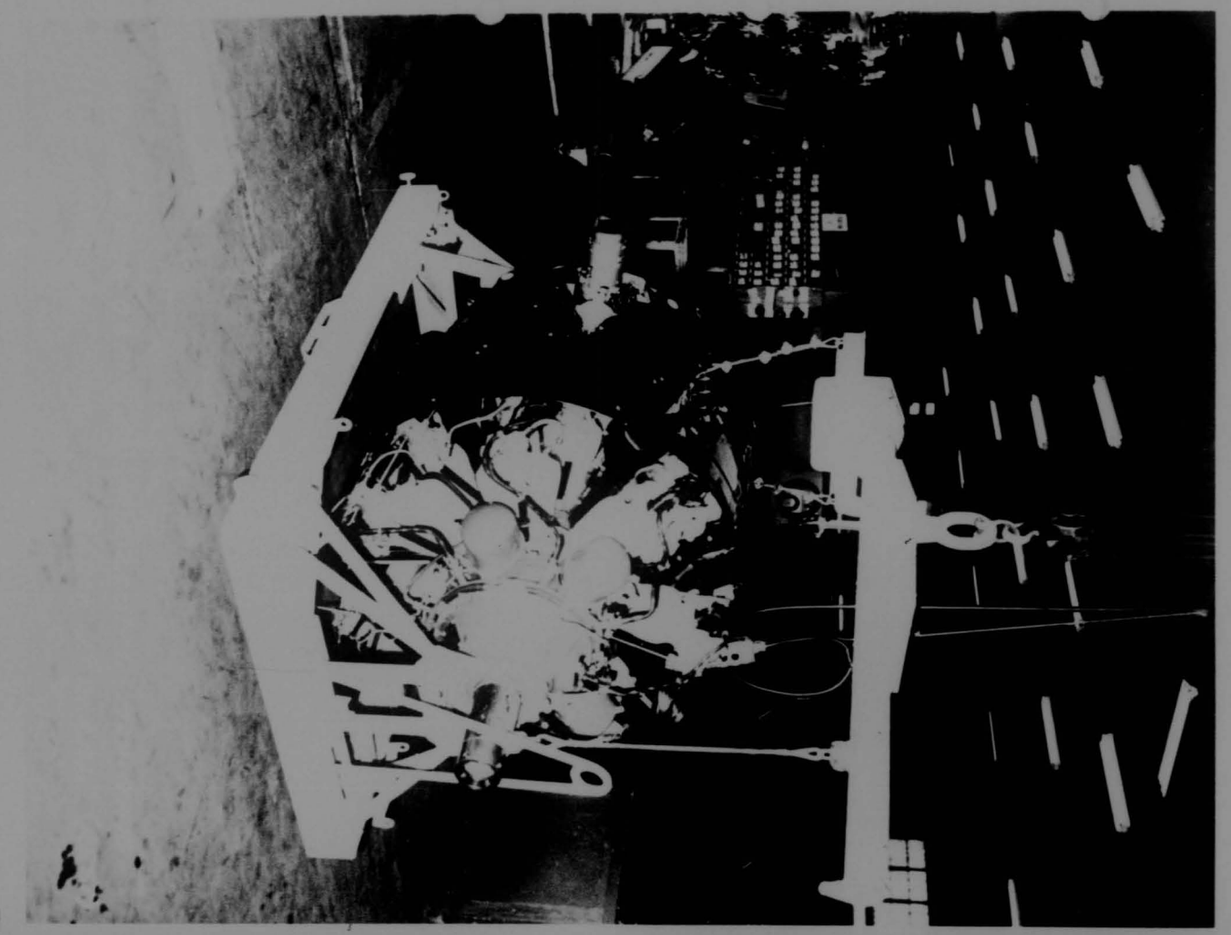

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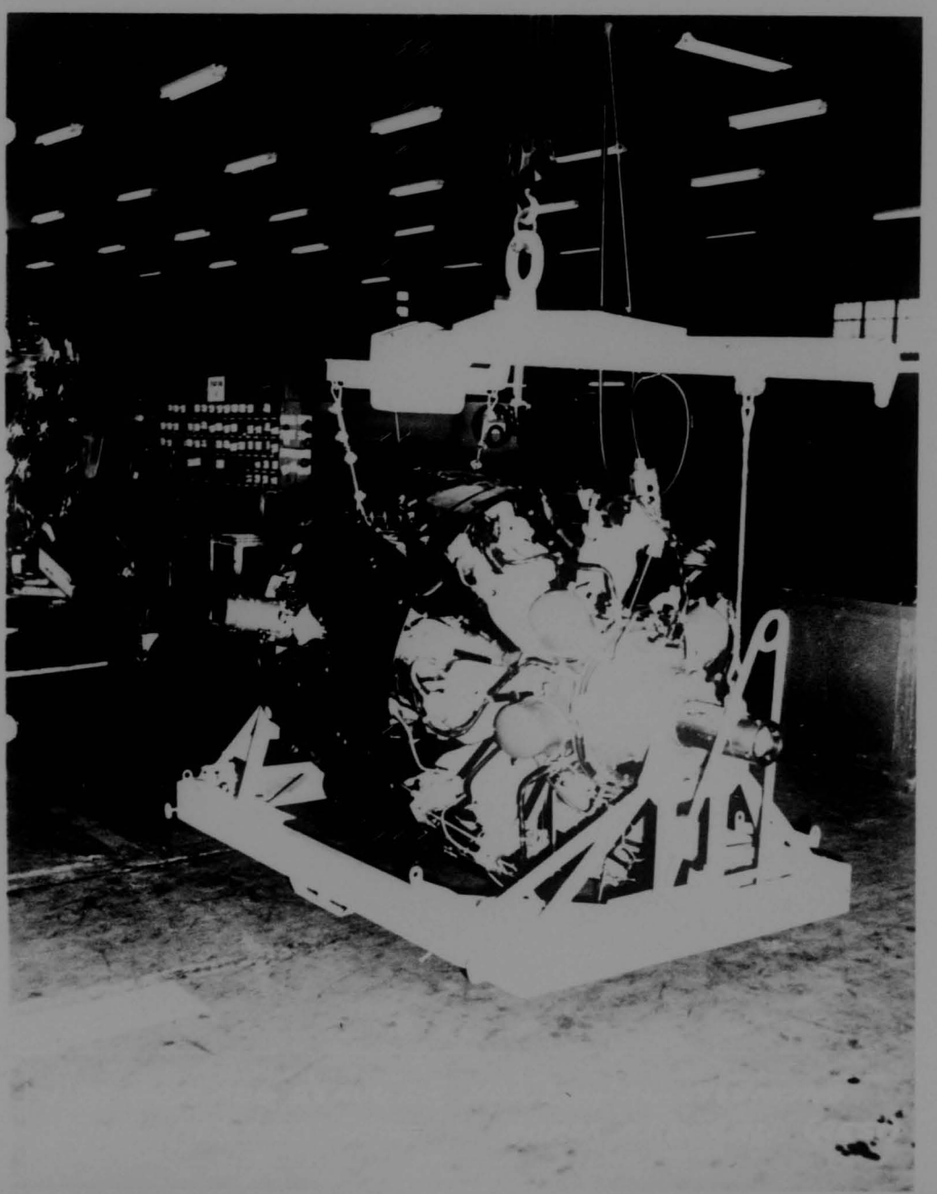

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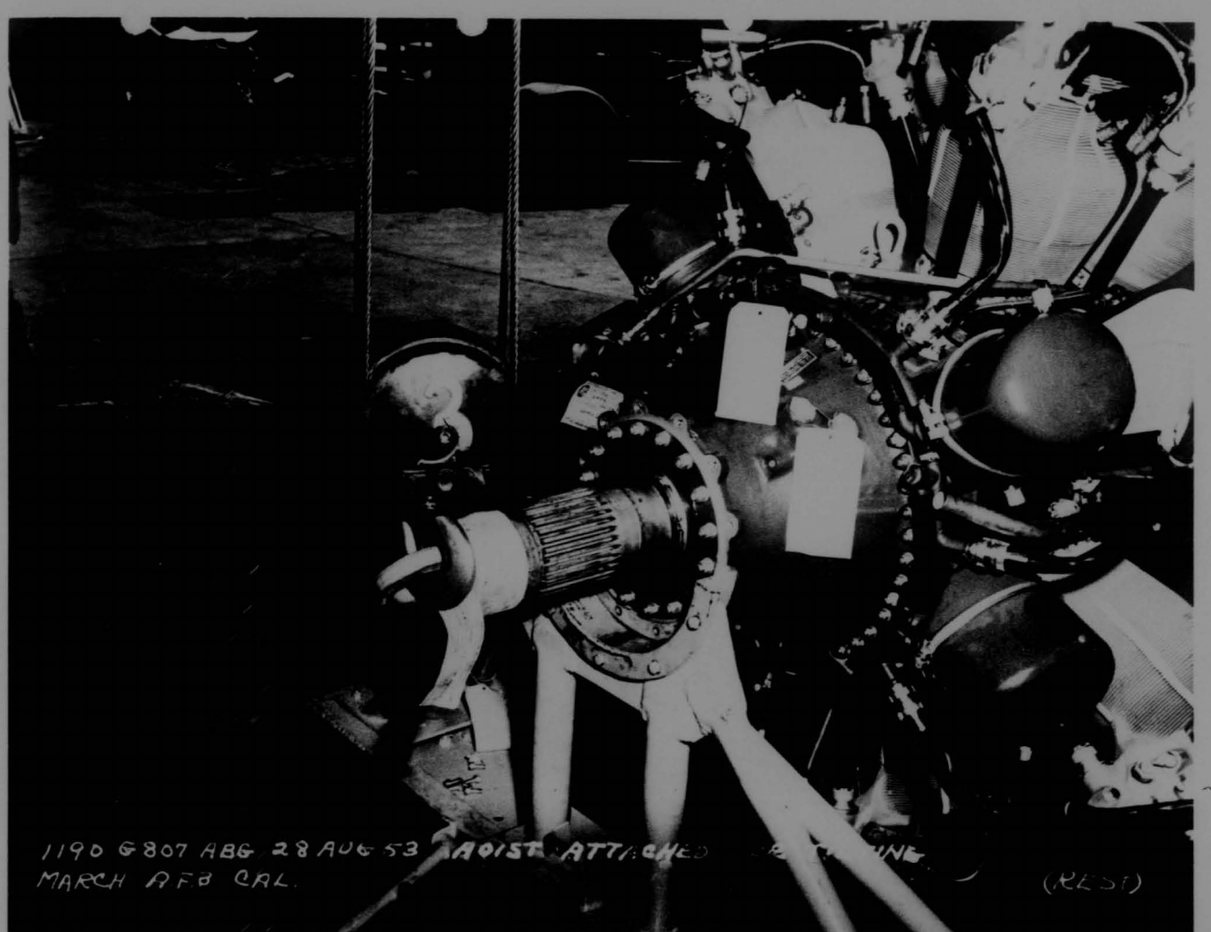

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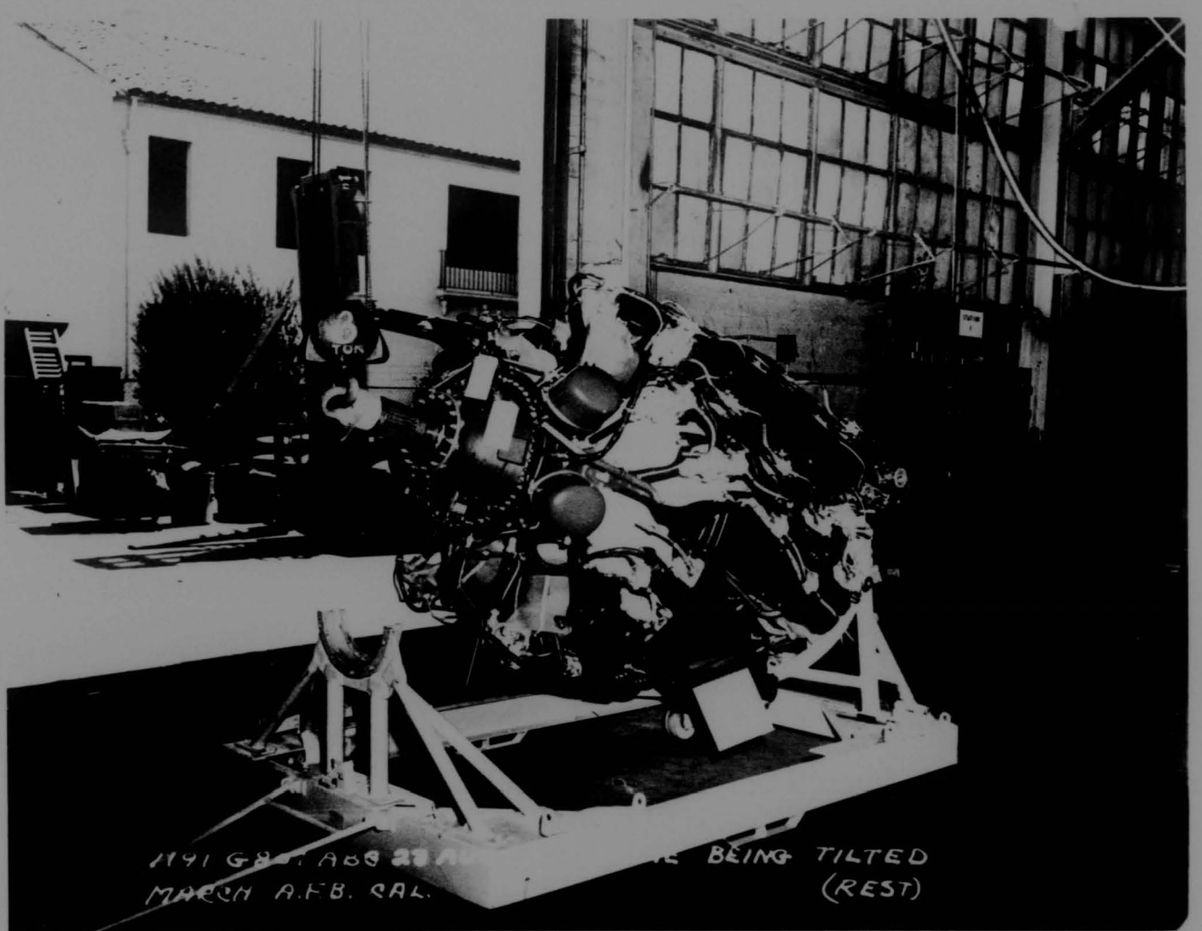

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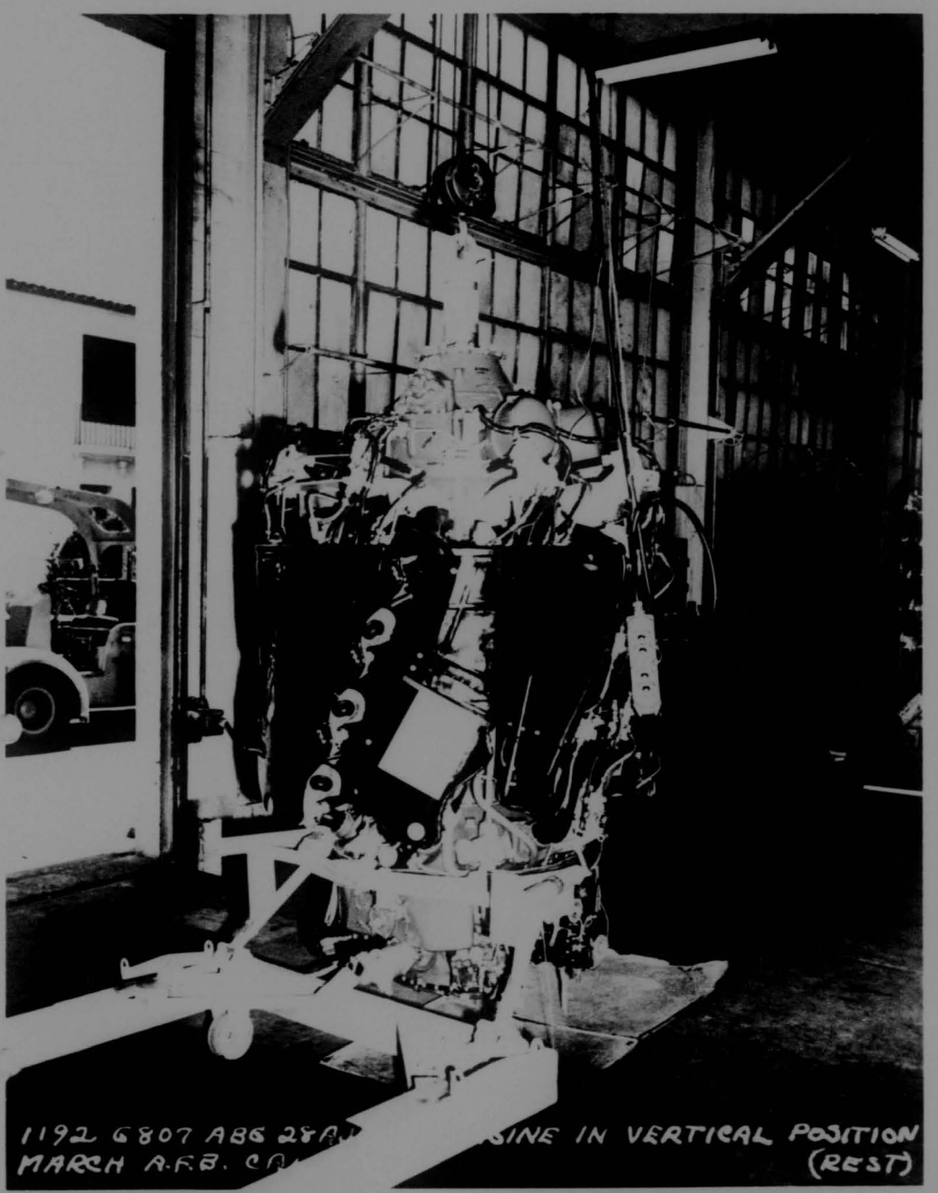

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WING SOP 200-1, DATED 6 AUGUST 1953

EXHIBIT "I"

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*WG REG 200-1

HEADQUARTERS 320TH BOMBARDMENT WING (M)
March Air Force Base
California

WING REGULATION)
: 6 August 1953
NUMBER 200-1)

INTELLIGENCE

Procurement of Target Materials and Target Folders

1. PURPOSE: To establish procedures for procurement, handling and storage of standard maps and charts and the regulation of material for target folders for routine operational training.

2. SCOPE: This directive is applicable to the Tactical Bomb Squadrons and Intelligence Division of this Command.

3. RESPONSIBILITY: The Wing Target Intelligence Officer will anticipate and determine requirements of target materials for routine operational training needs.

4. DEFINITION:

a. Target Folder-Folder with selected maps, charts and photos containing detailed information regarding a specific target.

b. Target Material-Variety of material used for target information usually consisting of the following:

(1) Jet Charts.

(2) LAD Charts.

(3) Radar Charts.

(4) Flight Charts.

(5) Long Range Navigation Charts.

(6) Target Complex Series 500, 250, and 100.

(7) Target Complex Mosaics Series, 50, 25, and 10.

(8) Planning Charts.

(9) Urban Area Charts.

(10) Mosaics

(11) Visual Photos.

*Supersedes WG REG 200-1, 3 Oct 51

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(12) Radar Scope Photos (PPI Scope and B Scope).

(13) 35mm Positive Film Transparencies of Radar Scope Photography.

(14) Special maps and charts and such new materials that become available.

5. PROCEDURES:

a. Standard charts and maps:

(1) The Wing Target Intelligence Officer will make initial distribution of standard published charts from the master file at the Wing Intelligence Office for currently assigned targets including route coverage.

(2) Squadron Intelligence Officers will file them in standard type cases and file cabinets for issue to staff and crew members as required for mission planning and compilation of target folders.

(3) Minimum stock levels by chart designation will be maintained in the Tactical Squadrons as prescribed periodically by the Wing Target Intelligence Officer.

(4) Squadron Intelligence Officers will accomplish requisition on AF Form 446 to maintain these levels and forward them in triplicate to the Wing Target Intelligence Officer not later than the 20th day of each month.

(5) The Wing Target Intelligence Officer will fill these requisitions from available stocks or consolidate and forward them to the Aeronautical Chart Service for action.

b. Target Folders and Target Study Briefing Folders.

(1) Each Tactical Squadron will maintain a minimum of ten target folders for each designated 320th Bomb Wing (domestic) target.

(2) In addition, a single briefing folder for target study purposes will be maintained for each designated 320th Bomb Wing (domestic) target by the Tactical Squadrons. This target study briefing folder will consist of target materials prepared for study and viewing in balopticans and training aids, otherwise, identical in content to those found in the ten target folders.

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c. Visual Photos, Radar Scope Photography, and Radar Scope Photo Leafs.

(1) In order to preclude excessive duplication of photo reproduction and insure equitable distribution of photographic target materials to the Tactical Squadrons, control of visual and radar scope mission photography is the responsibility of the Wing Target Intelligence Officer.

(2) In conjunction with scoring and analysis, the Wing Target Intelligence Officer will screen mission photography for suitability as to coverage of the target areas i.e., PIP, IP, RP (Reference Point), OAP (Offset Aiming Point), GZ (Ground Zero).

(3) To maintain current and adequate control in the use of target material, the following procedure will be applicable in the distribution of radar scope photo sheets, visual photographs and target folder maps to the Tactical Squadrons: Current copies of these materials will be distributed to the Tactical Squadrons for proper insertion into target folders. Receipt of such material will be acknowledged by the simultaneous action of insertion of the new material, extraction of the obsolete, and the immediate return of the replaced material to the Wing Target Intelligence Officer.

(4) The continuing program of selection as indicated above is designed to improve target photo material in target folders and maximize benefits derived from the two-way flow of target information.

6. REQUISITIONS:

a. Although dissemination of photo target materials will be accomplished automatically to the Tactical Squadrons, the Wing Target Intelligence Officer will take favorable action on justified letter or oral requests for target information other than that available in central files.

b. Letter requests will contain necessary information as to the following:

(1) Type of photography desired.

(2) Size of scale (approximately).

(3) Aiming point (name or coordinates).

(4) Target area (name or coordinates)

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WG REG 200-1

(5) Initial Point (name or coordinates)

(6) Proposed usage for which materials desired.

(7) Date and time materials required.

BY ORDER OF THE COMMANDER:

OFFICIAL:

BEN U. PRIGMORE
1st Lt, USAF
Adjutant

BEN C. PRIGMORE
1st Lt, USAF
Adjutant

DISTRIBUTION
"B"
(plus 150 cys for Standboard)

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WING SOP 50-11, DATED 5 AUGUST 1953

EXHIBIT "J"

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HEADQUARTERS 320TH BOMBARDMENT WING (M)
March Air Force Base,
California

STANDING OPERATING PROCEDURE) 5 August 1953
:
NUMBER 50-11)

TRAINING

Bombardment Squadron Mission Briefing

1. PURPOSE: To establish a standard procedure for conducting mission briefing by tactical bomb squadrons assigned to the 320th Bomb Wing.

2. SCOPE: The provisions of this directive are applicable to all tactical bomb squadrons assigned to the 320th Bomb Wing.

3. RESPONSIBILITY: Commanders of the tactical bomb squadrons are responsible for the implementation of this procedure.

4. GENERAL: The purpose of briefing is to acquaint all members of a combat crew with the intended mission and to inform them of their part in the over-all plan. Briefing will be held in two parts: General Briefing and Specialized Briefing. General Briefing will acquaint all crew members with the part they will play as a team member on a combat crew. Brevity and clarity are of the utmost importance. Duplication and unnecessary repetition should be avoided. Specialized Briefing will cover only that subject matter peculiar to each crew member's specialty, details will be discussed fully and amplified when necessary, and all questions clarified.

5. General Briefing will be conducted as follows:

a. Roll Call: The Operations Officer will open the briefing, announce the code or codes under which each portion of the mission will be conducted in accordance with SAC Regulation 205-8, the classification of the mission, and call the roll.

b. The Mission: A brief presentation of the mission will be given by one of the participating crew members utilizing annotated maps posted by intelligence personnel. Briefing will include: altitudes, highest terrain enroute, turning points, danger areas, I.P.'s, target(s) emergency airfields, alternate route(s), control points, fighter and support aircraft rendezvous, length of mission, aircraft performance data. (This portion of the briefing should be well planned and rehearsed).

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c. Intelligence: The Intelligence Officer will cover enemy and friendly situation (simulated when necessary), probable points of fighter interception, types of fighters, AAA installations (capability and recommended evasive action), survival, escape and evasion, and instructions for observing and reporting special intelligence information.

d. Other Staff Specialists: Other Staff Specialists such as communications, gunnery, and ECM personnel will brief only when applicable. It is desired to keep the briefing staff to an absolute minimum to insure that the maximum duration of briefing is 30 minutes.

e. Weather: The Weather Officer will present the prognostic synoptic situation for the mid-time of the mission and cross-section for the schedule of route, stressing winds, cloud formations, icing conditions visibilities and temperature in degrees centigrade. When applicable, he will also give barometric pressure in inches of mercury, Q and D factors and ground temperature for target areas.

f. Announcements: Made by Operations Officer.

(1) Places for specialized briefings.

(2) Messing. (If applicable)

(3) Transportation.

(4) Personal Equipment.

(5) Time and place for critique.

(6) Time hack.

g. Comments by Commander: (Optional)

6. Specialized Briefing: will be held immediately following General Briefing with crew members being divided into the following groups:

a. Aircraft Commanders and Pilots. The Operations Officer assisted by the Communications, Gunnery, ACFT Performance and IFR Officers, will discuss:

(1) Taxi instructions and precautions

(2) Take off procedures

(3) ACFT Performance data

(4) Instrument ascent and descent procedures.

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(5) Formation positions and procedures.

(6) Inflight refueling procedures.

(7) Radio discipline and procedures.

(8) Emergency procedures.

(9) Abort procedures.

(10) Landing procedures.

(11) Special Weapons.

(12) ECM procedures (If not briefed by ECM personnel).

(13) Flying safety.

(14) Reporting.

(15) Forms to be used on the mission.

(16) Special subjects.

(17) When applicable the Gunnery Officer will cover the following:

a. Type of mission (camera or live ammunition).

b. Gun Camera setting or ammunition load.

c. Defensive fire power.

d. Areas along route where fighter intercept is expected, fighter call signs and frequencies.

e. Firing range regulations.

f. Malfunction procedures.

g. Emergency procedures.

b. Observers. The Staff Observer will discuss:

(1) Target identification.

(2) Target orientation.

(3) Bomb run coordination.

(4) Prominent check points.

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(5) I.P. turns.

(6) Emergency procedures.

(7) Danger areas.

(8) Maintaining formation procedures.

(9) Control time procedures.

(10) Checking of bomb computations for accuracy.

(11) Forms to be used on mission.

(12) Special subjects.

BY ORDER OF THE COMMANDER:

OFFICIAL:

BEN G. PRICMORE
1st Lt, USAF
Adjutant

BEN G. PRICMORE
1st Lt, USAF
Adjutant

DISTRIBUTION:
"B"
(plus 150 cys for Standboard)

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441ST BOMBARDMENT SQUADRON CCTS TRAINING

EXHIBIT "K"

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B-47 CCTS GROUND TRAINING

(SAC REG 50-43),

441st BOMB SQ.

POSTED [illegible]

BY [illegible]

COMPLETED

INTRAINING

NOT REQUIRED

(NAME)	(CREW NO)	(POS)
TABOR		A/C
DURHAM		P
ERICKSON		AOB
REINERT		A/C
RUTHENBALL		P
HOBSON		AOB
SMITH		A/C
CLARE		P
OLIVE		AOB
AGOSTINHO		A/C
NELSON		P
HAMMOND		AOB
GORDON		A/C
SWEATT		P
MARTINSON		AOB
ALLEN		A/C
SHERMAN		P
THOMPSON		AOB
MILLER		A/C
SIMPSON		P
TIMMS		AOB
GOAD		A/C
BERGELIN		P
LUHMAN		AOB
HENSHAW		A/C
CALLAHER		P
CAUFFIEL		AOB
OTIER		A/C
ERWIN		P
LEIN		AOB
HARPSTER		A/C
MERSEREAU		P
STAPLES		AOB
GARVIN		A/C
GJELHAUG		P
GOODSON		AOB
ADAMS, G.		A/C
HARRINGTON		P
SWEET		AOB
O'BRIEN		A/C
CLAYBAUGH		P
STOLTENBERG		AOB
HIGHT		A/C
MARTINEZ		P
CHRISTENSEN		AOB
GRINDER		A/C
LENEVE		P
FRIEDRICK		AOB

PHASE I

GENERAL BRIEFING (12 HOURS A/C P AOB)	
MISSION PREPARATION (24 HOURS A/C P AOB)	
PRE. T.O. BRIEFING & FLT. PLN (24 HOURS A/C P AOB)	
DEBRIEFING (3 HOURS A/C P AOB)	
CRITIQUES (24 HOURS A/C P AOB)	
MINOR MAINTENANCE (36 HOURS A/C P AOB)	
CREW CO-ORD TRAINING (7 MISSIONS A/C P AOB)	
TARGET STUDY (36 HOURS AOB)	
PILOTS SPECIALIZED BRIEF (12 HOURS A/C P)	

PHASE II

INFLIGHT REFUELING (16 HOURS A/C P)	
SPECIAL WEAPONS (32 HRS) (REF 50-8 SUPPL XIV)	
GUNNERY (6 HOURS P)	

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441ST BOMB SQDN

B-47 CCTS TRAINING

(SAC REG 50-43)

PHASE I ADVANCED

12 MISSIONS

POSTED 31 AUG 53

BY S/SGTR GREELY

CREW NO.	NAME	RANK	DATE PHASE I ENTERED	FLYING TIME BY INDIVIDUAL TOTAL TIME	TOTAL B-47 TIME	CCTS DAY 48:30 REQ	CCTS NIGHT 16:30 REQ	INSTRUMENT FLYING AC MIN 9:30 REQ	CP TIME 8:30 REQ	AC LET LOW 10 REQ	CP DOWN APPR 2 REQ	AC GCA OR ILS 11 REQ	CP 3 REQ	FORMATION AC 3:00 REQ	CP 2:30 REQ	PILOT PROFIC AC MIN 6:00 REQ	CP TIME 6:00 REQ	BOMBING BY CREW VIS REL 8	VIS RBS 12 REQUIRED	RAD RBS 33	CAM RUNS 2	NITE SEL 4	NAVIGATION BY CREW DAY DEC 3	RAD LEG 3 REQUIRED	LORAN 2	CONT ETA 3
N01A	TABOR	MAJ																								
	DUNHAM	CPT																								
	ERICKSON	MAJ																								
	REINERT (IP)	CPT																								
	KUYKENDALL	CPT																								
	HOBSON	CPT																								
	SMITH	CPT																								
	CLARE	I/LT																								
	OLIVE	CPT																								
	AGOSTINHO(IP)	MAJ																								
	NELSON	CPT																								
	HAMMOND	I/LT																								
	GORDON	CPT																								
	SWEATT	CPT																								
	MARTINICH	CPT																								
	ALLEN	CPT																								
	SHERIDAN	I/LT																								
	THOMPSON	I/LT																								
	MILLER	CPT																								
	SIMPSON	I/LT																								
	TIMMS	MAJ																								
	GOAD	CPT																								
	BERGELIN	CPT																								
	LUTTMAN	CPT																								
	HENSHAW	CPT																								
	CALLAHER	I/LT																								
	CAUFFIEL	CPT																								
	OTIER	CPT																								
	ERWIN	CPT																								
	LEIN	CPT																								
	HARPSTER	MAJ																								
	MERSEREAU	MAJ																								
	STAPLES	I/LT																								
	GARVIN	MAJ																								
	GJELHAUG	CPT																								
	GOODSON	MAJ																								
	ADAMS,G	CPT																								
N05A	HARRINGTON	I/LT																								
	SWEET	CPT																								
	O'BRIEN	CPT																								
	CLAYBAUGH	MAJ																								
	STOLTENBERG	2/LT																								
	HIGHT	MAJ																								
	MARTINEZ	CPT																								
	CHRISTENSEN	MAJ																								
	GRINER	MAJ																								
	LENEVE	I/LT																								
	FRIEDRICK	MAJ																								

CREW COMPLETED PHASE I AT WICHITA 15 JUL 53

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441ST BOMB SQDN

B-47 CCTS TRAINING

(SAC REG 50-43)

PHASE II ADVANCED

15 MISSIONS

31 AUG 59

B/SGT RUPKELLY

CREW NO	NAME	RANK	DATE PHASE COMPL	FLYING TIME BY INDIVIDUALS TOTAL TIME	TOTAL B-47 TIME	CCTS DAY 45:30 REQ	CCTS NIGHT 14:30 REQ	INSTRUMENT FLYING AC MIN 15:00 REQ	CP TIME 14:30 REQ	AC LET DOWN 8 REQ	CP LET DOWN 10 REQ	AC GCA OR ILS 8 REQ	CP GCA OR ILS 10 REQ	PILOT PROFIC AC MIN 9:00 REQ	CP TIME 9:00 REQ	A-FLTREF BY AC HOOK-UPS DRY WET 5 REQ	13 REQ	GUNNERY BY CP PERF I	PERF II AS PRESCRIBED	BOMBING BY CREW VIS 5 REQ	VIS 8 REQ	RAD RR 4 REQ	RAD PR 4 REQ	NAVIGATION BY CREW LEMOTE 4 REQ	DAY PILOT 4 REQ	NAV 4 REQ	MISSIONS
	TABOR	MAJ	15JUL58	3362	12520	20:40	17:10																				
NO1A	DUNHAM	CPT	15JUL58	2031	11743	16:00	11:45	8:30	6:00	10	11	8	4	14:10	4:45					5	11	4	4	5	5		X X X X X
	ERICKSON	MAJ	15JUL58	1690	9035	20:25	21:30																				
	REINERT	(IP) CPT																									
	KUYKENDALL	CPT																									
	HOBSON	CPT																									
	SMITH	CPT																									
	CLARE	I/LT																									
	OLIVE	CPT																									
	AGOSTINHO	(IP) MAJ																									
	NELSON	CPT																									
	HAMMOND	I/LT																									
	GORDON	CPT																									
	SWEATT	CPT																									
	MARTINICH	CPT																									
	ALLER	CPT																									
	SHERIDAN	I/LT																									
	THOMPSON	I/LT																									
	MILLER	CPT																									
	SIMPSON	I/LT																									
	TIMMS	MAJ																									
	GOAD	CPT																									
	BERGELIN	CPT																									
	LUTTMAN	CPT																									
	HERSHEY	CPT																									
	GALLAHER	I/LT																									
	CAUFFIEL	CPT																									
	OTTER	CPT																									
	ERWIN	CPT																									
	LEIN	CPT																									
	HARPSTER	MAJ																									
	MERBERAU	MAJ																									
	SWEET	I/LT																									
	GABVA	MAJ																									
	GJELHAUG	CPT																									
	GOODSON	MAJ																									
NO5A	ADAMS, G.	CPT																									
	BARRINGTON	I/LT																									
	STAPLES	CPT																									
	O'BRIEN	CPT																									
	CLARKSON	MAJ																									
	STOLTENBERG	2/LT																									
	HEDIT	MAJ																									
	MARTINEZ	CPT																									
	CHRISTENSEN	MAJ																									
	GRIER	MAJ																									
	LARSEN	I/LT																									
	FREDRICK	MAJ																									

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442ND BOMBARDMENT SQUADRON CCTS TRAINING

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B-47 CCTS GROUND TRAINING

(SAC REG 50-43)

442ND BOMB SQ.

POSTED 31 AUG 53

BY S/SGT R GREELY

COMPLETED

INTRAINING

NOT REQUIRED

(NAME)	(CREW NO)	(POS)
ROBERT, G	NO2A	A/C
LONG		A/C
MULLIGAN		A/C
BALEY		A/C
ARCHER		A/C
BARRETT		A/C
MURRIS (IP)		A/C
ROSS		A/C
BURCZAK		A/C
STUBBLEFIELD		A/C
KENNEDY		A/C
LIPTON		A/C
HUPKINS		A/C
ALEXANDER		A/C
KELLEHER		A/C
CARNRIGHT		A/C
SANDMAN		A/C
LA ROCK		A/C
BARRICKLOW		A/C
SWITZER		A/C
CANTWELL		A/C
LATIMORE		A/C
MOORE		A/C
TURNER		A/C
JACOBS		A/C
O'BARR		A/C
MC QUADY		A/C
SMITH		A/C
BARNHART		A/C
CONRAD		A/C
BURTON		A/C
NEVILLE	NO7A	A/C
STEIN		A/C
ROBERTS, C.		A/C
HARGIS		A/C
ALLEN		A/C
LEE		A/C
MC LEAN		A/C
HUME		A/C
BOHLING		A/C
GESSNER	NO6A	A/C
BRIGGS		A/C
HOAGLAND		A/C
MILLER, C.R.		A/C
ALLOWAY		A/C
HOPLEY		A/C
FRUMM		A/C
HULSE		A/C
HEDLUND (IP)		A/C

PHASE I

GENERAL BRIEFING (12 HOURS A/C P AOB)

MISSION PREPARATION (24 HOURS A/C P AOB)

PRE TO BRIEFING & FLT PLN (24 HOURS A/C P AOB)

DEBRIEFING (3 HOURS A/C P AOB)

CRITIQUES (24 HOURS A/C P AOB)

MINOR MAINTENANCE (36 HOURS A/C P AOB)

CREW COORD TRAINING (7 MISSIONS A/C P AOB)

TARGET STUDY (36 HOURS AOB)

PILOTS SPECIALIZED BRIEF (12 HOURS A/C P)

PHASE II

INFLIGHT REFUELING (16 HOURS A/C P)

SPECIAL WEAPONS (32 HRS) (REF NO 5 SUPPL XIV)

GUNNERY (6 HOURS P)

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B-47 CCTS TRAINING

(SAC REG 50-43)

PHASE I ADVANCED

12 MISSIONS

POSTED 31 AUG 53
S/SGT R G REELY

CREW NO.	NAME	RANK
	ROBERTS,G	MAJ
NO 2A	LONG	CPT
	MULLIGAN	CPT
	BAILEY	MAJ
	ARCHER	CPT
	BARRETT	MAJ
	MORRIS (IP)	MAJ
	ROSS	MAJ
	BURCZAK	CPT
	STUBBLEFIELD	CPT
	KENNEDY	CPT
	LIPTON	CPT
	HOPKINS	CPT
	ALEXANDER	CPT
	KELLEHER	CPT
	CARNRIGHT	CPT
	SANDMAN	CPT
	LA ROCK	MAJ
	BARRICKLOW	CPT
	SWITZER	CPT
	CANTWELL	CPT
	LATIMORE	CPT
	MOORE	CPT
	TURNER	CPT
	JACOBS	CPT
	O'BARR	CPT
	McQUADY	CPT
	SMITH	MAJ
	BARNHART	MAJ
	CONRAD	MAJ
	BURTON	CPT
NO 7A	NEVILLE	CPT
	STEIN	1/LT
	ROBERTS,C	MAJ
	MARSIS	MAJ
	ALLEN	MAJ
	LEE	CPT
	McCLEAN	1/LT
	HUME	CPT
	BOHLING	MAJ
NO 6A	GESSNER	CPT
	BRIGGS	1/LT
	HOAGLAND	MAJ
	MILLER,C.A.	MAJ
	ALLOWAY	MAJ
	HOPLEY	CPT
	FROMM	CPT
	HULSE	CPT
	MEDLUND (IP)	CPT

CREW COMPLETED PHASE I AT WICHITA 15 JUL 53

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B-47 CCTS TRAINING

(A. REG 50-43)

PHASE II ADVANCED

5 MISSIONS

POSTED 31 AUG 58

BY SGT R GREELY

CREW NO	NAME	RANK	DATE PHASE II COMPL	FLYING TIME BY NON-RATED: TOTAL TIME	DAY TIME	NIGHT TIME	INSTRUMENT FLYING: AC MIN TIME REQ	CP MIN TIME REQ	AC HOOD TIME REQ	CP HOOD TIME REQ	AC GIB DOWN IN CHAIR REQ	CP GIB DOWN IN CHAIR REQ	AC DIA OR LIS REQ	CP DIA OR LIS REQ	PILOT PROFICIENCY: AC MIN TIME REQ	CP MIN TIME REQ	IN-FLTREF BY AC: HOURS DAY REQ	HOURS NITE REQ	GUNNERY BY CP: QUAL REQUIRED	CURRENT REQUIRED	BOMBING BY CREW: VIS REQ	RAD REQ	RAD SKYWAVE REQ	NAVIGATION BY CREW: DAY REQUIRED	RAD REQUIRED	LORAN REQUIRED	CELESTIAL REQUIRED	MISSION RECORD: MARK THROUGH MISSION NO AS COMPLETED	DATE PHASE II COMPL
																	5 REQ	13 REQ	3 REQUIRED	3 REQUIRED	9	5	8	4	4	4	2	1	5	
	ROBERTS, G.	MAJ.	15JUL58	2391	1300	1093	5	2000																					X X X X X
W02A	LONG	CPT.	15JUL58	1643	1395	018	35	14.15	105	800	21	10	7	7	1050	420								1611	3	3	9	9	
	MULLIGAN	CPT.	15JUL58	1394	853	0	28:50	22:00																					
	BAILEY	MAJ.																											
	ARCHER	CPT.																											
	BARRETT	MAJ.																											
	MORRIS (P)	MAJ.																											
	ROSS	MAJ.																											
	BURCZAK	CPT.																											
	STUBBLEFIELD	CPT.																											
	KENNEDY	CPT.																											
	LIPTON	CPT.																											
	HOPKINS	CPT.																											
	ALEXANDER	CPT.																											
	KELLEHER	CPT.																											
	CARNRIGHT	CPT.																											
	SANDMAN	CPT.																											
	LA ROCK	MAJ.																											
	BARRICKLOW	CPT.																											
	SWITZER	CPT.																											
	CANTWELL	CPT.																											
	LATIMORE	CPT.																											
	MOORE	CPT.																											
	TURNER	CPT.																											
	JACOBS	CPT.																											
	O'BARR	CPT.																											
	MC QUADY	CPT.																											
	SMITH	MAJ.																											
	BARNHART	I/LT.																											
	CONRAD	I/LT.																											
	BURTON	CPT.																											
W07A	NEVILLE	CPT.																											
	STEIN	I/LT.																											
	ROBERTS, C.	MAJ.																											
	HARRIS	MAJ.																											
	ALLEN	I/LT.																											
	LEE	CPT.																											
	MC CLEAN	I/LT.																											
	HUME	CPT.																											
	SOHLING	MAJ.																											
W06A	GESSNER	CPT.																											
	BRIGGS	I/LT.																											
	HOAGLAND	MAJ.																											
	MILLER, C. R.	MAJ.																											
	ALLUWAY	MAJ.																											
	HUFLEY	CPT.																											
	FROMM	CPT.																											
	MULLIS	CPT.																											
	HEDLUND (P)	CPT.																											

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443RD BOMBARDMENT SQUADRON CCTS TRAINING

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B-47 CCTS GROUND TRAINING

(SAC REG 50-43)

443RD BOMB SQ.

POSTED 31 AUG 53

BY S/SGT R GREELY

COMPLETED

INTRAINING

NOT REQUIRED

(NAME)	(CREW NO)	(POS)
LINIGER		MAJ
FARRIS		I/LT
HUDIBURGH		MAJ
GREEAR		CPT
SEDIVEC		I/LT
IMBORNONE		CPT
FOWLER		CPT
TROST		I/LT
COGGIN		CPT
GAUCHE		CPT
HUSKEY		CPT
STARNES		CPT
HUGHES		CPT
CATO		CPT
ADAMS		CPT
OWENS		CPT
ESTES		I/LT
KAMP		CPT
HARRIS		I/LT
KAPPE		CPT
STEVENS		CPT
WEEDMAN		CPT
FORNES		I/LT
PASCOE		MAJ
BEBENIN		MAJ
ROTHERS		CPT
LANDIS		CPT
BYRUM		CPT
ALMACK		CPT
WHYTE		CPT
CRANE		I/LT
MELEKY		CPT
HODGE		CPT
GRAY		CPT
OLIN		I/LT
BAKER		MAJ
BICKLEY		MAJ
MC KINNEY		MAJ
RIDENOUR		CPT
TURNER		CPT
MARTIN		CPT
BROWN		CPT
CAPPS		CPT
LAUSTUP		CPT
CHALIFOUX		CPT
SCHROLL		CPT
HOLCOMB		CPT
JOHNSON		CPT
CARMICHAEL		CPT
BROWN		CPT
REEVES		CPT
STATUM		MAJ
WENDT		I/LT

PHASE I

GENERAL BRIEFING (12 HOURS A/C P AOB)

MISSION PREPARATION (24 HOURS A/C P AOB)

PRE TO. BRIEFING & FLT. PLN (24 HOURS A/C P AOB)

DEBRIEFING (3 HOURS A/C P AOB)

CRITIQUES (24 HOURS A/C P AOB)

MINOR MAINTENANCE (36 HOURS A/C P AOB)

CREW CO-ORD TRAINING (7 MISSIONS A/C P AOB)

TARGET STUDY (36 HOURS AOB)

PILOTS SPECIALIZED BRIEF (12 HOURS A/C P)

PHASE II

INFLIGHT REFUELING (16 HOURS A/C P)

SPECIAL WEAPONS (32 HRS) (REF 50-8 SUPPL XIV)

GUNNERY (6 HOURS P)

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443RD BOMB SQDN

B-47 CCTS TRAINING

PHASE I ADVANCED

31 AUG 53

S/SGT R G REELY

	LINIGER	MAJ	
N03A	FARRIS	1/LT	CREW COMPLETED PHASE I AT WICHITA 15 JUL 53
	MITSURGH	MAJ	
	GREEAR	CPT	
N04A	SEDIVEC	1/LT	
	IMBORNONE	CPT	CREW COMPLETED PHASE I AT WICHITA 15 JUL 53
	FOWLER (IP)	CPT	
	TROST	1/LT	
		1/LT	
	COGGIN	CPT	
N08A	GAUGHE	CPT	
	HUSKEY	CPT	
	STARNES	CPT	
	HUGHES	CPT	
	CATO	CPT	
	ADAMS	CPT	
	OWENS	CPT	
	ESTES	1/LT	
	KAMP	CPT	
	HARRIS	1/LT	
	KUPPE	CPT	
	STEVENS	CPT	
N09A	WEEDMAN	CPT	
	FORNES	1/LT	
	PASCOE	MAJ	
	BEBENIN	MAJ	
	ROTHERS	CPT	
	LARDAS	CPT	
	TYRUM	CPT	
	ALMACK	CPT	
	WHYTE	CPT	
N10A	CRANE	1/LT	
	MELEKY	CPT	
	HODGE	CPT	
	GRAY	CPT	
	OLIN	1/LT	
	BAKER	MAJ	
	BICKLEY	MAJ	
	MCKINNEY	MAJ	
	RIDENOUR	CPT	
	TURNER	CPT	
	MARTIN	CPT	
	BROWN	CPT	
	GAPPS	CPT	
	LAUSTUP	CPT	
	CHALIFOUX	CPT	
	SCHROLL	CPT	
	HOLCOMB	CPT	
	JOHNSON	CPT	
	CARMICHAEL	CPT	
	BROWN	CPT	
	REEVES	CPT	
	STATUM	MAJ	
	WENDT	1/LT	

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B-47 CCTS TRAINING

PHASE II ADVANCED

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BY MSGT R.GREELY

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COMBAT READINESS CHART, 320TH BOMBARDMENT WING (M)

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COMBAT READINESS CHART, 320TH BOMBARDMENT WING (M)

The Combat Readiness Chart attached to this outline points out that the Wing,on a whole basis, is progressing with satisfaction toward the initial goal of Combat Readiness. At this time, the 320th Air Refueling Squadron has been declared Combat Ready and assigned a Top Secret EWP.

Following is a brief outline of the attached chart.

1. The assigment of 1,140:00 hours flying time for the entire Wing neared the point of full accomplishment. However, due to the fact that the YRB-47B's are new aircraft, and that maintenance crews are fully familiar with the new type aircraft and that a serious supply situation exist, only 297:00 hours of the 340:00 hours assigned could be accomplished. Air Refueling Squadron accomplished 828:20 hours flying time, going over the quota by 28:20 hours time.

2. Combat Ready figure for crews of the Tactical Squadrons was a zero due to the fact that crews present for duty are being checked out in accordance with Wing Regulation 60-1 and SAC Regulation 50-43 before going into further combat training.

3. It is expected that the in-commission percent figure will increase in the coming month as maintenance crews become more familiar with the new aircraft and various difficulties with maintenance is overcome.

4. During the months of September and October, more crews will be returned to this station following OCTS training. Thus, the special weapons training hours will show a considerable increase.

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320TH AIR REFUELING SQUADRON IN-COMMISSION KC-97'S

320TH AIR REFUELING SQUADRON COMBAT CREWS ASSIGNED

SPECIAL WEAPON ACCOMPLISHED HOURS AS INDICATED

YRB-47 ACCIDENTS DURING COMBAT READINESS PERIOD

MAR	
FEB	
JAN	
DEC	
NOV	
OCT	
SEPT	
AUG	NONE

PERCENT OF YRB-47 AIRCRAFT IN-COMMISSION IN PERIOD APPROACHING COMBAT READINESS.

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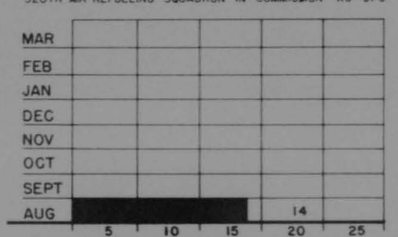
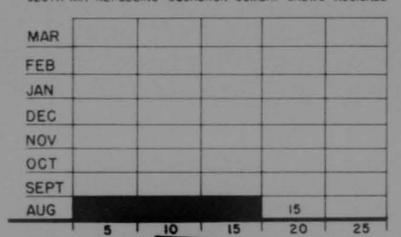
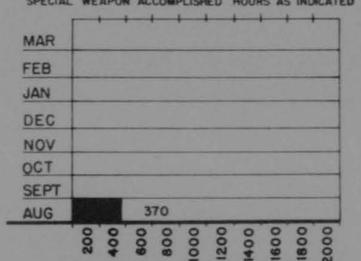
320TH AIR REFUELING SQUADRON IN-COMMISSION KC-97'S

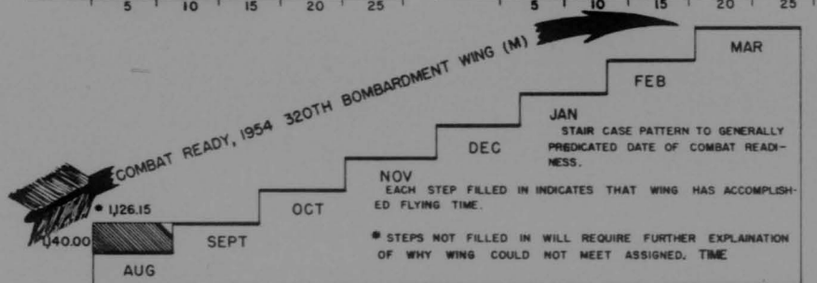


320TH AIR REFUELING SQUADRON COMBAT CREWS ASSIGNED



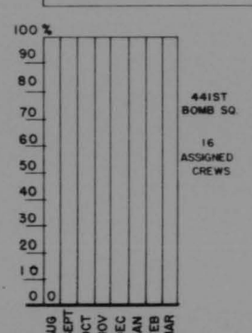
SPECIAL WEAPON ACCOMPLISHED HOURS AS INDICATED

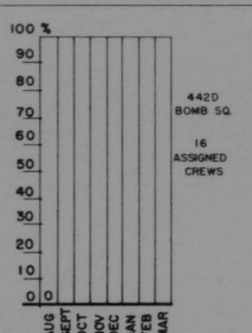


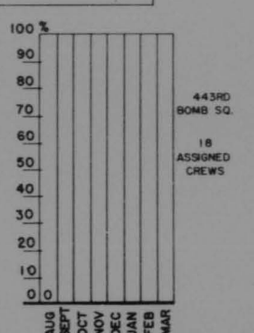


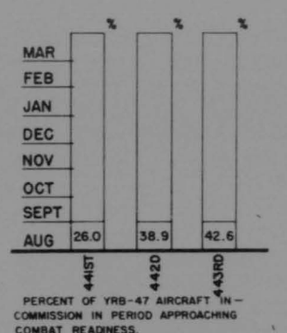
YRB-47 ACCIDENTS DURING COMBAT READINESS PERIOD

MAR	
FEB	
JAN	
DEC	
NOV	
OCT	
SEPT	
AUG	NONE









PERCENT OF YRB-47 AIRCRAFT IN-COMMISSION IN PERIOD APPROACHING COMBAT READINESS.

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KEY PERSONNEL LIST, 320TH BOMBARDMENT WING (M)

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KEY PERSONNEL LIST, 320TH BOMBARDMENT WING (M)

COLONEL LORAN D. BRIGGS	COMMANDER
COLONEL ERNEST EDDY	DEPUTY COMMANDER
FIRST LIEUTENANT BEN G. PRIGMORE	WING ADJUTANT
MAJOR RALPH H. LANE, JR.	INSPECTOR
CAPTAIN D.V. BERG	COMTROLLER
COLONEL E.M. NICHOLS	D/C OPERATIONS
LT. COLONEL WHITAKER	D/C PERSONNEL
LT. COLONEL C. TATE	D/C MATERIEL
MAJOR L. GREY	COMMANDER, Headquarters Sect.
LT. COLONEL R. F. IRELAND	COMMANDER, 320th Air Refueling Squadron
LT. COLONEL A.W. HOLDERNESS	COMMANDER, 442nd Bomb Sq.
LT. COLONEL D.S. PALLISTER	COMMANDER, 441st Bomb Sq.
LT. COLONEL W.J. WOULD	COMMANDER, 443rd Bomb Sq.
MAJOR T.A. WACHT	COMMANDER, 320th Field Maint, Sq.
MAJOR C.S. MARTIAN	COMMANDER, 320th A&E Sq.
MAJOR R. DUNN	COMMANDER, 320th Periodic Maint. Sq.
LT. COLONEL ENGLEHART	COMMANDER, 320th Medical Group
MAJOR STATUM	Wing Alert Officer

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HISTORICAL REPORT

320TH BOMBARDMENT WING MEDIUM

MARCH AIR FORCE BASE CALIFORNIA

CHAPTER SEPT. 1953

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OFFICE:

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History, 320th Bombardment Wing (M)

NO. OF INCLOSURES:

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HISTORY OF THE

320th Bombardment Wing (M)

SEPTEMBER 1953

****

March Air Force Base, California

****

****

Prepared by A/2c Francis R. Delaney, AF 19 239 986, in accordance with AFM 210-1 and SAC Manual 210-1.

****

BEN G. PRIGMORE
1st. Lt., USAF
Historical Officer

for LORAN D. BRIGGS
Colonel, USAF
Commander

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****

12th Air Division
Fifteenth Air Force
Strategic Air Command

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CHAPTER I

Organization and Administration

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MISSION

The mission of the 320th Bombardment Wing (M), as outlined in Fifteenth Air Force Regulation 20-4, dated 28 August 1953 directs that this Wing will train, man and equip assigned units for the primary purpose of conducting long-range bombardment operations with atomic or conventional weapons, and the secondary purpose of conducting long-range reconnaissance, and to train subordinate units to the degree required to permit overseas deployment and establish operations on short notice in any part of the world, as directed by higher headquarters.

This Wing will also develope and maintain the capability to engage in Air Refueling operations, and be prepared to perform such special missions as directed by higher headquarters.

REPORT OF TEST #3

Alert Test #3, in accordance with Fifteenth Air Force Letter 55-5, was sounded at 0505 hours, 28 September.[1] Again, the 320th Bombardment Wing (M) displayed a satisfactory capability of evacuating both aircraft and crews under condition Alpha. As of 0700 hours 21 YRB-47s were in-commission while 13 remained out of commission. Of the 21 KC-97s 12 were in-commission as of 0800 hours while 9 remained out of commission.

The recall of personnel by telephone improved to some degree over Test #2. However, off-base facilities were still unsatisfactory. It took 43 minutes for one squadron to make its first off-base call. This

1. Information this report taken from Letter to Commander, Fifteenth Air Force from Director of Operations, this Wing, dated 30 September 1953.

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was only one example of the off-base communication difficulty encountered.

It had been planned to allow certain personnel to be dispatched off base during the alert with the idea of using the telephones in Riverside in order to start the telephone pyramid system. In three cases during the alert, personnel assigned to this task were halted at the exit gates and not permitted to leave the base.

Tactical squadron personnel lost considerable time in gaining access to their aircraft since there seemed to be a lack of coordination among the Security Forces in releasing the aircraft to the squadrons. This difficulty was in no way helped by the fact that the aircraft parking plan issued by the Security Forces was not current as to the proper aircraft, by numbers, being assigned certain parking spots. It was suggested that in future tests, all personnel entering the flight line be closely screened at the entrance gates and allowed to proceed to their aircraft without further screening. Further, it was recommended by the Engineering Officer for each tactical squadron to detail personnel for guard duty on the aircraft. Squadron personnel on guard duty would then in turn allow personnel into the aircraft upon recognition as a squadron member.

Final recommendations were that in the event of future tests, 12th Air Division prepare a detailed operation order well in advance and forward it to the Wing Commanders. This would enable the Wing Commanders to brief all personnel in regards as how far they will go in the

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accomplishment of 10-53. The only information that would be held back would be the date and time of the test.

ESTABLISHMENT OF B-47 CADRE

As Strategic Air Command units continue to accept B-47 type aircraft during the fiscal years 1954, 1955, and 1956, it will become necessary to provide personnel to assure the rapid developement of combat capability of Wings to be formed in the future.[2]

The answer to skilled manpower needs for future planned B-47 Wings will come from the formation of personnel cadre units within present SAC units. In the past, skilled personnel cadre units came from the withdrawal of personnel from overall SAC resources. As the B-47 equipping schedules continue, personnel will not be available to fill skilled requirements except from present B-36, B-50, and B-47 units at the cost of serious reduction of their EWP capability. It is therefore considered best to withdraw skilled personnel from existing units and provide additional personnel to these units far enough in advance that the loss of the skilled personnel for the cadre unit will not hamper the mission of the unit.

With this plan in mind a non-T/O augmentation has been authorized to 12th Air Division by SAC. This figure will total 258 airmen and 32 officers which will be the core of a new Wing. The aforementioned figures will be divided by the two Wings. On or about 1 July 1954 the cadre unit

2. Information taken from letter titled: Programming Plan 31-53, Subject: Establishment of B-47 Cadre, SAC Headquarters. Extract copy of letter on file, Director of Personnel, 320th Bombardment Wing (SECRET)

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will be withdrawn from 12th Air Division. It should be borne in mind that these men will not make up the entire new Wing but will consist of the skilled, trained core for the new tactical and support squadrons. Medical personnel are not included in the cadre plan.

WING SECURITY SECTION

There were seven security violations reported for the month of September by the Wing Security Officer.[3] This figure is broken down into the following units:

1. One aircraft abandonment, 320th Air Refueling Squadron
2. One aircraft abandonment, 442nd Bombardment Squadron
3. One SAC Badge loss, 320th Air Refueling Squadron
4. One SAC Badge loss, 320th Field Maintenance Squadron
5. One SAC Badge loss, 320th A&E Maintenance Squadron
6. One SAC Badge loss, 442nd Bombardment Squadron
7. One SAC Badge loss, 443rd Bombardment Squadron

LEADERSHIP AND MORALE

An analysis of the 12th Air Division Unit Leadership and Morale Rating System for the month of September and the months of July, August, and September was completed. This Wing showed a decrease to 88.5% for September from 89.7% for August on a one month basis and an increase in September to 88.5% from 87.4% in August on a three month basis. Points were primarily lost in Reenlistment Rate, Morning Report discrepancies and NCO Membership.[4]

3. Information, this Report taken from Wing Security Officer Historical Report-September 1953.
4. Analysis, Leadership and Morale for September ----------TAB"A"

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Outstanding squadron of this Wing during the period of this report was the 320th Periodic Maintenance Squadron [5] which advanced to a standing of third in the Wing on a three month basis and to the standing of tenth on the base on a three month basis. At the same time scores increased to 91.4 and 90.1 on a one and three month basis.

MONTHLY ANALYSIS

The Monthly Analysis for September (RCS: 15-U2) was completed and forwarded to Fifteenth Air Force [6]. This report pointed out that out of a possible 525 points (under the SAC Management Control System), this Wing scored 346.0 points, (65.9%). Points were lost on Personnel category, Flying Safety, Operations, and Materiel. For detailed scoring see exhibit section, this Report.

22ND AND 320TH FIELD MAINTENANCE SQUADRON'S COORDINATION MEETING

A meeting was held by the 22nd and 320th Field Maintenance Squadrons at 1000 hours, 24 September 1953 [7] in the 22nd Field Maintenance Squadron Day Room. The purpose of this meeting was to establish better cooperation and understanding between these two squadrons. The key personnel of the two squadrons jointly decided that Squadron Policy Letters emanating from the Orderly Rooms would not be of a combined type but would be coordinated between the squadrons prior to their issuance. The lower echelons would issue combined policy directives on the joint use of equipment and care of the buildings.

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5. Leadership and Moral Rating System, September ----------TAB"B"
6. Monthly Analysis Report (RCS: 15-U2) for September 1953------TAB"C"
7. Information taken from 320th Field Maintenance Squadron Historical Report - September 1953.

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The shortage of building space for the various functions of both units was also discussed at this meeting, however, no solution to this vital problem was offered. It was noted that both Air Refueling Squadrons were operating out of one hangar while on the other hand the tactical squadrons each have a hangar for their activities. It was mentioned that the tactical squadrons were not fully utilizing their space and that some of this space could well be utilized by the two Field Maintenance Squadrons, thus overcoming a serious problem.

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CHAPTER II

Personnel

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MANNING

The following schedules show the officer manning status as of the end of September 1953.[3]

320th Bombardment Wing (H) (Excluding the Air Refueling Squadron)

Authorized	296	Assigned	277
Body Manning	93%	MIRS	84.8%

32 th Air Refueling Squadron	W/1.25 Manning	W/o 1.25 Manning
Authorized	85	70
Assigned	80	80
Body Manning	94%	114%
MIRS	94%	100%

Principle shortages of officers continued to be in Air Operations, Electronics, Supply and Personnel career fields. In addition, there was a shortage of four navigators in the Air Refueling Squadron for the 1.25 manning. Critical shortages in the Personnel career fields continued to exist due to the release of five Squadron Adjutants under the Early Release Program. These positions were being filled by officer crew members as additional duties. At the present there is no known input in this career field. It is anticipated that the shortage of Supply Officers will be made up upon the arrival of officers presently on orders to this command. MIRS for officers is expected to remain approximately the same for October.

The following schedules show the manning status of airmen personnel:

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3. Information for this report taken from Historical Report of the Director of Personnel, 320th Bombardment Wing (H).

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KODAK SAFETY FILM

320th Bombardment Wing (H) (Excluding Air Refueling Squadron)

Authorized	1441	Assigned	1551
Body Manning	108%	MIRS	62%

320th Air Refueling Squadron (Including 1.25 manning)

Authorized	229	Assigned	257
Body Manning	112%	MIRS	70%

These figures showed the decrease of approximately 1% for the Wing, (excluding the Air Refueling Squadron) which was due primarily to the loss of 74 airmen under the Early Release Program. The increase of 7% for the Air Refueling Squadron was due to the completion of OJT, reclassification and up-grading of personnel.

Principle shortages of airmen existed in the "K" Series Systems, Intricate Equipment and KC-97 maintenance career fields. Shortages in the "K" Series Systems was very critical with only 61 personnel assigned against an authorized allowance of 105. Of the 61 assigned, 49 were at the three level, against an allowance of six at this level which was indicative of the shortages which existed in the higher level skilled personnel. No relief was expected in this field until the early part of 1954. In the Gun-Laying System there are only 49 airmen assigned against an allowance of 61. There is also a need for a higher skilled level of personnel in this career field. In the Intricate Equipment career field, shortages were being made up through OJT of airmen in surplus fields. Shortages of KC-97 maintenance personnel were being made up by means of OJT

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of 43131B's, 43132's and 43152B's.

The comparable strength figures for the month of September were as follows:

	Officers	Airmen
Strength, 1 September 1953	353	1822
A/I Transfers	8	8
O/S Transfers	0	1
Separations	9	80
Total Losses	17	89
Total Gains	20	79
Strength, 30 September 1953	356	1809

SURPLUS PERSONNEL

Disposition of surplus personnel continued through the month of September. As of 1 September, 308 airmen were assigned to this Wing with surplus AFSC's. This figure, by the end of September, was reduced to 250. This reduction was accomplished through reclassification action and the completion of OJT of surplus airmen. In addition, a substantial number of airmen were discharged under the Early Release Program.

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CHAPTER III

Materiel

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320TH BOMBARDMENT WING (M) MATERIEL PICTURE

During the month of September, 13 additional YRB-47s were assigned to this Wing from Tucson, Arizona and Tulsa, Oklahoma. At the end of the month a total of 38 YRB-47s had been assigned to this Wing.[9] Further assignments were made to the squadrons as follows:

1.	441st Bombardment Squadron	12 YRB-47s
2.	442nd Bombardment Squadron	14 YRB-47s
3.	443rd Bombardment Squadron	12 YRB-47s
	Total	38 YRB-47s

As of 30 September, ten complete sets of conventional bomb racks, bomb-bay doors, ect., necessary for the conversion of YRB-47s from reconnassiance to bombardment configuration, were on hand. Incomplete kits were also on hand for 23 additional aircraft and information had been received that full equipment for 45 aircraft had been shipped from the modification centers.

During the month of September, two YRB-47 aircraft were selected for the modification to the bombing configuration. This project proved less difficult than had been expected. The aircraft selected were to be groomed for the forthcoming bombing competition at Roswell AFB, New Mexico during the week of 25-31 October. A technical representative from Boeing Aircraft Company, assigned to this Wing, was placed in charge of this project.

9. Information for this report taken from the Historical Report, Director of Materiel - September 1953.

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Complete records were maintained relative to the manhours consumed in this project. Approximately 90 manhours, over a period of six days was expended in the conversion of the first YRB-47. The second aircraft was converted in the same number of manhours; however, total elasped time was only three days. As more aircraft are converted it is estimated that the total time will be reduced to two and a half days per aircraft.

The conversion of aircraft from reconnassiance to bombardment configuration posed a serious problem in the storage of camera pods, photo control panels, etc., which must be stored with the alternate conventional bomb racks, flyaway boxes, ATO side panels and other 263 property. After a study was completed by the Base Director of Materiel, it was decided that building #2544 would be used for the storage of this equipment.

During the month of September, each unit of his Wing received a new UPREAL. Receipt of this document imposed a tremendous additional work load on supply personnel in that UAL inventories were being conducted and preparations were being made for the submission of UAL change request during October.

320TH A&E MAINTENANCE SQUADRON

The Camera Section of this squadron formed two additional shifts during September[10/] to make possible a more efficient usage of available

10. Information taken from Historical Report, 320th A&E Maintenance Squadron - September 1953.

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manpower. These shifts were from 1600 to 2400 hours and 2400 to 0800 hours. It was expected that the use of the two additional shifts would bring about a more effective utilization of manpower and at the same time eliminate an excessive amount of "overtime".

The Camera Flight Line Section strength increased from 38 to 44 personnel. These men are still physically located in the Field Maintenance shops, although a plan was underway to receive space for this section on the flight line. If successful, this plan should increase the potential use of the section considerably.

Sixty-one maintenance personnel were assigned to the "K" System unit of this squadron. During the month of September, the section expended a total of 697 hours of "overtime".

320TH PERIODIC MAINTENANCE SQUADRON

The maintenance section of this squadron completed 12 acceptance checks and three periodic inspections on YRB-47 aircraft. Eight periodic inspections were completed on KC-97 aircraft.[11]

Since the YRB-47s are new to this Wing, there were not enough periodic type inspections needed to keep the men busy during the month. In view of this, a technical order compliance team was formed from the maintenance personnel which completed 125 technical order compliances on the YRB-47 aircraft during the remainder of the month.

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11. Information taken from Historical Report, 320th Periodic Maintenance Squadron - September 1953.

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320TH FIELD MAINTENANCE SQUADRON

As the strength of the 320th Bombardment Wing (M) approached the authorized allowance of YRB-47 aircraft, the work load for the Field Maintenance Squadron increased also.[12] The work load for the organization was as follows:

The Instrument Section completed 198 work orders and six work orders from repairable supply. The lack of test equipment and power to the building which this section is located hampered the effectiveness of this section. Trouble was encountered with the jet EGI tester which was constantly breaking down. This section had only two of these units, one of which was always at Norton Air Force Base for repair of the heat probe leads.

The Power Branch Section worked under hardship conditions due to the shortage of J-47 engine build-up stands which were on order but were not due to arrive until sometime in November. The stands, part number 822-778500, which this organization used during September was the property of the 22nd Field Maintenance Squadron, the use of which placed an additional hardship on that unit.

The Airframe Repair Section completed 27 special work orders, expanding a total of 1,336.5 manhours. Most of these work orders were to repair fuel leaks encountered in the YRB-47 aircraft. Improper torque valves, access plate bolts, inter-connect bolts, spider bolts,

12. Information taken from 320th Field Maintenance Squadron Historical Report- September 1953.

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float valve connections, bent or warped spiders and bolts, separation, and activation are the main cause of fuel leaks. A team of fuel specialists have been assigned to overcome this problem. A new spider will replace the ones presently in use which should eliminate a great deal of these fuel leaks.

During the month of September a member of this unit turned in a work improvement method which is inclosed in the exhibit section of this report.[13]

The supply section of this squadron received the new Unit Property Equipment Authorization List (UPREAL).[14] Implementation of the new UPREAL was started at once in following the necessary changes in the Equipment Component Lists (ECL's). All transfers from the old UPREAL were accomplished by 30 September and it was anticipated that the requisitioning of all authorized items required, but not on hand, will be completed by October.

Approximately 94% of the B-29 tools and equipment have been turned into Base Supply. The remaining six percent will be turned in during October, thus closing out the entire B-29 UPREAL.

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13. Job Improvement method, 320th Field Maintenance Squadron--TAB"E"
14. Information this report taken from Historical Report, 320th Field Maintenance Squadron

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CHAPTER IV

Operations and Training

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SPECIAL WEAPONS FUNCTIONS

The Special Weapons function followed a routine pattern of activity throughout the month of September.[15] Training presented to crews consisted of refresher training for combat crews, refresher training for A&E Maintenance Squadron post loading personnel and loading training for the loading supervisors.

Combat crew training was hindered by the fact that all available crews were assigned heavy flying schedules during the month. Loading training was also seriously affected by the lack of YRB-47 aircraft modified to the bombing configuration. The loading training presented to the crews was accomplished by the use of the 22nd Bombardment Wing's aircraft when available.

The A&E Maintenance Squadron was still critically short of test equipment necessary to perform their Atomic mission. In fact the only item of test equipment on hand was one T-21 tester. The Special Weapons Section turned in, as directed by higher headquarters, one MK VI Training Weapon to Base Supply for shipment to another base, this increased the existing shortage of training equipment. These shortages did not seriously hamper training since the 22nd Bombardment Wing had enough equipment on hand to support the training requirements of both Wings.

The instructors of the Special Weapons section of this Wing continued to carry the greater share of the training load in the composite special

15. Information for this report taken from Historical Report, Special Weapons Officer, this Wing.

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weapons school since the 22nd Bombardment Wing had only one instructor assigned. Two officers of this section attended a one week refresher course at Sandia Base, New Mexico.

As the month ended, 109 Bomb Commanders and 10 Weaponeers were assigned within this Wing. Of the 1244's assigned, only 11 were not Bomb Commanders and a quota of four of these, were scheduled to attend Bomb Commander's School in the near future.

Training accomplishment during the month of September was as follows:

Combat crew training	88 hours
AAE Maint Squadron	208 hours
Total	296 hours

SAC ANNUAL BOMBING AND NAVIGATION COMPETITION

A bombing and navigation competition is scheduled to be held from 25 to 31 October 1953 at Walker AFB, Roswell, New Mexico, under the direction of Hq SAC. Purpose of this contest is to determine the capability of crews in bombing and navigation. The 441st and 443rd Bombardment Squadrons will represent this Wing in this event. A more detailed report of this subject will be made in the October History.

WING ABC SECTION

The joint Bombardment Wing ABC Section continued with its various training functions through September.[16] This training was given to personnel of this Wing as well as the 22nd Bombardment Wing.

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16. Information this report taken from ABC NCO, 320th Bombardment Wing.

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Training given to personnel of both Wings was as follows:

Phase I. Individual Indoctrination Training. Squadron ABC personnel are held responsible for this type training. Eight percent of Phase I requirements were accomplished.

Phase II. Squadron ABC Instructors Course. (55 hours) The fifth and final course was completed 4 September, bringing the Wing total to 97% of the required figure. This is a very impressive total since the maximum amount of training in this phase was less than 20% at the beginning of the month.

Phase III. A Fourteen Hour TR&CC Course. This course is not being presented since the unit is not combat ready as required for this type training.

AIR CREW TRAINING SECTION

On 1 September, a conference was held by the Director of Operations with the Chief of Air Crew Training. Due to the shortage of staff personnel within the tactical squadrons, it was decided that a composite operation section for all squadrons would be established. The Chief of Air Crew Training was a pointed as the Operations Officer of this Unit. The Unit was physically located in the 442nd Bombardment Squadron Operations where all mission planning and other activities were conducted.

All flying personnel were given to the unit for operational duties. As staff personnel returned from CCTS they were given instructions on the

17. Information this report taken from Historical Report, Director of Operations, 320th Bombardment Wing (M)

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operational procedures of this unit. As the month ended, this unit accomplished 865:00 hours YRB-47 flying time against a quota of 500:00 hours.

320TH BOMBARDMENT WING T-12A REPORT

As the month of September ended,[18] 31 crews had graduated from Air Training Command (CCTS) and were present for duty. This was nine more crews than had been orginally projected due to the cancellation of Phase III, CCTS training with Air Training Command. Of this total, 18 crews completed Field Check Missions while 14 crews were engaged in Phase I training under SAC Regulation 50-43.

This Wing originally programmed 24 crews to complete Phase III CCTS by Air Training Command, however, only four crews completed this phase of training. Upon the cancellation of this type training by Air Training Command, 20 crews still had not received this training. As a result, Wing must provide 1300 additional flying hours to cover phase III training and bring these crews up to a combat ready status. This has effected the Wing planning to the extent that the projected date for 32 combat ready crews has been changed from 25 January to 20 February 1954.

WING REGULATION 50-2

Wing Regulation 50-2, dated 30 September 1953,[19] titled "Establishment of an Air Refueling Board and Refueling Officer", was published to provide for the appointment of an Wing Air Refueling Board and the appointment of one officer of the Refueling Squadron to the Tactical squadrons for the

18. Information taken from T-12A Report, September 1953, Classified Section, 320th Bombardment Wing Headquarters.
19. Wing Regulation 50-2, dated 30 September 1953----------TAB"E"

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purpose of coordinating the activities of the tactical squadrons and the Air Refueling Squadron in order to overcome various difficulties encountered or present them to the board for action.

WING REGULATION 55-26

Wing Regulation 55-26, dated 28 September 1953[20], titled "Operational Training Mission Symbols", was published to specify mission symbols to be used regarding the accomplishment of required operational training missions. This regulation pertained to the tactical squadrons only.

WING REGULATION 55-25

Wing Regulation 55-25, dated 23 September 1953[21], titled, "Daily Flying Activities Briefing for Wing and Division Commanders", was published to provide a standard system for the Wing Commander and 12th Air Division Commander to exercise maximum control in mission planning, scheduling and participation in flying activities. This information is provided to the Wing Commander by a briefing of the following day's activities by key personnel of the Wing and squadrons which in turn is presented to the Division Commander by the Wing Commander.

320TH AIR REFUELING SQUADRON OPERATIONS

During the month of September[22], this unit flew a total of 809:40 hours, KC-97 time, against an assignment of 800:00 hours. This flying time was devoted to proficiency of pilots, navigators and other crew members.

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20. Wing Regulation 55-26, dated 28 September 1953----------TAB"F"
21. Wing Regulation 55-25, dated 23 September 1953----------TAB"G"
22. Information this Report taken from Historical Report, 320th Air Refueling Squadron.

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Air Refueling missions were flown for the first time with 320th Bombardment Wing while additional missions were flown with the 303rd Bombardment Wing from Davis-Monthan AFB, Arizona.

Combat crews for this squadron consisted of 16 "T" crews and four "M" crews. It was anticipated that two additional "M" crews will become combat ready shortly after 1 October 1953. All crews have been briefed on the assignment in the Emergency War Plan in accordance with Wing policy.

441ST BOMBARDMENT SQUADRON OPERATIONS

During the month of September[23] this squadron took part in the combined effort of the 320th Composite Operation Section. Total flying time for this squadron was 320:20 hours.

442ND BOMBARDMENT SQUADRON OPERATIONS

Flying time for the month of September[24] consisted principally of field checks, 50-43 training missions and pilot proficiency time. One crew of this squadron entered into Phase II of 50-43 training. As the month ended six crews of this squadron were in combat training. Total flying time for this squadron was 195:25 hours or an average of 19.1 per aircraft assigned.

443RD BOMBARDMENT SQUADRON OPERATIONS

During the month of September[25] this squadron flew a total of 349:05 hours YRB-47 time against an assigned time of 235:00 hours.

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23. Information for this report taken from Historical Report, 441st Bombardment Squadron
24. Information for this report taken from Historical Report, 442nd Bombardment Squadron
25. Information for this report taken from Historical Report, 443rd Bombardment Squadron

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APPENDIX

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EXHIBIT SECTION

	TAB
ANALYSIS, LEADERSHIP AND MORALE FOR SEPTEMBER 1953	"A"
LEADERSHIP, EFFECTIVENESS AND MORALE RATING SYSTEM	"B"
MONTHLY ANALYSIS REPORT(ROS:15-02) SEPTEMBER 1953	"C"
JOB IMPROVEMENT METHOD, 320TH FIELD MAINTENANCE SQUADRON	"D"
WING REGULATION 50-2,DATED 30 SEPTEMBER 1953	"E"
WING REGULATION 55-26,DATED 28 SEPTEMBER 1953	"F"
WING REGULATION 55-25, DATED 23 SEPTEMBER 1953	"G"
320TH BOMBARDMENT WING (M) KEY PERSONNEL LIST	"H"
COMBAT READY CHART-320TH BOMBARDMENT WING (M)	"I"
FLYING TRAINING ACCOMPLISHMENT	"J"
B-47 COTS TRAINING, 441ST BOMBARDMENT SQUADRON	"K"
B-47 COTS TRAINING, 442ND BOMBARDMENT SQUADRON	"L"
B-47 COTS TRAINING, 443RD BOMBARDMENT SQUADRON	"M"

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ANALYSIS, LEADERSHIP AND MORALE FOR SEPTEMBER 1953

EXHIBIT "A"

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A

OFFICE OF THE COMPTROLLER
HEADQUARTERS 320TH BOMBARDMENT WING (M)
March Air Force Base
California

320 AAC 14 October 1953

SUBJECT: Analysis of the Unit Leadership Effectiveness and Morale Ratings

TO: Commander
320th Bombardment Wing (M)
March Air Force Base
California

I. General

An analysis covering a three month period, July, August and September has been prepared by this office. The figures have been compiled and recorded under the provisions of 12th Air Division letter Subject: "Unit Leadership and Morale Rating" dated 1 February 1953. Ratings are based on a maximum of 800 points. September ratings are also based on a one month and a combination of July-August-September which is a three month moving average. The scores and based on a percentage of maximum points obtainable.

II. Analysis

WING HEADQUARTERS

The scores and standings for the one and three month period are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
July	72.7	78.3	30	27	9	9
August	85.7	79.9	25	26	8	8
September	87.7	82.1	16	26	6	8

441ST BOMBARDMENT SQUADRON (M)

The scores and standings fer the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
July	100.0	93.7	3	4	1	2
August	97.4	96.4	9	6	2	2
September	80.1	92.5	26	8	8	2

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

442D BOMBARDMENT SQUADRON (M)

The Scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
July	98.0	91.1	6	6	2	3
August	91.3	94.3	15	7	4	3
September	75.3	88.2	29	17	9	5

443D BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
July	73.5	78.4	28	26	7	8
August	89.9	82.7	17	20	6	5
September	96.7	86.7	5	19	2	6

320th AIR REFUELING SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
July	73.4	79.6	29	24	8	7
August	93.3	79.7	12	27	3	9
September	81.0	81.9	25	27	7	9

320TH ARMAMENT AND ELECTRONICS MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
July	91.5	87.3	14	11	5	4
August	74.1	82.1	30	21	9	6
September	92.4	85.3	9	22	4	7

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

320TH FIELD MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
July	97.8	95.5	7	2	3	1
August	100.0	98.7	1	2	1	1
September	93.0	96.9	8	2	3	1

320TH PERIODIC MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
July	95.1	86.6	9	14	4	5
August	90.3	91.7	16	11	5	4
September	90.1	91.8	12	10	5	3

320TH MEDICAL GROUP

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
July	89.1	81.4	17	22	6	6
August	86.1	81.4	24	22	7	7
September	100.0	91.4	2	13	1	4

III. Comments

The Wing one month overall average amounted to 87.9% for July, 89.7% for August and 88.5% for September. The Wing overall three month average which has been showing a steady increase amounted to 85.7% for July, 87.4% for August and 88.5% for September. Discrepancies are caused primarily by AWOL's and Delinquent MPC's.

There were 32 squadrons competing in the three month period.

JAMES R. IRISH
Lt. Col., USAF
Comptroller

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LEADERSHIP, EFFECTIVENESS AND ADJECTIVE RATING SYSTEM

EXHIBIT "B"

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B.

LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM

AWARD SHEET FOR SEPTEMBER 1953

12th AD Assigned Units	% of Possible Score	12th AD Tenants	
First Place - 320th Field Maint	96.96	3933d RBS Sq	99.32
Second Place - 2d Bomb Sq	96.04		
Third Place - 22d Air Rflg Sq	93.22		
Greatest Improvement Hq Sq 22d Bomb Wg	30.81 percentage points improved.		

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM	Page 1	1 HqSq Sec 807th ABGp		2 320th Med Group		3 3933d RBS Squadron		4 22d A&E Squadron		5 443d Bomb Sq		6 March Flt Svs		7 Hq Sq 22d Bomb Wg		8 320th Fld Maint Sq		9 320th A&E Sq	
CATEGORY	PFD Str	432		106		48		293		182		62		166		356		318	
Part I Disciplinary Offenses	PtsAltd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60		60		60		60		60		60		60		60	2	30		60
b. WOL	130	1	130		130		130	1	110.5		130		130		130		130		130
c. Serious Incidents	90		90		90		90		90		90		90		90		90		90
d. Drunk and/or Disorderly	60		60		60		60		60		60		60		60		60		60
e. Uniform Violations	20		20		20		20		20		20		20		20		20		20
Part II Ground Safety																			
a. Minor Accidents (Other)	20		20		20		20	1	20	2	6		20		20	4	6	2	14
b. Major Accidents (Other)	50		50		50		50		50		50		50		50		50		50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50		50		50		50		50		50		50		50	1	50	3	25
b. Driving Drunk	90		90		90		90		90		90		90		90		90		90
c. Major Accidents Vehicle	50		50		50		50		50		50		50		50		50		50
d. Minor Accidents Vehicle	20	1	20		20		20		20		20		20		20	2	8		20
Part IV Reenlistments		D	R	NR	D	R	NR	D	R	NR	D	R	NR	D	R	NR	D	R	NR	D	R	NR	D	R	NR	D	R	NR
a. Regular	150																											
Part V NCO Mess		E	M		E	M		E	M		E	M		E	M		E	M		E	M		E	M	
a. Members NCO Mess	30	112	112	30	13	13	30	14	14	30	59	59	30	23	23	30	24	12	0	64	56	0	63	63	30	65	65	30
Part VI Administration																												
a. Delinquent MPO's	60		60		60		60		60	1	48		NR	1	48		60	4	30
b. Morning Report Errors	70		70		70		NR		70		70		NR		70	1	70	1	70
% of Max Score (3 Mo. Avg.)		89.43		91.41		99.32		88.02		86.71		94.03		83.19		96.96		85.31	
TOTAL POSSIBLE SCORE SEPT		800		800		730		800		800		670		800		800		800	
SCORE ERND SEPT		800		800		730		780.5		774		640		756		744		739	
% OF MAX SCORE SEPT		100.00		100.00		100.00		97.56		96.75		95.52		94.75		93.00		92.38	

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM	Page 2	10		11		12		13		14		15		16		17		18	
		33d Bomb Sq		807th Air Police Sq		320th Fdo Maint Sq		22d Med Gp		523d Band		2d Bomb Sq		Hq Sq 320th Bomb Wg		9th Wea Sq		19th Bomb Sq	
CATEGORY	PFD Str	184		450		206		297		35		183		161		58		182	
Part I Disciplinary Offenses	Pts Altd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60		60		60		60	1	54		60	1	30		60		60		60
b. AWOL	130		130	1	130		130		130		130		130		130		130		130
c. Serious Incidents	90		90		90		90		90	1	50		90	1	50		90		90
d. Drunk and/or Disorderly	60		60		60		60	2	30		60		60		60		60	1	42
e. Uniform Violations	20		20		20	1	14		20		20		20		20		20		20
Part II Ground Safety																			
a. Minor Accidents (Other)	20	2	8	3	14	2	8		20		20	4	0		20		20	1	16
b. Major Accidents (Other)	50		50		50		50		50		50		50		50		50	1	33
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	1	40		50		50	2	35		50	1	40	1	40		50	1	40
b. Driving Drunk	90		90		90		90		90		90		90		90		90		90
c. Major Accidents Vehicle	50		50		50		50		50		50		50		50		50		50
d. Minor Accidents Vehicle	20	1	8		20		20		20		20		20		20		20		20
Part IV Reenlistments		D R	NR	D R	NR	D R	NR	D R	NR	D R	NR	D R	NR	D R	NR	D R	NR	D R	NR
a. Regular	150																		
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	26 20	0	79 70	0	35 35	30	50 43	0	6 6	30	36 36	30	70 56	0	10 3	0	33 33	30
Part VI Administration																			
a. Delinquent MPO's	60		60	7	24	7	6		60	1	6		60	1	42	9	0	5	6
b. Morning Report Errors	70		70		70	1	63		70		70	2	35		70		NR		70
% of Max Score (3 Mo. Avg.)		92.17		91.25		91.83		93.00		94.21		96.04		82.03		83.11		86.13	
TOTAL POSSIBLE SCORE SEPT		800		800		800		800		800		800		800		730		805	
SCORE EARNED SEPT		736		728		721		719		706		705		702		640		697	
% OF MAX SCORE SEPT		92.00		91.00		90.13		89.88		88.25		88.13		87.75		87.67		87.13	

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM	Page 3	19 1907-7th AACS Det		20 807th Mtr Veh Sq		21 22d Air Rflg Sq		22 510th Avia Sq		23 22d Pdc Maint Sq		2_ 807th Opr Sq		25 320th Air Rflg Sq		26 441st Bomb Sq		27 22d Flt Maint Sq	
CATEGORY	PFD Str	185		230		312		47		193		535		324		171		351	
Part I Disciplinary Offenses	Pts Altd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60		60	1	54		60	1	0	1	30	2	54		60		60	1	60
b. AWOL	130		130		130		130		130		130	2	97.5	2	58.5	1	71.5	1	110.5
c. Serious Incidents	90		90	1	50		90		90		90		90		90	1	50		90
d. Drunk and/or Disorderly	60	1	42	2	18	2	36		60	2	18	2	54	2	36		60	1	60
e. Uniform Violations	20		20		20	1	18		20		20		20	1	18		20		20
Part II Ground Safety																			
a. Minor Accidents (Other)	20		20	2	10	2	14		20	1	16	2	20		20	2	6	10	0
b. Major Accidents (Other)	50		50		50		50		50		50	1	33	1	33	1	33	1	33
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50		50	2	25	1	50		50		50	2	50		50		50		50
b. Driving Drunk	90		90		90		90	1	0	1	27	1	90		90		90		90
c. Major Accidents Vehicle	50		50		50		50		50		50		50		50		50		50
d. Minor Accidents Vehicle	20		20		20		20		20		20		20		20		20		20
Part IV Reenlistments		D R		D R		D R		D R		D R		L R		D R		D R		D R	
a. Regular	150		NR		NR	1 0	15		NR		NR		NR	1 1	150		NR	1 0	15
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	53 50	12	58 58	30	106 106	30	15 15	30	42 42	30	176 118	0	91 80	0	28 25	0	67 67	30
Part VI Administration																			
a. Delinquent MPO's	60	8	0		60	1	60		60	1	48	26	0	5	24		60	1	60
b. Morning Report Errors	70		NR	1	63		70		70		70	2	70		70		70		70
% of Max Score (3 Mo. Avg.)		85.88		91.50		93.22		90.58		91.50		80.65		81.93		92.45		84.57	
TOTAL POSSIBLE SCORE SEPT		730		800		950		800		800		800		950		855		950	
SCORE EARNED SEPT		634		670		783		650		649		648.5		778.25		641.5		753.5	
% OF MAX SCORE SEPT		86.85		83.75		82.42		81.25		81.13		81.06		81.92		77.76		79.84	

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KODAK SAFETY FILM

UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM	Page 4	28 42d Air Rescue Sq		29 442d Bomb Sq		30 807th Instl Sq		31 807th Food Sv Sq		32 807th Sup Sq	
CATEGORY	PFD Str	114		159		238		495		424	
Part I Disciplinary Offenses	Pts Alld	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	1	24	1	30	2	24		60	4	18
b. AWOL	130		130	1	58.5	1	84.5	9	19.5	3	45.5
c. Serious Incidents	90		90		90	2	20	2	20		90
d. Drunk and/or Disorderly	60	1	18		60	1	54	7	12	4	18
e. Uniform Violations	20	1	8		20	1	16	1	20		20
Part II Ground Safety											
a. Minor Accidents (Other)	20		20	1	14		20	7	6	6	6
b. Major Accidents (Other)	50		50		50	1	33	1	33		50
Part III Veh Accident Prevention											
a. Moving Traffic Violations	50		50		50	1	50	1	50		50
b. Driving Drunk	90		90		90		90	2	63	2	45
c. Major Accidents Vehicle	50		50		50		50		50		50
d. Minor Accidents Vehicle	20		20		20		20	1	20		20
Part IV Reenlistments		D R	NR	D R	NR	D R	NR	D R	NR	D R	NR
a. Regular	150										
Part V NCO Mess		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	41 24	0	21 18	0	47 47	30	87 87	30	143 140	24
Part VI Administration											
a. Delinquent MPO's	60	4	0	8	0	4	24		60	13	6
b. Morning Report Errors	70		NR		70	2	42		70		70
% of Max Score (3 Mo. Avg.)		75.68		88.19		74.65		68.94		74.61	
TOTAL POSSIBLE SCORE SEPT		730		800		800		800		800	
SCORE ERND SEPT		550		602.5		557.5		513.5		512.5	
% OF MAX SCORE SEPT		75.34		75.31		69.69		64.19		64.06	

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MONTHLY ANALYSIS REPORT (RCS: 15-U2) SEPTEMBER 1953

EXHIBIT "G"

[redacted]

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SECRET

SECURITY INFORMATION
CLASS: SECRET
AUTH: CO 320BW
DATE: 14 OCT 1953
INITS: Fish

320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

320 AAC 14 October 1953

SUBJECT: Monthly Analysis for September 1953 (RCS: 15-U2)

TO: Commander
Fifteenth Air Force
March Air Force Base
California
Attention: COMA

SECTION I

FORECAST OF SAC MANAGEMENT CONTROL SYSTEM SCORES

Personnel	Max Score	Wing % Max Score Sept	Wing Score Sept	SAC MBW Avg Score August
1. Manning in Req Spec				
a. Officers	25	50	12.5	15.0
b. Airmen	45	10	4.5	21.8
2. Formation of Crews	20	100	20.0	20.0
3. AWOL Rate	30	100	30.0	26.3
4. Ground Safety	25	75	18.8	17.4
5. Reenlistment Rate	40	80	32.0	17.5
6. Personnel Records	15	100	15.0	12.9
7. MTD Utilization	20	100	20.0	16.6
TOTAL	220	69.5%	152.8	139.9
Materiel				
1. Sorties Del as % of Required	60	90.4	54.2	50.2
2. Reports of Survey	40	70.0	28.0	31.4
3. Flyaway Kits	40	80.0	36.0	33.5
TOTAL	140	84.4%	118.2	115.3
USCM & Flying Safety				
1. USCM	80	NR	NR	44.5
2. Flying Safety	40	12.0	12.0	33.2
TOTAL	120	30.0%	12.0	70.8

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Subject: Monthly Analysis for September 1953

Operations	Max Score	Wing % Max Score Sept	Wing Score Sept	SAC MBW Avg Score August
1. Training Minimums				
a. Bombardment	150	NR	NR	33.7
b. Tanker	50	NR	NR	25.7
2. RBS Radar Bomb Acc	40	NR	NR	40.0
3. RBS Visual Bomb Acc	25	NR	NR	21.2
4. Night Cel Nav Prof	20	100%	20.0	20.0
5. ECM Proficiency	40	NR	NR	36.8
6. Cruise Control Prof	15	100%	15.0	15.0
7. Camera Gunnery Prof	NA	NA	NA	NA
8. Air Refueling Prof				
a. Wet Pockups	20	50%	10.0	16.0
b. Radar Rendezvous	20	40%	8.0	15.8
9. Scored Crews				
a. Bombardment	40	NR	NR	34.8
b. Tanker	10	NR	NR	8.0
10. Combat Ready Crews				
a. Bombardment	40	5%	2.0	11.6
b. Tanker	10	70%	7.0	5.1
11. Physical Conditioning	20	NR	NR	5.5
	500	50%	63.0	281.3

SECTION II

1. Grand Total (Max Score 525)(346.0 points earned)

a. The Wing scored a total of 346.0 points (65.9%) of a possible 525 points. Of the total points lost, 37.5% (67.2 points) were due to the Personnel Category, 34.6% (62.0 points) due to Operations, 15.6% (28.0 points) due to flying Safety, and 12.2% (21.8 points) due to Materiel.

b. The loss of points in the Personnel Category is due primarily to Manning in Required Specialties, both Officers and Airmen. Airmens Manning lost 40.5 points, 60.3% of the total points lost in this category. Officers manning lost 12.5 points, which is 18.6% of the total lost.

c. The loss of points in the Materiel Category is due to Reports of Survey which lost 12.0 points 55.0% of the total lost in this category. The percent of Sorties delivered as against required increased from 85.07% to 97.59% netting the Wing 30.0 points over last months score in this item.

d. The Wing lost 28.0 points (15.6%) of the total points lost in the Flying Safety Category.

e. Operations category lost 62.0 points (34.6%) of the total points lost. This is primarily due to the loss of points in the Bombardment Combat Ready Crew category in which the Wing lost 38.0 points representing 61.3% of

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Subject: Monthly Analysis for September 1953

e (Cont'd)

the points lost in the Operations Category and 21.2% of the total points lost in the Wing. This item will remain low until the Wing declares 31 B-47 Crews Combat Ready at which time the Wing will receive 10% of the score or 4.0 points.

PERSONNEL

1. Manning in Required Specialities

a. Officers (Max Score 25)(12.5 points earned)

(1) The status of officer manning as of 30 September 1953 was as follows:

No. Officers Required	- 381
No. Officers Assigned	- 355
No. Officers "IRS"	- 255
Percent "IRS"	- 86.8%
Score	- 12.5

(2) Principal shortages continue to exist in the Intelligence, Photo-Rad r Supply and Personnel Career fields. Increase in the percentage of officers "IRS" is expected to continue along slowly for the coming month.

b. Airmen (Max Score 45)(4.5 points earned)

(1) The status of airmen manning as of 30 September 1953 was as follows:

No. Airmen Required	- 1670
No. Airmen Assigned	- 1785
No. Airmen "IRS"	- 1053
Percent "IRS"	- 63.0%
Score	- 4.5

(2) Although the Wing has 63.0% properly manned particular attention should be drawn to the "K" Systems Career Field. Of 105 airmen authorized, 61 (58.1%) are assigned of which 17 (16.2%) are assigned in required specialities. This problem area will become more evident with the return of additional combat crews from CCTS, at which time the Wing's monthly flying requirements will increase. Although every means available is being employed locally to increase the proficiency and up-grade personnel it is felt that the rate of improvement will be extremely slow until additional higher skill level can be obtained from higher headquarters. The shortage of "K" Systems personnel has directly effected the in-commission rate of the Wing

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Subject: Monthly Analysis for September 1953

2. Formation of Crews (Max Score 20)(20.0 points earned)

a. The fifty (50) B-47 crews and the twenty (20) KC-97 crews assigned to the 320th Bombardment Wing represent the maximum number of crews that could be formed from present resources.

b. The B-47 crews experienced zero (0) crew changes during the month of September. Air Refueling crews experienced thirteen (13) crew changes during the month of September for the following reasons. Three (3) changes were due to discharges, four (4) changes to compile a better qualified Standboard Crew, five (5) to maintain more effective combat ready crews and one (1) due to PCA.

3. AWOL Rate (Max Score 30)(30.0 points earned)

a. The comparative scoring for the calendar quarters ending 31 August and 30 September 1953 are as follows:

	31 August	30 September
Cumulative No. AWOL's	4	6
AWOL Rate (Cumulative)	.81	1.1
Score	30.0	30.0

b. The Wing experienced zero (0) AWOL's in July, two (2) in August and four (4) in September.

4. Ground Safety (Max Score 25)(18.8 points earned)

a. The comparative scoring for the calendar quarters ending 31 August and 30 September 1953 are as follows:

	31 August	30 September
Accident Cost Index (Cumulative)	5.90	10.74
Ground Safety Index (Cumulative)	3.95	3.75
Percent of Max Score	80%	75%
Score	20.0	18.8

5. Reenlistment Rate (Max Score 40)(32.0 points earned)

a. The comparative scoring for the calendar quarters ending 31 August and 30 September 1953 are as follows:

	31 August	30 September
Termination Eligible to Reenlist	6	5
Number of Reenlistments	3	3
Reenlistment Rate	50.0%	60.0%
Percent of Max Score	60%	80%
Score	24.0	32.0

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Subject: Monthly Analysis for September 1953 SECURITY INFORMATION

6. Personnel Records (Max Score 15)(15.0 points earned)

a. The percent completeness of Officers and Airmens Personnel Records for the months of August and September are as follows:

	August	September
Percent Complete Officers Records	99.96%	100.0%
Percent Complete Airmens Records	99.97%	100.0%
Percent Max Score	100.0%	100.0%
Score	15.0	15.0

7. Mobile Training Detachment Utilization (Max Score 20)(20.0 points earned)

a. To obtain maximum score for this category the Wing is required to have a three month average manhour utilization of 4,500 manhours for B-47 MTD and 3,000 manhours for KC-97 MTD.

b. The Wing manhour utilization of MTD (B-47 and KC-97) for the months of July, August and September 1953 were as follows:

	July	August	September	3 mo. Avg.
B-47 MTD	7,551	8,073	7,794	7,806
KC-97 MTD	3,144	4,555	1,308	3,002

MATERIEL

1. Sorties Delivered as a Percent of Required (Max Score 60)(54.2 pts earned)

a. The Wing had 186 B-47 sorties and 105 KC-97 sorties required for the month of September 1953. Maintenance delivered 179 B-47 sorties and 105 KC-97 sorties during the month of September 1953.

b. Computation is as follows:

$$\frac{\text{Sorties Required - B-47 - 186 / KC-97 / 105 = 291}}{\text{Sorties Delivered - B-47 - 179 / KC-97 - 105 = 284}} = 97.59$$

c. Since this is 2.41% below 100% this is a reduction of 9.64% from maximum score, and the score is 90.36% or 54.2 points.

2. Reports of Survey (Max Score 40)(28.0 points earned)

a. Computation covers the three month period ending 30 September 1953:

	# of Surveys	Dollar Cost
July	3	$318.78
August	1	119.33
September	1	163.13
TOTAL	5	$601.24

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Subject: Monthly Analysis for September 1953

2. Reports of Survey (Cont'd)

a. Average dollars per survey - $120.25

Organization Population

	Military EOM Asgd Strength	Civilian EOM Asgd Strength
July	1927	3
August	2177	3
September	2166	3
TOTAL	6270	9

Organization Population - 6279

Reports of Survey per 1000 population $\frac{5}{6279} \times 1000 = .79$

b. An average cost of $120.25 per survey and the average of .79 surveys per 1000 population nets the Wing 70% of the score in this category or 28.0 points.

3. Flyaway Kits (Max Score 40)(36.0 points earned)

a. The percent completeness of KC-97 Flyaway Kits as of 30 September 1953 is 94.0% which nets the Wing 80% of maximum score or 36.0 points.

UNIT SIMULATED COMBAT MISSION AND FLYING SAFETY

1. Unit Simulated Combat Mission (Max Score 80)(Not Rated)

a. This item will remain not rated until the Wing flys a Simulated Combat Mission.

2. Flying Safety (Max Score 40)(12.0 points earned)

a. During the month of September the Wing experienced zero (0) accidents which help reduce the rate to 49.0, which nets the Wing 30% of maximum score or 12.0 points.

OPERATIONS

The Wing has an Operational Readiness Index of zero (0) as of 30 September 1953. As of 30 September 1953 the Wing had 50 non-combat ready B-47 crews assigned, thirty-one (31) of which are available at the station. Nineteen (19) crews are TDY to B-47 CCTS. Those items of the SAC Management Control System pertaining to B-47 crews will not be rated due to the fact that the Wing is still undergoing transition training under the provisions of SAC. Regulation 50-43.

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Subject: Monthly Analysis for September 1953

The Air Refueling Squadron will be rated in only those items that pertain to tanker crews. The Air Refueling Squadron had a total of 21 aircraft assigned as of 30 September 1953. Total flying time was 809:40 hours for an average of 38.3 hours per aircraft and 40.3 hours per crew.

1. Training Minimums (Max Score 200)(Not Rated)

2. RBS Radar Bombing Accuracy (Max Score 40)(Not Rated)

3. RBS Visual Bombing Accuracy (Max Score 25)(Not Rated)

4. Night Celestial Navigation Proficiency (Max Score 20)(20.0 points earned)

a. Computation covers one month (September) period for the Air Refueling Squadron only:

	320th ARS
Number of Missions	9
CEM	7.9
Percent of Score	100%
Points	20.0

5. ECM Proficiency (Max Score 40)(Not Rated)

6. Cruise Control Proficiency (Max Score 15)(15.0 points earned)

a. Computation covers one month (September) period for the Air Refueling Squadron only:

	320th ARS
Number of Missions	25
Average % Error	.04
% of Score	100%
Points	15.0

7. Camera Gunnery Proficiency (NA)

8. Air Refueling Proficiency (Max Score 40)

a. Wet Hookups (Max Score 20)(10.0 points earned)

Computation covers one month (September) period only:

Number Wet Hookups Attempted - 179
Number Wet Hookups Successful - 148
Percent Successful - 82.6%
% of Score - 50%
Points - 10.0

SECRET

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Subject: Monthly Analysis for September 1953

8. Air Refueling Proficiency (Cont'd)

b. Radar Rendezvous (Max Score 20)(8.0 points earned)

Computation covers one month (September) period only:

Number Radar Rendezvous Attempted	- 51
Number Radar Rendezvous Successful	- 33
Percent Successful	- 64.7%
% of Score	- 40%
Points	- 8.0

9. Scored Crews (Max Score 50)(Not Rated)

10. Combat Ready Crews (Max Score 50)

a. Bombardment Crews (Max Score 40)(2.0 points earned)

Number of Combat Ready Crews Auth	- 45
Number of Combat Ready Crews Asgd	- 0
Percent of Score	- 5%
Points	- 2.0

b. Tanker Crews (Max Score 10)(7.0 points earned)

Number of Combat Ready Crews Auth	- 20
Number of Combat Ready Crews Asgd	- 18
Percent of Score	- 70%
Points	- 7.0

11. Physical Conditioning (Max Score 20)(Not Rated)

SECTION III

SOFT SPOTS

1. Negative

SECTION IV

SPECIAL ANALYSIS

1. Negative

SECTION V

COMMANDER'S REMARKS

1. See Wing Commander's Remarks submitted on Air Training Reports for 320th Bombardment Wing (RCS: 6-SAC-T-12A) and 320th Air Refueling Squadron (RCS: 4-SAC-T12).

Loran D. Briggs

LORAN D. BRIGGS
Colonel, USAF
Commander

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JOB IMPROVEMENT METHOD, 320TH FIELD MAINTENANCE SQUADRON

EXHIBIT "D"

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JOB METHOD IMPROVEMENT

PRODUCT: Special Tool

On 20 Aug 53 a work order was received by the Machine Shop to remove the sleeve, torque meter valve P/N 0235-192281 from an R-4360-59B engine installed on a KC-97F aircraft.

S/Sgt 53150 John P. Halabuk, AF 12 294 313 was dispatched to do the job. S/Sgt Halabuk had no special tools with which to do this job, which is normally a job performed by depot activities. This specialist chose to manufacture a tool rather than to chance causing serious damage to the engine by using improper tools.

The sleeve was threaded internally (it could not have been re-used) and the tool, shown in photograph, was screwed into the sleeve with the collar resting on the face of the magneto drive housing. The nut was then tightened down on the collar and the sleeve was pulled out of the engine. A new sleeve was pressed in by usual method and engine put in serviceable condition.

Had this engine been shipped to the depot for overhaul, the cost of transportation would have been $ 300.00 and the cost of the overhaul of the engine would have cost approximately $ 33,000.00.

This one time saving of approximately $ 33,300.00 was made by the efficient method of removal of the torque meter sleeve.

Meredith E. Durham

MEREDITH E. DURHAM, AF 6 265 697
M/Sgt, 320th Fld Maint Squadron
NCOIC Special Projects

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1269 G 807 ABG 22 SEPT 53 PULLER, SLEEVE TORQUE METER VALVE MARCH A F B CAL (REST)

1270 G 807 ABG 22 SEPT 53 PULLER, SLEEVE TORQUE METER VALVE MARCH A F B CAL (REST)

1094

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WING REGULATION 50-2, DATED 30 SEPTEMBER 1953

EXHIBIT "E"

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Wg Reg 50-2
1-4

HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE
CALIFORNIA

30 September 1953

WING REGULATION)
NUMBER 50-2) TRAINING

Establishment of an Air Refueling Board and an Air Refueling Officer

1. PURPOSE: To provide for the appointment of a Wing Air Refueling Board and a Squadron Air Refueling Officer within each tactical squadron of the 320th Bombardment Wing, and to prescribe the respective functions of each.

2. SCOPE: The provisions of this regulation are applicable to the four tactical squadrons, offices of the Wing Directors of Operations and Materiel.

3. PROCEDURE: To aid in the evaluation and implementation of air refueling, rendezvous training and operations, the following procedures are required:

a. The appointment of an Air Refueling Board which will consist of the following personnel:

(1) The 320th Air Refueling Squadron Operations Officer, to act as President (a qualified officer assigned this section will be appointed as an alternate).

(2) A representative of the Director of Materiel.

(3) A representative of the Wing KC-97 and B-47 Standardization Crews.

(4) An Air Refueling Officer from the 320th Air Refueling Squadron, 441st, 442nd and 443rd Bombardment Squadrons.

(5) Other members at the discretion of the Wing Commander.

b. The Commander of each Squadron having either tanker or receiver aircraft will appoint an Air Refueling Officer.

4. FUNCTIONS: The duties of personnel appointed in accordance with paragraph 3 above, may be augmented at the discretion of the Wing Commander, but will include the following:

a. The Air Refueling Board will meet during the first week of each month, at the call of the President. Minutes of these meetings, recommendations and reports of action taken will be kept on file in the office of the Director of Operations. The Board will:

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Wg ...g 50-2
4

(1) Review air refueling and rendezvous training accomplished since the last meeting, and make suitable recommendations for the improvement thereof.

(2) Review air refueling and rendezvous mission aborts, equipment malfunctions, and maintenance and supply difficulties. The Board will take necessary action to insure that these deficiencies are reported in accordance with SAC Reg 66-11.

(3) Review air refueling and rendezvous operations and make recommendations relative to plans, policies and procedures to the Director of Operations, 320th Bombardment Wing.

3. The Air Refueling Officer of each squadron will be responsible to his Squadron Operations Officer for squadron air refueling training and air refueling training records. He will act as liaison officer for the Squadron Commander on the Wing Air Refueling Board.

BY ORDER OF THE COMMANDER:

KEN G. PRIGMORE
1st Lt., USAF
Adjutant

OFFICIAL:

Ken G. Prigmore
KEN G. PRIGMORE
1st Lt., USAF
Adjutant

DISTRIBUTION: "B"
plus 150 cys Wg Std Bd

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WING REGULATION 55-26, DATED 28 SEPTEMBER 1953

EXHIBIT "F"

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Wg Reg 55-26
1-3

HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

DC

28 September 1953

G REGULATION)
:
BER 55-26)

OPERATIONS

Operational Training Mission Symbols

1. PURPOSE: To supplement the General Mission Classifications, AF , by designating specific mission symbols to be utilized for recording the accomplishment of required operational flying training.

2. GENERAL: All tactical squadrons flying operational training missions will utilize the designated symbols as outlined herein.

3. PROCEDURE: Aircraft commanders and Operations personnel accomplishing Flying and Training forms requiring Mission Symbols will use the designated symbols.

a. Mission symbol "O" will be used on each operational training mission. Sub-symbols will be used, following symbol "O", to indicate the primary phases of operational training accomplished. An entry in the appropriate space of the Form 1 such as: O-7,6,9, would indicate the accomplishment of RBS, navigation and transition on a particular mission.

b. Mission Symbols:

O-1 Aerial Refueling	O-6 Navigation
O-2 Bombing	O-7 RBS
O-3 Formation	O-8 Reconnaissance
O-4 Gunnery	O-9 Transition
O-5 Instrument	

c. A copy of the Mission Symbols will be inserted in each assigned aircraft AF Form 1.

BY ORDER OF THE COMMANDER:

BEN G. PRIGMORE
1st Lt, USAF
Adjutant

OFFICIAL:

BEN G. PRIGMORE
1st Lt, USAF
Adjutant

DISTRIBUTION: "B"

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WING REGULATION 55-25, DATED 23 SEPTEMBER 1953

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Wg Reg 55-25
1-3

HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE
CALIFORNIA

ODC

23 September 19[illegible]

WING REGULATION)
:
NUMBER 55-25)

OPERATIONS

Daily Flying Activities Briefing for Wing and Division Commanders

1. PURPOSE: To provide a standard system enabling the Wing Commander and the 12th Air Division Commander to exercise maximum supervision of all mission planning, scheduling and participation in flying activities by this Wing.

2. GENERAL: A briefing covering flying activities for the following day will be presented to the Wing Commander at 1500 hours each day, Monday through Friday, in the 320th Bombardment Wing Conference Room. After the proposed flying schedule has been approved by the Wing Commander, a similar briefing will be presented to the Division Commander, in his office, at the time he may designate.

3. PROCEDURES:

a. For the Wing Commander's briefing:

(1) The commander of each squadron scheduling aircraft to fly the following day will appoint a qualified briefing officer, fully aware of all aspects of the scheduled flying activities, to brief the Wing Commander as specified in paragraph 2 above.

(2) The Wing Director of Materiel will appoint an officer on his staff to brief the Wing Commander on all recent "safety of flight" items recorded on each aircraft scheduled to fly the following day.

(3) The Wing Director of Operations will be responsible for notifying the Base Weather Officer of the time and place of the briefing, general routes to be covered, and take-off and landing times. He will attend each daily briefing, when possible, with designated members of his staff in attendance.

(4) The NCOIC of the Control Room will complete the briefing board, by type and squadron, for each aircraft scheduled to fly. Information required to complete each briefing board will be received from the scheduling squadron no later than 1000 hours on the day prior to the scheduled flight.

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b. For the Division Commander's briefing:

(1) Upon approval of the scheduled flying activities by the Wing Commander, the Wing Director of Operations, or his designated representative, will proceed to the office of the Division Commander and present a briefing covering the following day's flying activities. (Normally this briefing will take place at 1645 hours.)

(2) The briefing officer will acquaint himself with all available briefing materials and information necessary to present a thorough briefing to the Division Commander. All changes to the proposed schedule that may have occurred during the Wing Commander's briefing must be reflected on clearances and briefing boards prior to the presentation.

c. Clearances that have been signed by the Division Commander will not be changed insomuch as pertains to the aircraft number, (except for substitution of spare aircraft on which the Wing and Division Commanders have been briefed), type of aircraft, instructor pilot's name, crew members or safety of flight condition of the aircraft without first obtaining approval of, or a reaccomplished clearance signed by the Division Commander.

BY ORDER OF THE COMMANDER:

BEN G. PRIGMORE
1st Lt., USAF
Adjutant

OFFICIAL:

BEN G. PRIGMORE
1st Lt., USAF
Adjutant

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320TH BOMBARDMENT WING (H) KEY PERSONNEL LIST

EXHIBIT "A"

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320th Bombardment Wing (M) Key Personnel List

COLONEL LORAN D BRIGGS	COMMANDER
COLONEL ERNEST C EDDY	DEPUTY COMMANDER
FIRST LIEUTENANT BEN G PRIGMORE	ADJUTANT
MAJOR RALPH H LANE JR	WING INSPECTOR
LIEUTENANT COLONEL JOHN R IRISH	COMPTROLLER
LIEUTENANT COLONEL KIETH A WHITAKER	DIRECTOR PERSONNEL
COLONEL EDWARD M NICHOLS, JR	DIRECTOR OPERATIONS
LIEUTENANT COLONEL CLARK A TATE	DIRECTOR MATERIEL
LIEUTENANT COLONEL RUSSELL F IRELAND	COMMANDER, 320TH AIR REFUELING SQUADRON
MAJOR THOMAS WACHT	COMMANDER, 320TH FIELD MAINTENANCE SQUADRON
MAJOR EUGENE L HUDSON	COMMANDER, 320TH A&E MAINTENANCE SQUADRON
MAJOR ROBERT J DUNN, JR	COMMANDER, 320TH PERIODIC MAINTENANCE SQUADRON
LIEUTENANT COLONEL DAVID S PALLISTER	COMMANDER, 441ST BOMBARDMENT SQUADRON
LIEUTENANT COLONEL WILLIAM A MARTIN	COMMANDER, 442ND BOMBARDMENT SQUADRON
LIEUTENANT COLONEL WILLIAM J WOULD	COMMANDER, 443RD BOMBARDMENT SQUADRON
MAJOR GLENN STATUM	WING ALERT OFFICER
LIEUTENANT COLONEL CHARLES ENGLEHART	COMMANDER, 320TH MEDICAL GROUP

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COMBAT READY CHART, 320TH BOMBARDMENT WING (H)

EXHIBIT "I"

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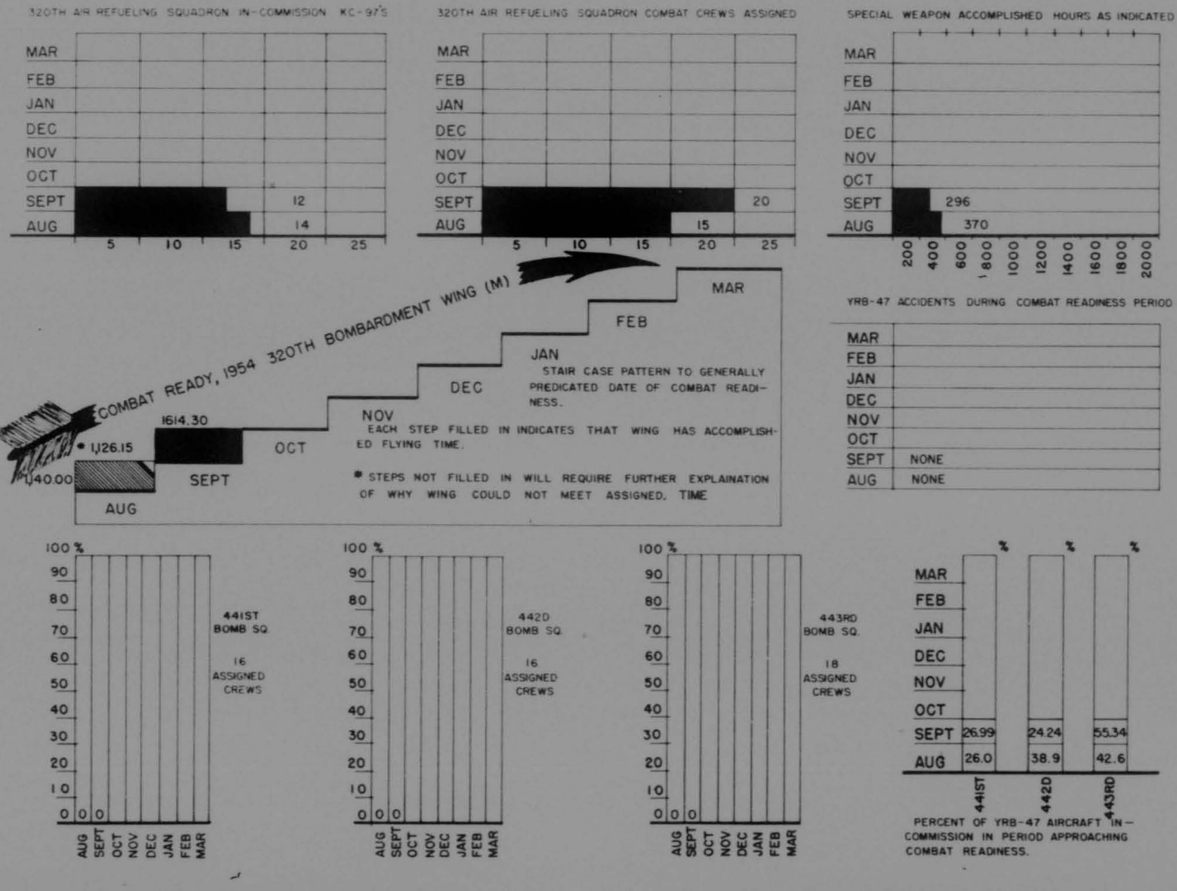

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COMBAT READY CHART, 320TH BOMBARDMENT WING (M)

The combat ready chart for the month of September indicates the following details of interest:

A. Special Weapons training decreased over the month of August by 74 hours due to the heavy flying obligation of the assigned crews.

B. The 441st and the 443rd tactical squadron in-commission rate of YRB-47 aircraft increased in September while the 442nd tactical squadron in-commission rate decreased by 14.5 %.

C. The percent of crews declared combat ready still remains at the "0" percent as the assigned crews are still in the various phases of training under 50-43.

D. An increase of combat crews for the Air Refueling Squadron was noted with a slight decrease of aircraft in-commission.

E. The overall flying accomplished figure was 1614 hours. All units(320th Bombardment Wing as a unit and the 320th Air Refueling Squadron) meant their assigment of flying requirements. Both units also surpassed their flying requirements. (T-12 & T-12A Reports,Sept)

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FIXING TRAINING ACCOMPLISHMENT

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FLYING TRAINING ACCOMPLISHMENT

	KC-97	B-47
Total flying time	809:40	864:50
Number of sorties	121	190
Radar attacks (camera scored)		96
Malfunction runs		6
Visual attacks (camera scored)		5
Night celestrial legs (quality)	9	
Night celestrial legs (quanity)		11
Day celestrial legs	31	19
Number of lorans	13	2
Other navigation legs	82	63
Hours formation, 3-8 aircraft	29	
Formation assemblies	15	
Long range cruise control (Sup)	7	
Long range cruise control (Supp)	31	
Hours pilot proficiency	283:10	301:15
Hours depressurized flying		44:20
Number of dry hook-ups	414	97
Number of wet hook-up	148	21
Number of rendevous	33	1

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B-47 COTS TRAINING, 441ST BOMBARDMENT SQUADRON

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KODAK SAFETY FILM

B-47 CCTS GROUND TRAINING

(SAC REG 50-43)

44[1st] BOMB SQ

POSTED

BY

■ COMPLETED

INTRAINING

NOT REQUIRED

(NAME)

(CREW NO)

(POS)

PHASE I

GENERAL BRIEFING (12 HOURS A/C P AOB)

MISSION PREPARATION (24 HOURS A/C P AOB)

PRE T.O. BRIEFING & FLT. PLN (24 HOURS A/C P AOB)

DEBRIEFING (3 HOURS A/C P AOB)

CRITIQUES (24 HOURS A/C P AOB)

MINOR MAINTENANCE (36 HOURS A/C P AOB)

CREW CO-ORD TRAINING (7 MISSIONS A/C P AOB)

TARGET STUDY (36 HOURS AOB)

PILOTS SPECIALIZED BRIEF (12 HOURS A/C P)

PHASE II

INFLIGHT REFUELING (16 HOURS A/C P)

SPECIAL WEAPONS (12 HRS) (REF 50-8 SUPPL XIII)

GUNNERY (6 HOURS P)

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44 SI BOMB SQDN

B-47 CCTS TRAINING

(SAC REG 50-43)

PHASE I ADVANCED

(2 MISSIONS)

POSTED 30 SEPT 53

BY S/SGT GREELY

CREW NO	NAME	RANK	DATE PHASE I ENTERED	FLYING TIME BY INDIVIDUAL TOTAL TIME	TOTAL B-47 TIME	CCTS 70 EBL REQ	CCTS NIGHT 68/100 REQ	INSTRUMENT AC MIN	INSTRUMENT CP TIME	FLYING AC MIN	FLYING CP TIME	FLYING DOAN AREA	FLYING GUN	FLYING OP	FLYING NAV	FORMATION AC 4:00 REQ	FORMATION CP 2:30 REQ	FULL AC MIN	FULL CP TIME	VISUAL BOMBING BY CREW VIS REL 8	VIS RBS 12 REQUIRED	RAD RBS 35	CAM RUNS 2	NAVIGATION BY CREW DAY CEL 4	RAD LEG 5 REQUIRED	LORAN 2	CONT ETA 15	FAZE PASS BY CREW 8 MSNS REQ	OXY TR BY CREW 3 HRS REQ	MISSION RECORD MARK THRU THE MSN NO AS COMPL
	TABOR	MAJ																												
	DUNHAM	CPT																												
	ERICKSON	MAJ																												
	REINERT (IP)	CPT																												
	KUYKENDALL	CPT																												
	STOLENBERG	2/LT																												
	SMITH	CPT																												
	CLARK	CPT																												
	CLIVE	CPT																												
	ARGSTRONG (IP)	MAJ																												
	HARMSEN	LT																												
	GREW COMPLETED PHASE I AT WICHITA 15 JUL 53																													
	GORDON	CPT		11:30	03																									
W17A	EVERETT	CPT		8:35		2:45	1:45	10	2	1								5:25	5:25			2		1		1				
	MARTINSON	CPT		4:30	1:30																									
				19:00	1:00																									
W18A				14:33	2:00	5:30	3:00	10	2	6								4:50	4:50		23	2		5		6	1	1:00		
				29:05	1:48																									
				4:30																										
W83A				4:30		1:30	1:30		5									4:55	4:55											
W84A				4:45														4:45	4:45											
				4:45																										
				8:30	4:30																									
W5A				8:30	8:30	5:00	4:30	9	2	4	1							4:50	4:50	3		2		1		1	2	2:00		
				9:30	7:30	9:30	8:00	10	2	11	3							4:00	4:00		31	2		1		1	2	2:00		
W14A																														

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441ST BOMB SQDN

B-47 CCTS TRAINING

(SAC REG 50-43)

PHASE II ADVANCED

15 MISSIONS

POSTED 30 SEPT. 55

BY [redacted]

CREW NO	NAME	RANK	DATE PHASE II COMPL	FLYING TIME BY INDIVIDUALS TOTAL TIME	TOTAL B-47 TIME	CCTS TOTAL REQ 3000	CCTS NIGHT 16:30 REQ	INSTRUMENT A/C MIN 15:00 REQ	INSTRUMENT CP TIME 4:00 REQ	INSTRUMENT A/C LET DOWN LOW 8 REQ	INSTRUMENT CP LET DOWN APPR 10 REQ	FLYING A/C GCA OR ILS 8 REQ	FLYING CP ILS 10 REQ	PILOT PROFIC A/C 9:00 REQ	PILOT PROFIC CP 9:00 REQ	A-F LTRET BY A/C HOOK UPS DRY 15 REQ	A-F LTRET BY A/C HOOK UPS WET 13 REQ	GUNNERY BY CP PART I	GUNNERY BY CP PART II AS PRESCRIBED	BOMBING BY CREW VIS REL 8	BOMBING BY CREW VIS RBS 4	BOMBING BY CREW RAD RBS 18	BOMBING BY CREW CAMERA RUNS 4 REQUIRED	NAVIGATION BY CREW INTE CEL 4	NAVIGATION BY CREW DAY RAD CEL 4	NAVIGATION BY CREW LORAN LEG 6	NAVIGATION BY CREW CONTRAIL LEG 2	NAVIGATION BY CREW RAD ETA 3	NAVIGATION BY CREW RENE 5 REQUIRED	MISSION RECORD MARK THROUGH MISSION NO AS COMPLETED	DATE PHASE II COMPL
801A	TABOR	MAJ	11 JUL 55	662:5		17:20																										
	EMRICH	CPT	11 JUL 55	484:0		12:45		1800	1900	14	17	9	5	9:15	9:15	35	9						1012	4	5	6		6					
	ERICKSON	MAJ	11 JUL 55	420:8		11:10																										
	REMERT	(IP) CPT																														
	KUYKENDALL	CPT																														
	STÖLERBERG	2/LT																														
	SMITH	CPT																														
	CLARE	1/LT																														
	OLIVE	CPT																														
	ABOSTENO	(IP) MAJ																														
	HAMMOND	1/LT																														
	GORDON	CPT																														
817A	SWEATT	CPT								3	2																					
	MARTENSEN	CPT																														
	ALLEN	CPT																														
818A	SHERIDAN	1/LT									2													4			1					
	THOMSEN	1/LT																														
	MILLER	CPT																														
	GIBSON	1/LT																														
	TWISS	MAJ																														
	[redacted]	CPT																														
	[redacted]	CPT																														
	LOFTHUS	CPT																														
	[redacted]	CPT																														
823A	WILLIAMS	1/LT																														
	HENSON	CPT																														
	[redacted]	CPT																														
824A	[redacted]	CPT																														
	SAUPPEL	CPT																														
	HARPSTER	MAJ																														
819A	[redacted]	CPT									7													5								
	[redacted]	1/LT																														
	[redacted]	MAJ																														
	[redacted]	CPT																														
	[redacted]	MAJ																														
[redacted]	[redacted]	CPT						530		1	1	3	2											1								
	[redacted]	CPT																														
	[redacted]	CPT																														
814A	[redacted]	MAJ																														
	[redacted]	MAJ																														
	[redacted]	CPT																														
	[redacted]	MAJ

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B-47 OCTS TRAINING, 442ND BOMBARDMENT SQUADRON

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B-47 CCTS GROUND TRAINING

442ND BOMB

POSTED 30 SEPT 58

BY SSGT R GREELY

COMPLETED

IN TRAINING

NOT REQUIRED

(NAME) (CREW NO.) (POS)

PHASE I

GENERAL BRIEFING (2 HOURS A/C P AOB)

MISSION PREPARATION (24 HOURS A/C P AOB)

PRE TO BRIEFING & FLT PLN (24 HOURS A/C P AOB)

DEBRIEFING (3 HOURS A/C P AOB)

CRITIQUES (24 HOURS A/C P AOB)

MINOR MAINTENANCE (36 HOURS A/C P AOB)

CREW CO-ORD TRAINING (7 MISSIONS A/C P AOB)

TARGET STUDY (36 HOURS AOB)

PILOTS SPECIALIZED BRIEF (12 HOURS A/C P)

PHASE II

INFLIGHT REFUELING (16 HOURS A/C P)

SPECIAL WEAPONS (32 HRS REF 50-8 SUPPL XIV)

GUNNERY (6 HOURS P)

1115

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442ND BOMB SQDN

B-47 CCTS TRAINING

(SAC REG 50-43)

PHASE I ADVANCED

12 MISSIONS

POSTED 30 SEPT 53

BY MSGT BARRETT

CREW NO.	NAME	RANK	DATE PHASE I ENTERED	FLYING TIME BY INDIVIDUAL TOTAL TIME	TOTAL B-47 TIME	CCTS TOTAL 60:00 REQ	CCTS NIGHT 6:30 REQ	INSTRUMENT AC MIN 9:30 REQ	CP TIME 8:30 REQ	AC LET LOW 10 REQ	CP DOWN APPR 2 REQ	AC GCA OR ILS REQ	CP 3 REQ	FORMATION AC 3:00 REQ	CP 2:30 REQ	PILOT PROFIC AC MIN 6:00 REQ	CP TIME 6:00 REQ	BOMBING BY CREW VIS REL 8	VIS RBS 12 REQUIRED	RAD RBS 33	CAM RUNS 2	NAVIGATION BY CREW NITE CEL 4	DAY CEL	RAD LEG 5 REQUIRED	LORAN 2	CONT ETA 15	JET PROF BY CREW 8 MSNS REQ	OXY TR BY CREW 3 HRS REQ	MISSION RECORD EARN THRU THE MSN NO AS COMPL
	ROBERTS, G	MAJ																											
W03A	LONG	CPT																											
	MULLIGAN	CPT	CREW COMPLETED PHASE I AT WICHITA 15 JUL 53																										
	BAILEY	MAJ																											
	ARCHER	CPT																											
	BARRETT	MAJ																											
	MOORE	MAJ																											
W15A	HOOK	MAJ						4:30	3:15	10	1	6	1			4:50	4:50		7	2			2		2	4	:10		
	ALLEN	1/LT																											
	STUBBLEFIELD	CPT																											
W19A	KENNEDY	CPT						2:30	3:00	7	2	2	3			4:00	4:00			2			3		3	6	:30		
	LIPTON	CPT																											
	HOPKINS	CPT																											
W12A	ALEXANDER	CPT						4:30	2:30	9	2	7	2			4:25	4:25		5	2			3		3	6	1:30		
	KELLOGG	CPT																											
	CAMPBELL	CPT																											
W28A	HANNAH	CPT																											
	LA ROCK	MAJ																											
	BARRICKLOW	CPT																											
W26A	SMITZER	CPT																											
	CANTWELL	CPT																											
	LATSHAW	CPT																											
	MOOS	CPT																											
	TURNER	CPT																											
	JACOBS	CPT																											
	V DARA	CPT																											
	Mc QUADY	CPT																											
	SMITH	MAJ																											
W27A	BARNHART	1/LT																											
	CONRAD	1/LT																											
W07A	BURTON	CPT						9:30	7:00	10	2	11	3			4:00	4:00		8	2			3	2	2	1	1:30		
	NEVILLE	1/LT																											
	EVEIN	1/LT																											
	ROBERTS, C.	MAJ																											
W21A	HARRIS	MAJ																											
	ADAMAN	CPT																											
	LEE	CPT																											
	DeCLEAN	1/LT																											
	HUNT	CPT																											
	BOWLING	MAJ																											
W06A	BREAKER	CPT						6:00	6:00	10	2	7	3			4:45	4:45		12	2			2	5	7	6	1:30		
	GREGG	1/LT																											
	WOODLAND	MAJ																											
	MILLER, C.R.	MAJ																											
	ALLOWAY	MAJ																											
	WOPLEY	CPT																											
	FROMM	CPT																											
	HULSE	CPT																											
	HEDLUND (P)	CPT																											

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442ND BOMB SQDN

B-47 CCTS TRAINING

PHASE II ADVANCED

POSTED 30 SEPT 53

BY [illegible]

CREW NO	NAME	RANK	DATE PHASE II COMPL	FLYING TIME BY INDIVIDUAL: TOTAL TIME	TOTAL B-47 TIME	TOTAL CCTS TIME 30000 REQ	TOTAL NIGHT 10000 REQ	INSTRUMENT TIME: AC MIN REQ	AC HRS REQ	AC LINK HRS REQ	AC LINK DUAL HRS REQ	A MIN REQ	A HRS REQ	A LINK HRS REQ	A LINK DUAL HRS REQ	P MIN REQ	P HRS REQ	PILOT PROFICIENCY: A MIN REQ	A HRS REQ	P MIN REQ	P HRS REQ	INSTRUMENT FLTPRAC BY AC: HOURS DRY WET REQ	REQ	GUNNERY BY CP: PARTICIPANT I II AS PRESCRIBED	BOMBING BY CREW: VIS REQ	VIS REQ	RAD REQ	RAD REQ	LAMARTE RUNS REQUIRED	NAVIGATION BY CREW: DAY LEG 4	RAD LEG 4	LORAN LEG 6	CAT RAD LEG 2	ETA PERF 5 REQUIRED	MISSION RECORD MARK THROUGH MISSION NO AS COMPLETED	DATE PHASE II COMPL
N02A	ROBERTS, G.	MAJ.	30 SEPT 53			5140	3950																												
	LONG	CPT.	30 SEPT 53			5805	2105	16:00	1300	36	21	10	10	4:20	4:20	24	3							4	1	7	11	4	4	9	1	9			
	MULLIGAN	CPT.	30 SEPT 53			6900	2750																												
	BAILEY	MAJ.																																	
	ARCHER	CPT.																																	
	BARRETT	MAJ.																																	
	MOORE	MAJ.																																	
N13A	ROSS	MAJ.								1																	12								
	ALLER	1/LT.																																	
	STUBBLEFIELD	CPT.																																	
N19A	KENNEDY	CPT.									7																13								
	LIPTON	CPT.																																	
	HOPKINS	CPT.																																	
N12A	ALEXANDER	CPT.									2																4								
	KELLEHER	CPT.																																	
	CAMPBELL	CPT.																																	
N25A	BAUMAN	CPT.																																	
	LA ROCK	MAJ.																																	
	BARRINGLOW	CPT.																																	
N26A	SWITZER	CPT.																																	
	CANTWELL	CPT.																																	
	LATIMORE	CPT.																																	
	MOORE	CPT.																																	
	TURNER	CPT.																																	
	JAGGERS	CPT.																																	
	O'BARR	CPT.																																	
	MC GRADY	CPT.																																	
	SMITH	MAJ.																																	
N37A	BARNHART	1/LT.																																	
	GOINAD	1/LT.																																	
	BARTON	CPT.																																	
N07A	NEVILLE	CPT.						130		15	8	1	2																						
	STEIN	1/LT.																																	
	ROBERTS, C.	MAJ.																																	
N31A	HARRIS	MAJ.																																	
	GORMAN	CPT.																																	
	LEE	CPT.																																	
	MC CLEAN	1/LT.																																	
	HINK	1/LT.																																	
	DONALDS	MAJ.								21	16		2														10					2			
N06A	SEDGWICK	CPT.																																	
	BROWN	1/LT.																																	
	HOAGLAND	MAJ.																																	
	KELLER, C.R.	MAJ.																																	
	ALLISON	MAJ.																																	
	HOPLEY	CPT.																																	
	FRANK	CPT.																																	
	HULSE	CPT.																																	
	HEDLUND	1/LT.	CPT.																																

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B-47 CCTS TRAINING, 443RD BOMBARDMENT SQUADRON

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B-47 CCTS GROUND TRAINING

(SAC REG 50-43)

443RD BOMB SQ

POSTED 30 SEPT 58

BY MAJ R CASELY

COMPLETED

INTRAINING

NOT REQUIRED

| (NAME) | MAJ | LT/CT | MAJ | CPT | LT/CT | CPT | CPT | CPT | CPT | CPT | CPT | CPT | CPT | CPT | LT/CT | CPT | CPT | CPT | CPT | CPT | LT/CT | CPT | CPT | CPT | CPT | MAJ | CPT | CPT | CPT | CPT | CPT | CPT | CPT | CPT | CPT

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443RD BOMB SQDN

B-47 CCTS TRAINING

PHASE I ADVANCED

POSTED 30 SEPT 53

BY S/SGT R G REELY

CREW COMPLETED PHASE I AT WICHITA 15 JUL 53

CREW COMPLETED PHASE I AT WICHITA 15 JUL 53

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443RD BOMB SQDN

B-47 CCTS TRAINING

(SAC REG 50-43)

PHASE II ADVANCED

6 MISSIONS

POSTED 30 SEPT 53

BY [redacted]

CREW NO.	NAME	RANK	COM	TOTAL TIME	NIGHT TIME	INSTRUMENT TIME				FLYING AS AC	FLYING AS CP	PILOT PROFICIENCY AC	PILOT PROFICIENCY CP	INSTRUMENT FLIGHT BY AC	LINEARY BY CP	BOMBING BY CREW				NAVIGATION BY CREW					MISSION RECORD	DATE PHASE II
						ACTUAL		SIMULATED																	MARK THROUGH MISSION NO AS COMPLETED	COMPL
								HOOD																		
				TOTAL		ACTUAL		SIMULATED																		
				7000																						
				REQ		REQ		REQ		REQ	REQ	3,000 REQ	3,000 REQ	5 REQ	15 REQ	AS PRESCRIBED	0	4 REQUIRED	10 REQ	4	4	6	2 REQUIRED	3	5	
	LINIGER	MAJ																								
N03A	FARRIS	1/LT		7620	2280																					
	HUDIBURGH	MAJ		7049	1618	1625	1735	18	18	16	15	4:45	4:45	44	3			23	10	4	5	10	10			
	GREEAR	CPT		6750	1640																					
	SEDIVEC	1/LT		7130	1428																					
N04A	IMBORNONE	CPT		8015	910	10:30	11:00	26	24	11	8	4:45	4:45	28	3			22	10	3	4	10	10			
	FOWLER	MPI	CPT	5793	1488																					
	COGGIN	CPT																								
	GAUCHE	CPT		10:10																						
N08A	HUSKEY	CPT				6:00			3									10			1					
	STARNES	CPT																								
N22A	HUGHES	CPT																								
	GATO	CPT																								
	ADAMS	CPT																								
N20A	OWENS	CPT							5																	
	ESTES	1/LT																								
	KARP	CPT																								
N27A	HARRIS	1/LT																								
	KAPPE	CPT																								
	STEVENS	CPT																								
N09A	WEEDMAN	CPT				3:00	1:00	11	1	1								2			1					
	FORNES	1/LT																								
	PABCOE	MAJ																								
N28A	GEBEHIN	MAJ																								
	ROTHERS	CPT																								
	LAMOS	CPT																								
N39A	BYRUM	CPT							2																	
	ALMACK	CPT																								
	WHYTE	CPT																								
N10A	CRANE	1/LT				1:20	30	8	5									5			1					
	MELEKY	CPT																								
	HODGE	CPT																								
N11A	GRAY	CPT						2	6									3								
	OLIN	1/LT																								
	BAKER	MAJ																								
N29A	BOWLEY	MAJ																								
	MC KINNEY	MAJ																								
	RIDENOUR	CPT																								
N16A	TURNER	CPT							1																	
	MARTIN	CPT																								
	CAPPS	CPT																								
		CPT																								
	LAUSTUP	CPT																								
	CRAILFOUX	CPT																								
	SCHROLL	CPT																								
	HOLCOMB	CPT																								
	JOHNSON	CPT																								
	CARMICHAEL	CPT																								
	BROWN	CPT																								
	REEVES	CPT																								
	STATUM	MAJ																								
	WENDT	1/LT																								

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HISTORICAL REPORT

320TH BOMBARDMENT WING MEDIUM

MARCH AIR FORCE BASE CALIFORNIA

CHAPTER OCT. 1953

1126

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SECRET

HISTORY OF THE

320th Bombardment Wing (M)

OCTOBER 1953

****

March Air Force Base, California

****

****

Prepared by A/2c Francis R. Delaney, AF 19 239 986,
in accordance with AFM 210-1 and SAC
Manual 210-1.

****

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BEN G. PRIGMORE
1st Lt., USAF
Historical Officer

for LORAN D. BRIGGS
Colonel, USAF
Commander

****
12th Air Division
Fifteenth Air Force
Strategic Air Command

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COLONEL LORAN D. KRINGS

COMMANDER

320TH BOMBARDMENT WING (.)

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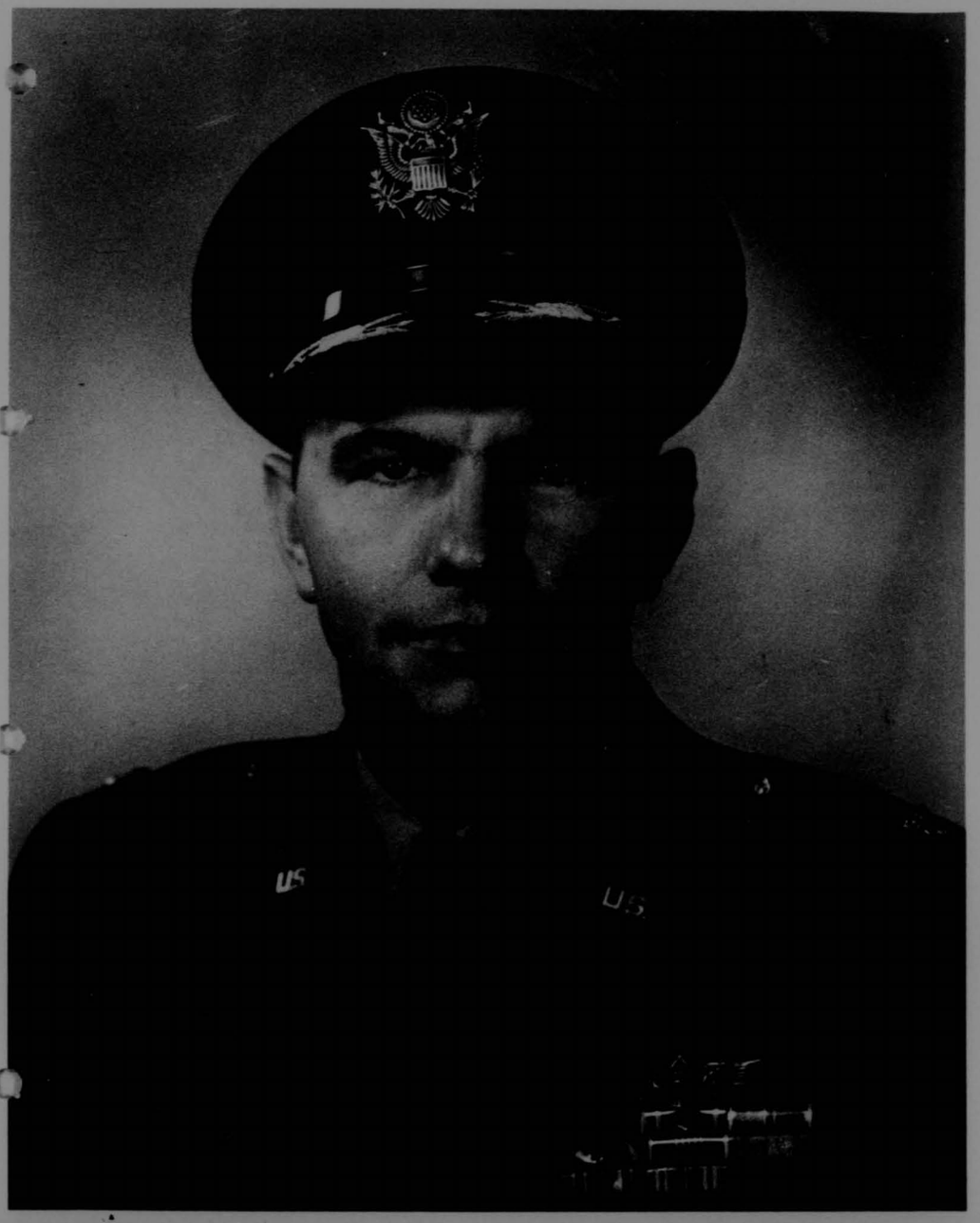

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COLONEL ERNEST O. EDDY

DEPUTY COMMANDER

320TH BOMBARDMENT WING (M)

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Operations and Training

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Bombing Competition Results 14

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Wing Regulation [illegible]-9 17

Wing Regulation 62-1 18

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[illegible]th Bombardment Squadron ( ) Operations 19

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I

Chapter I

Organization and Administration

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MISSION

The mission of the 32[illegible]th Bombardment Wing (M), as outlined in Fifteenth Air Force Regulation 2[illegible]-4, dated 28 August 1953, directs that this Wing will train, man and equip assigned units for the primary mission of conducting long range bombardment operations with atomic or conventional weapons and the secondary mission of conducting long range reconnaissance, and to train subordinate units to the degree required to permit overseas deployment and establish operations on short notice in any part of the world, as directed by higher authority.

This Wing will also develop and maintain the capability to engage in Air Refueling operations, and be prepared to perform such special missions as directed by higher headquarters.

TEMPORARY CHANGE OF COMMAND

During the month of October, the Wing Commander, Colonel Loran D. Briggs, [illegible]A, departed this station for the purpose of attending the SAC Bombing and Navigation Competition at Davis-Monathan AFB, Arizona.[1] During his absence, Colonel Ernest C. [illegible]dy, 7449A, Wing Deputy Commander, assumed temporary command of the Wing.[2] Colonel Briggs re-assumed command of the Wing upon his return to the station 3[illegible] October 1953.

WING AIR INSPECTOR'S OFFICE

During the month of October, information was received by the Wing Air Inspector that the Annual Fifteenth Air Force Inspection would be conducted within this organization from 3[illegible] November to 11 December 1953. This

1. 12th Air Division Letter Order 1352, dated 21 October 1953.
2. 32[illegible]th Bombardment Wing (M) General Order 19, dated 24 October 1953.

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inspection is to be conducted under the authority of Air Force Regulation 123-3, dated 13 January 1953, entitled "Inspection Systems."

The information that this inspection was [illegible] necessitated some changes in the Semi-Annual Inspection Schedule of the squadrons, conducted by the Wing, to insure that all units have been inspected prior to the arrival of the Air Force inspection team. Action was taken to speed up corrective action on discrepancies noted during the previous Wing inspections, and to insure that additional follow-up inspections, as many units as possible would be made before the arrival of the Fifteenth Air Force inspection team.

Wing Regulation 123-1, dated 28 July 1953, was superseded by Wing Regulation 123-1, dated 12 October 1953, to correct minor inaccuracies which appeared since the publication of this original Wing Inspection Regulation.

SECURITY

During the month of October only two security violations were reported. The 307th Periodic Maintenance Squadron and the 42nd Bombardment Squadron each lost one SAC security badge. This Wing had an average of two security violations per month for several months. This average is considerably better than the two other major units of the base.

LEADERSHIP AND MORALE

An analysis of the 12th Air Division unit leadership and morale rating system for the months of October and the months of August, Sep-

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1. Wing Reg 123-1, dtd 12 Oct 53 ---------- TAB "A"
A. Information taken from Wing Security Officer's Historical Report

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tember and October was completed. The Wing showed a decrease in October to 82.5% from 88.5% for September on a one months basis and also a decrease in October to 86.7% from 88.5% in September on a three month basis. Points were primarily lost in re-enlistment, moving traffic violations, drunks, AWOL and disorderliness. 5/

Outstanding squadron for the month of October was the 3[illegible]th Medical Group. 6/ This unit had a score of 1.0% and 9[illegible].8% on a one-and-three-month basis and at the same time held a standing of one and one on a one-and-three-month standing within the base, and also stood one and one in the Wing on a one-and-three-month standing.

.UTHLY ANALYSIS

The Monthly Analysis for October was completed and forwarded to Fifteenth Air Force. 7/ This report indicated, from the number of points allotted to the various functions of this Wing, that the Wing scored 373.8 points out of a possible 525 points. This was an increase of 27.8 points over the month of September. The most serious loss of points appeared in the Personnel Section (81.7).

5. Analysis, Leadership and Morale for October ---------- DAB "g"
6. Leadership and Morale Rating System, October 1953 ---------- DAB "g"
7. Monthly Analysis Report (AOM 15-3), October 1953 ---------- DAB "g"

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II

Chapter II

Personnel

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KODAK SAFETY FILM

MANNING

The following schedule shows the officer manning status at the end of October 1953.[8]

32[illegible]th Bombardment Wing (L) (Excluding the Air Refueling Squadron)			
Authorized	296	Assigned	276
Body Manning	92.22%	MIRS	83.44%

32[illegible]th Air Refueling Squadron	W/1.25 Manning	W/O 1.25 Manning
Authorized	85	70
Assigned	87	80
Body Manning	1[illegible]2%	114%
MIRS	95.3%	1[illegible]%

The following schedule shows the airman manning for the month of October.

32[illegible]th Bombardment Wing (Excluding the Air Refueling Squadron)			
Authorized	1441	Assigned	1599
Body Manning	11[illegible]%	MIRS	63%

32[illegible]th Air Refueling Squadron (Including 1.25 Manning)			
Authorized	229	Assigned	259
Body Manning	113%	MIRS	7[illegible]%

Body manning increased five percent during the month of October while MIRS for the Wing (excluding Air Refueling Squadron) remained constant.

Body manning increased from 1551 to 1599. Unauthorized AFSC's decreased

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8. All information this report taken from Wing Personnel Officer Historical Report - October 1953

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from the figure of 261 to 227. This reduction resulted from the second phase of Early Releases and Reclassification action. MIRS failed to increase from the input and reclassification action, because of the predominance "three level" personnel concerned. The MIRS will only be effected by the advance of personnel to the five level.

Principal shortages of airmen existed in "U" Series Systems personnel, Intricate Equipment and KC-97 Maintenance personnel. Projected input to these critical career fields during November may ease this problem to some extent. As previously mentioned, the shortage of Intricate Equipment and KC-97 Maintenance personnel continued to be made up through personnel on OJT.

The comparable strength figures for the month of October were as follows:

	Officers	Airmen
Strength, 1 October 1953	356	1809
ZI Transfers	4	1
O/S	9	23
Separations/Discharges	5	36
Total losses	18	60
Total gains	16	91
Strength, 31 October 1953	354	1840

SURPLUS PERSONNEL

Disposition of surplus personnel continued through the month of October. As of 1 October, 261 airmen were assigned to the Wing with un-

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authorized AFSC's. Reclassification actions through the month reduced this figure to 227 at the end of the month.

REENLISTMENT TRENDS

A study of personnel being discharged who were eligible for reenlistment showed reenlistment rates since 1 January 1953 to be as follows:

	Discharged	Reenlisted	Eligible percent which reenlisted
January	29	6	21%
February	32	10	31%
March	11	4	36%
April	5	2	40%
May	3	3	100%
June	6	3	50%
July	5	2	40%
August	3	3	100%
September	3	2	66%
October	11	4	36%

SCHOOLS

Six staff crews and 44 regular crews completed their CCTS training as October ended. Two crews were in training during October and five additional quotas were received which will bring the total of 51 regular crews and six staff crews which will have completed their CCTS training by the latter part of February 1954.

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Chapter III

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III

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320TH BOMBARDMENT WING (MEDIUM)

During the month of October, four more B-47 aircraft were assigned to the Wing which brought a total of 42 aircraft assigned at the end of the month.[9]

Additional alternate bomb bay configuration sets, including bomb racks, bomb bay doors, etc., necessary for the conversion of B-47s[10] from the reconnaissance to the bombardment configuration, were received during October. Conversion of no more than 15 aircraft was authorized by SAC, pending final approval by the Air Staff of the ultimate number of aircraft to be converted. As the month ended, 11 aircraft had been converted while three others were in the process of conversion.

A special fuel cell inspection team composed of six Boeing aircraft company personnel arrived in October to assist and train the Wing fuel cell personnel in all problems incident to the many fuel leaks which the Wing has been plagued with since the receipt of the B-47 aircraft.

MANNING

In order to be prepared for the completion of Change One to the Wing Mobility Plan on 1 January 1954, personnel planning tables were established and distributed to units concerned, for review of assignment and priority numbers.[11] These changes were necessitated by personnel and equipment authorization changes received from higher headquarters.

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9. Information, this report taken from Historical Report, Director of Materiel, 320th Bombardment Wing (M) - October 1953.
10. See forward and aft photos, indicating photo pod removal for conversion to the bombing configuration ----------TAB "P"
11. Information this report taken from Historical Report, Director of Materiel, 320th Bombardment Wing (M) - October 1953.

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The Administration and Logistics Annex of the Operation Order for implementation of the EWP commitment of the Air Refueling Squadron was rewritten during the month. Considerable rephasing of personnel and equipment was necessary due to a change in the EWP requirements of this squadron.

32 TH FIELD MAINTENANCE SQUADRON

During the month of October, the various functions of this organization continued to show an increase in the output of their work as the number of the YRB-47 aircraft possessed by the Wing neared the authorized figure.[12] The general scope of the maintenance section report again pointed out that the shortage of higher skilled level personnel still hampered activities of nearly all sections of this squadron. The following paragraphs outline the functions of the squadron for the month of October.

The airframe repair section completed 6[illegible] work orders, expanding a total of 8,846.5 normal manhours and an average of 65[illegible] manhours. During October, this highly important section lost five airmen to overs as shipments, leaving a total of 68 personnel assigned. The skill of these airmen is low since 38 are 43131s with an average total service of only 13 months.

The Inflight Refueling Repair Section completed 69 line work orders during the month. As the YRB-47s continued to perform refueling missions,

12. Information this report taken from Historical Report, 32 th Field Maintenance Squadron - October 1953.

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work on the IFR doors and receptacles increased. Here again the shortage of two schooled electricians in this section existed.

The Power Plant Section had a total of 61 personnel assigned during October, 39 present for duty, six TDY to the factory school at Cincinatti, Ohio, and seven were borrowed from the Aircraft Repair Section. At the end of the month this unit was hindered by the following shortages:

1. Build-up stands for J-47 engines.
2. Exhaust cones for J-47 engines.
3. Alternator support assemblies.
4. Dyanfocal cores.
5. Propeller feathering conduits.
6. Starters, generators and alternators.

During the month of October, the J-47 engine crews changed 12 engines on the line while the J-47 minor engine repair section repaired 15 engines. The J-47 engine build-up section could build up only six engines during the month because of the shortage of J-47 engine build-up stands.

The Machine Shop completed 112 work orders during the month. An outstanding job improvement method was turned in by a former member of this unit during October which is presented in the appendix.[13]

The Wood Shop appeared to be the only unit of this squadron not

13. Job Improvement Method, 32 th Field Maintenance Squadron ----TAB "G"

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seriously hampered by the shortage of skilled personnel. The skill of the personnel of this section was high, and there appeared to be no problem in completing assigned work orders. However, the cut back in the procurement of the lumber by the Air Force made it difficult to secure wood for the repair of the inspection docks.

During the month of October, the new Unit Property Record Equipment Authorization List (UPREAL) was thoroughly screened by the unit supply section for any possible discrepancies. All shortages on B-47 and KC-97 UPREAL's were placed on order with Base Supply.

The Unit Authorization List (UAL) still remained in a frozen status pending publication of a new Strategic Air Command Regulation AFC-8. Upon receipt of this new regulation, UAL change requests will be initiated accordingly.

UPREAL change requests and Equipment Component Lists (ECL) were submitted by the shops on various items of equipment and were processed through the Wing Director of Material as required.

Follow-up action was made at Base Supply on outstanding requisitions on Unit Essential Equipment (UEE) and Power Plant Equipment during the month. Many of the items that were on back order had been shipped to this unit as the month ended.

[illegible] TH A & E MAINTENANCE SECTION

The work load of this squadron showed an increase over the month of September. The arrival of more equipment and tools, plus the increased amount of flying performed by the tactical squadrons resulted in an

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[illegible] activities for the month of October. 11/

A serious problem encountered by the auto-pilot unit was the fluctuating power to the A-12B from the main aircraft inverters, causing the auto pilot to "jitter." Numerous measures were experimented with to eliminate "jitter" trouble, and it finally was determined that the reconditioning of the aircraft inverter would be the only logical solution.

During the month of October a technical representative from the Sperry Gyroscope Company was assigned to this unit for the purpose of [illegible] the A-12 Course Indicator, A-4 Compass System, and all other photographic equipment and accessories used in the PB-4Y aircraft.

[illegible] of this equipment to the PB-4Y aircraft. Due to the modifications required in the specific area. Drawings of these modifications were forwarded to the Consolidated Company in an effort to prevent this from continuing and also to have the radio [illegible] sent to the Depot [illegible] it be possible to repair them [illegible] in the unit.

[illegible]

Considerable difficulty was encountered during the month of October in meeting dock schedules. This shortage of aircraft parts for both the PB-4Y and -4Y aircraft 12/ resulted in the aircraft being enroute

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11. Information taken from Historical Report, p. 4 th [illegible] Squadron - October 1943.

12. Information this report taken from Historical Report, p. 4th Periodic Maintenance Squadron - October 1943.

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to the squadron from periods of seven to ten days. In a number of cases, aircraft arrived in the docks minus several aircraft parts, which in turn made it impossible to inspect the entire aircraft. In-dock time was maintained to a minimum but aircraft time in post-dock status was extremely excessive.

[redacted]

During the month of October, this squadron flew a total of 439:45 hours of RB-47 time, an average of 12.6 hours per assigned aircraft. 16/ During this period 46 post flight inspections were completed.

The shortage of aircraft parts reached the critical stage, often resulted in flight chiefs having to constantly chase after aircraft parts rather than supervise their flights.

[redacted]

During the month of October this squadron flew a total of 378:55 hours of RB-47 time, an average of 27.7 per assigned aircraft, with an average assignment of 14 aircraft. 17/ Three engine changes and a normal amount of post flight inspections were performed.

[redacted]

During the month of October the maintenance section of this squadron was projected by Maintenance Control to provide 525 flying hours for the unit operational function. 18/ A total of 395:55 hours was flown by the unit.

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16. Information for this report taken from Historical Report, [redacted] Bombardment Squadron - October 1953
17. Information this report taken from Historical Report, [redacted] Bombardment Squadron - October 1953
18. Information this report taken from Historical Report, 43rd Bombardment Squadron - October 1953.

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Chapter IV

Operations and Training

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The Special Weapons Function proceeded through the month of October in normal fashion. An increase on combat crew training over the month of September was noted. The reason for the increase was attributed to the fact that more crews on the station became available for this type training.[19]

A plan was formulated by the Special Weapons Section whereby all the combat crews could gain the initial atomic training required for combat readiness by 1 February 1954. The Wing Ground Training Section started accomplishing combat crews under this plan in the middle of October. It was decided that each crew member should obtain a total of 32 hours of special weapons training per member. Fourteen crews received their initial 16 hours under this new program during the month of October, with the remainder scheduled to receive 16 hours in November. It was planned that 64 hours training per crew member would be completed in December and January. All Subjects incorporated in Strategic Air Command Regulation 50-5 (SAC Training Requirements, Supplement #1) were especially covered in this training.

Training accomplished during the month was as follows:

Combat crews 59½ hours

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19. Information taken from Director of Operations Historical Report, October 1953.

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A & E Maintenance Squadron	88 hours
Total Training	672 hours

BOMBING COMPETITION RESULTS

Final results of the SAC Bold Bombing and Navigation competition at Roswell AFB, New Mexico, from 25 to 31 October 1953 [20] scored the 32[illegible]th Bombardment Wing in the following pattern: of the seven B-47 Wings in this competition, a score of four in bombardment and five in navigation was attained.

WING ASC SECTION

During the month of October, the ASC Section of this Wing continued to conduct Phase One training within the various squadrons.[21] The Phase Two training was at a standstill due to a lack of a school room. A request was submitted, through channels, for the modification of the building used for this activity, however no action had been taken as the month ended.

The two Wing ASC Sections have procured maps and necessary equipment for the betterment of the Base Monitoring Program. The base has been divided into numbered areas and mounted in a fashion to give monitoring teams a detailed layout of the area assigned.

WING INTELLIGENCE SECTION

During the month of October, the Target Intelligence Section continued the development of better target folder material on [illegible] targets[22]

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20. Information received from Wing Observer, 32[illegible]th Bombardment Wing
21. Information this report taken from Historical Report, NCO, Wing ASC Section - October 1953
22. Information this report taken from Historical Report, Director of Operations, 32[illegible]th Bombardment Wing (M) - October 1953

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by analysis and selection from new photography. This included the task of overhauling and reconditioning the domestic RBS simulation plates of San Francisco, Sacramento, Spokane, Phoenix and Los Angeles.

Due to the shortage of Intelligence Photo-Radar Officers within this section due to overseas commitments, several airmen were trained in the techniques of scoring Form X Navigation Legs, and annotation of Radar Photography.

The Chief of Operational Intelligence attended a four day BCM Staff Officer's course at Keesler AFB, Mississippi, during October. During this course, the students were given information on the latest type equipment, its capabilities and limitations. Limited information was also given concerning Russian BCM.

OPERATIONS ORDER 106-53

During October the Combat Operations Section of this Wing completed writing Operation Order 106-53.[23] This operation Order covers severe weather phenomena. Recent occurrences of severe weather phenomena over the United States has pointed out a need for a weather evacuation plan for the 320th Bombardment Wing (M). March Air Force Base is not located within the hurricane areas outlined in AFR 55-4 or covered in the Joint Military Aircraft Evacuation Plan, prepared by Headquarters Flight Service on 10 September 1953.

A study of this operation order reveals that the plan is broken

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23. Information this report taken from Operation Order 106-53, Combat Operations, 320th Bombardment Wing (M).

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into three phases. The first two phases refer to severe winds and the general safety precaution needed to protect the aircraft. The third phase involves the evacuation of all flyable aircraft.

The decision to evacuate the aircraft in the event of unusual weather which might threaten the unit aircraft will be determined by the Commander, 12th Air Division. The base selected for movement of the aircraft is Davis-Monathan AFB, Arizona.

The scope of this eight part operation order covers detailed procedures to evacuate both KC-97 and YRB-47 aircraft from this station, and the appointment of a liaison officer to co-ordinate all required activities including security, billeting facilities, and supply functions. It also contains a detailed flight plan for both KC-97 and YRB-47 aircraft from this base to Davis-Monathan AFB, Arizona.

REFUELING SQUADRON AIR TRAINING REPORT

In compliance with Supplement 7, SAC Regulation 5[illegible]-23, dated 29 August 1953, a report of the air training of the 32[illegible]th Air Refueling Squadron was submitted to the Commander, SAC, covering the period of 1 through 31 October 1953.[24] Pertinent data from this report is submitted as follows:

Twenty-one KC-97s are assigned to this unit. A total of 804 KC-97 time was flown, an average of 38:07 hours per assigned aircraft. In-commission rate was 59.9%. During October, 95% of the authorized flight line

24. Information this report taken from Refueling Training Report, Classified Section, 32[illegible]th Bombardment Wing Headquarters.

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1. Permit maintenance to operate at a constant daily level, with balanced activities of both personnel and [illegible] facilities.

2. Provide tactical units enough aircraft to meet training and readiness requirements.

WING REGULATION 62-1

Another Operations Regulation, 62-1 dated 1 October 1953, entitled "Aircraft Accident Prevention Meetings," was published and put into effect.[26] Scope of this regulation applies to both flying and maintenance personnel. The Wing Flying Safety Officer will conduct a monthly meeting to be attended by all flying personnel and aircraft maintenance personnel. In addition, the tactical squadron Flying Safety Officer will conduct a one hour meeting at least once a month on accident prevention. A report will be forwarded to the Wing Flying Safety Officer on the topics covered by the squadron. In addition, Maintenance Squadrons will also conduct a monthly meeting on aircraft prevention.

32ND AIR REFUELING SQUADRON OPERATIONS

During the month of October, 8[illegible]4 KC-97 hours were flown. As in the past, this flying time was devoted to the flying proficiency of all crew members in their specific duties.[27] During this time, 41[illegible] "dry" hook-ups and 96 "wet" hook-ups were accomplished and 7[illegible]6,29[illegible] pounds of fuel (116,[illegible]2 gallons) were transferred. All refueling missions, with the exception of four, which were flown with the 91st Strategic Reconnaissance

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26. Wing Reg 62-1, dtd 1 Oct 53 ---------- TAB "I"
27. Information this report taken from 32nd Air Refueling Squadron Historical Report - October 1953

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Wing, were flown with the 92nd Bombardment Wing ( ).

This amount of flying time was not flown without difficulty; there were six air aborts and three ground aborts. Three of these aborts were caused by oil leaks: two propeller malfunctions, two ENR bypass valve leaks, one ENR hydraulic pump leak in the combustion section, and an abort due to main to trouble.

Combat crew strength stood at 19 "P" crews and three "B" crews. One additional crew is expected to become combat ready by 1 November 1953.

During October this squadron flew the total of 439:55 hours ENR-47 time.[28] On 8 October, the 92nd Composite Operations Unit of this Wing was dissolved and the squadron again reassumed control of hangar six which this function used for their activities. Four crews completed their field checks and entered into Phase One of their B-52 training.

The October flying training of this squadron consisted of field check missions and B-52 accomplishments in Phases One and Two.[29] Total flying time was 370:55 hours. Ten crews completed field check missions while three other crews were in Phase Two of B-52 requirements at the month ender.

Total flying time for this unit during October was 461:55 hours

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28. Information taken from Historical Report, 92nd Bombardment Squadron, October 1953
29. Information taken from Historical Report, 92nd Bombardment Squadron, October 1953

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Fd-7 time. The 15 combat crews assigned to the squadron flew 75 sorties during the month.[3] The squadron centered its training on compliance with SAC Regulation 5-43. At the month ended, three crews were in training under Phase One, while the remaining 12 crews were in Phase Two.

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3. Information taken from Historical Report, 73rd Bombardment Squadron, October 1953.

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APPENDIX

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ACTIVITY LIST

	TAB
Wing Regulation 123-1, dated 12 October 1953	"A"
Analysis, Leadership and Morale for October 1953	"B"
Leadership and Morale Rating System for October 1953	"C"
Monthly Analysis Report (USAF 15-62) for October 1953	"D"
RB-47 Photo Pod. Rear and forward view pictures indicate material received for conversion from reconnaissance to the bombing configuration	"E"
Job Improvement Memo, 320th Field Maintenance Squadron	"F"
Wing Regulation 60-5, dated 5 October 1953	"G"
Wing Regulation 60-1, dated 1 October 1953	"H"
Photo of crew of this Wing in GAC Bobbin Competition	"I"
320th Bombardment Wing (H) Key Personnel List	"J"
Flying Training Accomplishment for October 1953	"K"
B-47 OJT Training, 441st Bombardment Squadron	"L"
B-47 OJT Training, 442nd Bombardment Squadron	"M"
B-47 OJT Training, 443rd Bombardment Squadron	"N"
Combat Ready Chart, 320th Bombardment Wing (H)	"O"

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Wing Regulation 123-1, dated [illegible] October 1953

Exhibit "A"

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*Wg Reg 123-1
1 - 4

HEADQUARTERS 320TH BOMBARDMENT WING (M)
March Air Force Base, California

320 CWI 12 October 1953

WING REGULATION)
:
NUMBER 123-1)

INSPECTION SYSTEM

1. PURPOSE: To prescribe policies, objectives and procedures constituting the Inspection System of this Wing, in accordance with Air Force Regulation 123-1, and March Air Force Base Regulation 20-5.

2. SCOPE: The provisions of the Regulation apply to all units and staff sections of this command.

3. GENERAL: The office of the Wing Inspector is established in accordance with provisions of TO/1-1048P, 1 March 1953, and General Order Number 35, Headquarters Strategic Air Command, dated 7 May 1953. The need of the Inspection System to keep the Wing Commander informed of the status of the command and to keep the wing at the highest level of efficiency is of paramount importance. The Wing Inspector will supervise and coordinate the inspection system. Inspections will be conducted by the Wing Staff Sections to evaluate the quality of management and the effective and economical accomplishment of the missions and functions of the wing. Therefore, as outlined below, an inspection system is hereby formulated.

4. TYPES OF INSPECTION:

a. Appropriate staff sections, under the supervision of the Wing Inspector will:

(1) conduct Administrative, Materiel, and Operations and Training Inspections on a semi-annual basis.

(2) conduct Follow-Up Inspections to insure that corrective action has been completed and that target dates are met.

(3) conduct Special Subject Inspections in accordance with AFR 120-25 in order to determine the existence and extent of any deficiency or irregularity.

(4) conduct POM Inspections in accordance with SAC Regulation 20-2.

* Supersedes Wg Reg 123-1, 28 July 1953

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(5) submit Case Reports in accordance with paragraph 20, AFR 123-1.

(6) conduct Administrative Inquiries and Investigations in accordance with AFR 123-1 and SAC Regulation 20-2.

(7) inspect Publications and Technical Order files at the time of the semi-annual inspection.

b. A Personal Conference Period will be conducted once each month by the Wing Inspector in accordance with AFR 123-1, SAC Reg 20-2, and 15th AFR 123-3.

5. INSPECTION SYSTEM:

a. Objective

(1) To provide the Wing Commander with a management tool which will promote the effectiveness and economy of the organization.

(2) To provide Unit Commanders with an aid to efficient operation.

b. Functions

(1) To evaluate conditions of the organization and make recommendations for improving its management, efficiency, economy, security, safety, readiness, and effectiveness.

(2) To evaluate and make recommendations to improve the discipline, welfare, and morale of the units and individuals.

(3) To observe and report upon failures to comply with laws and regulations, and make recommendations on regulations which are ineffective, impractical, uneconomical and/or otherwise deficient.

(4) To evaluate and report upon efficient and economical practices and procedures which merit recognition or consideration for application to other Air Force organizations.

(5) To enhance morale and promote the interest of individuals by supplying information, and hearing or taking appropriate action on their grievances without prejudice.

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c. Inspections

(1) Inspection is a function and responsibility of command.

(2) The Wing Inspector will be appointed by and is responsible to the Wing Commander and will not have command authority. He will not issue orders except when specifically directed to do so by the Wing Commander

(3) The inspection function is not limited by this Regulation and is not an exclusive responsibility of the Wing Inspector. Inspection of every unit, activity and procedure is an inherent function of staff officers and supervisors in their respective areas of responsibility.

(4) The Wing Commander will make available staff officers and specialized personnel as required to assist in the conduct of inspections.

d. Scope. The inspection system includes every field of military affairs and collateral interests, except where specifically limited by law or regulation. The system includes, but is not limited to, inquiry into the quality of management and all problems related to:

(1) The adequacy and preparedness of the organization to accomplish its assigned mission as an agency of national defense.

(2) The state of training, readiness, and logistical support of units and individuals to perform effectively and economically their missions and functions.

(3) Personnel administration, including procurement, pay, classification, assignment, health and welfare.

(4) The discipline and morale of units and individuals, the maintenance of law and order, and the proper administration of military justice, including all aspects of the treatment of personnel in confinement.

(5) The adequacy, appropriateness, and proper utilization of personnel, material, installations, facilities, and funds.

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(6) The effectiveness, safety, and economy of practices and procedures.

(7) The safe and economical maintenance and operation of aircraft and associated equipment.

(8) The elimination of waste and extravagance and the conservation of resources.

(9) The lawful and economical procurement of material and services.

(10) The economical storage, issue, repair, reclamation, and disposal of material.

(11) The appropriateness and proper administration of nonappropriated funds, and activities supported thereby.

(12) Internal security, including classifying and handling of classified security information, personnel security, and the protection of material, areas, and activities.

(13) The enhancement of good public relations.

b. Responsibilities

(1) The inspection system is organized to place responsibilities as follows:

(a) Administrative Inspections will be conducted by the Directorate of Personnel, with the assistance of the Wing Adjutant and the Wing Comptroller

(b) Materiel Inspections will be conducted by the Directorate of Materiel.

(c) Operations and Training Inspections will be conducted by the Directorate of Operations.

(d) The Inspection procedures of the staff sections will be coordinated and supervised by the Wing Inspector.

(2) It will be the responsibility of the staff sections to maintain a continuous review of current directives, plans, programs, statistics and such other material as may be necessary to maintain good inspection practices, and to prepare and maintain up-to-date check lists to be used as guides on inspection and staff visits. The Wing Inspector

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will be furnished a current check list and will be provided amendments as they occur.

(3) The Wing Inspector will:

(a) prepare programs and schedules of inspections.

(b) schedule follow-up inspections.

(c) maintain files pertaining to all phases of inspection, including correspondence, reports and suspense dates for follow-up action.

6. REPORTS OF INSPECTION:

a. ~~After the~~ post inspection critique has been held, the wing staff section concerned will prepare and forward their inspection report to the Wing Inspector in four (4) copies. The report of inspection will follow the format outlined in Attachment #2 to this Regulation.

b. Three (3) copies of the consolidated Inspection Report will be forwarded by letter of transmittal by the Wing Inspector to the unit concerned for necessary action. The original copy will be returned by indorsement, signed by the unit commander and addressed to the Wing Commander, Attention: Wing Inspector.

c. A period of ten (10) working days will be allowed for the unit to prepare its answer.

d. A follow-up inspection will be scheduled by the Wing Inspector and will be conducted and reported on by the appropriate Wing Staff Section. This report will reflect status of action for all items having estimated dates for completion falling within the reporting period. If it is necessary to extend an estimated date for completion, a brief explanation will be included in the remarks column. This report will follow the format of Attachment #1 to 15AFR 123-4.

7. PROCEDURES:

a. Inspectors will plan each inspection in advance and review all available material concerning the activity to be inspected.

b. In addition to the semi-annual inspection schedule (see par 8) the activity to be inspected will be notified one (1) week in advance of the inspection as to the date of inspection. A time and place will be arranged for the pre-inspection and post-inspection critiques.

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On the day of the inspection the inspection team will report to the Unit Commander concerned.

c. The Wing Inspector will preside over the pre-inspection and post-inspection critiques. The pre-inspection critique will be held to inform the Unit Commander and his staff of the purpose and scope of the inspection and to give the Unit Commander an opportunity to request the inspection team to investigate any additional problems confronting the organization. The post-inspection critique will be held to discuss the irregularities in existence found during the inspection. The inspector concerned will conduct the discussion pertaining to his phase of inspection.

8. SCHEDULES:

a. A semi-annual inspection schedule will be prepared by the Wing Inspector for the Wing Commander's approval. The schedule will be published prior to the inspection period and sent to the organization. A chart of scheduled semi-annual inspections will be maintained in the office of the Wing Inspector.

b. The semi-annual inspection will be scheduled to allow one (1) week for each activity to be inspected to insure as complete coverage as possible. In the case of large activities, such as Field Maintenance, a period of two (2) weeks will be allowed.

9. PERSONAL CONFERENCE PERIOD: As outlined by Sec VII, AFR 123-1, and 15 AFR 123-3 and 3a, the following procedures are prescribed to afford all personnel of this command, both military and civilian, the opportunity to present any personal matter or complaint to this headquarters for consideration and/or assistance.

a. A Personal Conference Period will be conducted by the Wing Inspector from 1300 to 1500 hours on the third Friday of each month. Information pertaining to the schedule of these conference periods, or any necessary change thereto, will be published in advance in the Daily Bulletin for a period of two (2) days. All activities will prominently display all schedules of this nature to insure maximum dissemination of the information to all personnel.

b. While it is desired that personnel present their problems or suggestions at the regularly scheduled conference periods, nothing herein will be construed to limit the presentation of such matters to these periods. The Wing Inspector will receive any grievance, question, or suggestion at any time during normal duty hours throughout the month if the situation so warrants.

c. Personnel need not seek permission to avail themselves of conference periods. However, all persons should advise their immediate superiors of their intention to visit the Wing Inspector and the time of the visit.

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d. 15th Air Force Form 156, Personal Conference Record will be completed for each interview given by the Wing Inspector. All interviews will be conducted in an informal atmosphere with no time limitation placed on the interview. Matters disclosed during the conference period will be treated in confidence except to the degree necessary to resolve any problem resulting therefrom. In no case will any retaliatory action be taken against any person presenting a grievance under the purview of this regulation.

e. If further action or research by the Inspector is indicated at the conclusion of the interview, the person will be so informed and requested to return at a later specified date. In all cases, the individual will be given a final report of action taken in the matter. All interviews will receive prompt and individual attention by the Wing Inspector and will be resolved at the earliest practicable date.

BY ORDER OF THE COMMANDER:

OFFICIAL:

BEN G PRIGMORE
1st Lt, USAF
Adjutant

BEN G PRIGMORE
1st Lt, USAF
Adjutant

DISTRIBUTION "B"

2 Attchmts
1. Trans of Rpt of Insp
2. SOP for processing of Rpts of Insp

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HEADQUARTERS 320TH BOMBARDMENT WING (M)
Office of the Wing Inspector
March Air Force Base, California

SUBJECT: Transmittal of Report of Inspection

TO: Commander
320th Bombardment Wing (M)
March Air Force Base
California

1. Transmitted herewith is Report of Inspection of your organization conducted by this Headquarters on _____ in accordance with the provisions of Wing Regulation 123-1.

2. Activities inspected and personnel conducting this _____ _____inspection are as follows:

ACTIVITY	INSPECTING PERSONNEL
Personnel	
Administration.	
Organization & Management	
Supply	
Logistics	
Operations & Training	
Maintenance	

3. This report will be answered in accordance with Wing Regulation 123-1 and the original will be returned to this Headquarters not later than_____.

4. Each discrepancy and comment will be answered. All items requiring corrective action will indicate the action taken and the date completed. In the event corrective action cannot be completed prior to the return of this report, the action column will indicate the date the action will be completed.

_____Incl/s
Rpt of Insp,____pages
(in trip)

Wing Inspector

Attchmt #1, 320 BW Reg 123-1, dtd 12 Oct 53

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SOP FOR PROCESSING OF REPORTS OF INSPECTION

1. Discrepancies and/or comments made during the course of inspection will appear in the left column on the report sheet and corrective action and replies to comments will be reflected in the right, or "Corrective Action" column of the sheet.

2. Each and every item in the Discrepancy column will be answered with the same corresponding paragraph or sub-paragraph numbered in the action column.

(a) Titles of major sections of the report which appear in the left column will have a corresponding title in the right column.

(b) Comments on the left which require no corrective action will be reflected in the "Corrective Action" column with the corresponding paragraph number with the comment "No corrective action required".

3. Discrepancies will be answered in the action column with a statement as to the specific corrective action that has been taken and the date it was completed. Corrective action will indicate what measure has been taken to preclude recurrence of similar discrepancies in the future. Answers should be as concise as possible provided clarity is not sacrificed.

4. When corrective action cannot be completed prior to the return of the report, this action column must indicate the action being taken to correct the discrepancy and the date the action will be completed.

5. Instructions for Inspecting Personnel:

(a) To facilitate the assembly and consolidation of the report in the Office of the Wing Inspector, the various staff sections preparing the report will not number the pages of the report. This will be accomplished by the Wing Inspector prior to forwarding the report to the organization concerned.

(b) Inspecting personnel should follow each discrepancy with a recommendation for corrective action unless such action is readily apparent.

(c) Inspectors should classify discrepancies into one of two categories. A listing of the MAJOR discrepancies first, followed by those considered MINOR in nature.

(d) Each staff section preparing the report should conclude it with a "General Findings and Recommendations" statement. This statement will include a rating of either "SATISFACTORY" or "UNSATISFACTORY" for the activity being reported upon.

NOTE: (See Sample Report Format on reverse side)

REPORT #2, 320 BW Reg 123-1, dtd 12 Oct 53

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UNIT 442nd Bomb Squadron OIC 2nd Lt William MacWilliams

SECT REPORTED ON: Ground Safety DATE 15 Dec 53

DISCREPANCIES	CORRECTIVE ACTION
1. The following MAJOR discrepancies were noted during the course of this inspection: a. No adequate bulletin board was being maintained b. This Squadron has a commendably low accident rate.	1. The following corrective action was taken in connection with the cited MAJOR discrepancies: a. Bulletin board was erected 18 Dec 53 and is being maintained for ground safety information. b. No corrective action required.
2. The following MINOR discrepancies were noted during the course of the inspection: a. Squadron records did not reveal that all personnel were receiving adequate training in ground safety in accordance with current directives.	2. The following corrective action was taken in connection with the cited MINOR discrepancies: a. A vigorous Ground Safety program was instituted 17 Dec 53, records were brought up to date, and this program will be of a continuing nature.
3. GENERAL FINDINGS AND RECOMMENDATIONS: This activity is considered SATISFACTORY at the time of this inspection.	3. Continued effort will be expended to maintain this organization at the highest possible level of efficiency.

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UNIT 442nd Bomb Squadron OIC 2nd Lt William MacWilliams

SECT REPORTED ON: Ground Safety DATE 15 Dec 53

DISCREPANCIES	CORRECTIVE ACTION
1. The following MAJOR discrepancies were noted during the course of this inspection: a. No adequate bulletin board was being maintained b. This Squadron has a commendably low accident rate.	1. The following corrective action was taken in connection with the cited MAJOR discrepancies: a. Bulletin board was erected 18 Dec 53 and is being maintained for ground safety information. b. No corrective action required.
2. The following MINOR discrepancies were noted during the course of the inspection: a. Squadron records did not reveal that all personnel were receiving adequate training in ground safety in accordance with current directives.	2. The following corrective action was taken in connection with the cited MINOR discrepancies: a. A vigorous Ground Safety program was instituted 17 Dec 53, records were brought up to date, and this program will be of a continuing nature.
3. GENERAL FINDINGS AND RECOMMENDATIONS: This activity is considered SATISFACTORY at the time of this inspection.	3. Continued effort will be expended to maintain this organization at the highest possible level of efficiency.

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Analysis, Leadership and Morale for October 1953

Exhibit "B"

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OFFICE OF THE COMPTROLLER
HEADQUARTERS 320TH BOMBARDMENT WING (M)
March Air Force Base
California

320 AAC

13 November 1953

SUBJECT: Analysis of the Unit Leadership Effectiveness and Morale Ratings

TO: Commander
320th Bombardment Wing (M)
March Air Force Base
California

I. General

An analysis covering a three month period, August, September and October has been prepared by this office. The figures have been compiled and recorded under the provisions of 12th Air Division letter Subject: "Unit Leadership and Morale Rating" dated 1 February 1953. Ratings are based on a maximum of 800 points. October ratings are also based on a one month and a combination of August-September-October which is a three month moving average. The scores are based on a percentage of maximum points obtainable.

II. Analysis

WING HEADQUARTERS

The scores and standings for the one and three month period are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
August	85.7	79.9	25	26	8	8
September	87.7	82.1	16	26	6	8
October	81.8	84.9	15	21	6	7

441ST BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
August	97.4	96.4	9	6	2	2
September	80.1	92.5	26	8	8	2
October	90.5	90.0	7	10	3	3

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

442ND BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
August	91.3	94.3	15	7	4	3
September	75.3	88.2	29	17	9	5
October	53.6	73.4	31	29	9	9

443D BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
August	89.9	82.7	17	20	6	5
September	96.7	86.7	5	19	2	6
October	78.4	88.3	21	14	7	4

320TH AIR REFUELING SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
August	93.3	79.7	12	27	3	9
September	81.0	81.9	25	27	7	9
October	85.4	86.2	14	18	5	6

320TH ARMAMENT AND ELECTRONICS MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
August	74.1	82.1	30	21	9	6
September	92.4	85.3	9	22	4	7
October	94.6	86.2	3	17	3	5

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

320TH FIELD MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
August	100.0	98.7	1	2	1	1
September	93.0	96.9	8	2	3	1
October	85.4	92.3	13	5	4	2

320TH PERIODIC MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
August	90.3	91.7	16	11	5	4
September	90.1	91.8	12	10	5	3
October	75.5	84.7	25	22	8	8

320TH MEDICAL GROUP

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
August	86.1	81.4	24	22	7	7
September	100.0	91.4	2	13	1	4
October	100.0	94.8	1	1	1	1

III. Comments

The Wing one month overall average amounted to 89.7% for August, 88.5% for September, and 82.8% for October. The Wing overall three month average amounted to 87.4% for August, 88.5% for September and 86.7% for October. Discrepancies are caused primarily by Reenlistment Rate, Moving Traffic Violations, Drunk and or Disorderly and AWOL.

There were 32 squadrons competing in the three month period.

JAMES R. IRISH
Lt. Col., USAF
Comptroller

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Leadership and Morale Rating System for

October 1963

Exhibit "C"

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LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM

AWARD SHEET FOR OCTOBER 1953

12th AD Assigned Units	% of Possible Score	12th AD Tenants	
First Place - 320th Medical Gp.	94.82	523d Air Force Band	93.75
Second Place - 22d A & E	92.46		
Third Place - Hq Sq Sec 807th ABGp	92.41		
Greatest Improvement - 807th Supply Sq.	11.78	percentage points improved.	

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WORK SHEET FOR: UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM		1 320th Med.Gp.	2 Hq.Sq.22d Bomb Wing	3 320th A & E Sq.	4 523d Band	5 33d Bomb Sq.	6 22d A & E Sq.	7 441st Bomb Sq.	8 22d Mic. Maint. Sq.	9 March Flight Sv.
CATEGORY	PFD STR	106	166	331	40	194	289	194	214	61
Part I-Disciplinary Offenses	Pts Alltd	No Points	No Points	No Points	No Points	No Points	No Points	No Points	No Points	No Points
a. Security Violations	60	60	60	60	60	60	1 54	60	2 18	60
b. AWOL	130	130	130	130	130	130	130	130	130	130
c. Serious Incidents	90	90	90	90	90	90	90	90	90	90
d. Drunk and/or Disorderly	60	60	60	1 60	60	60	60	2 18	60	60
e. Uniform Violations	20	20	20	20	20	1 12	20	20	20	20
Part II-Ground Safety										
a. Minor Accidents (Other)	20	20	20	20	20	3 4	1 20	1 16	1 18	20
b. Major Accidents (Other)	50	50	50	50	50	50	50	50	50	50
Part III-Veh Accident Prevention										
a. Moving Traffic Violations	50	50	1 40	2 40	50	1 40	2 35	50	50	1 10
b. Driving Drunk	90	90	90	90	90	90	90	90	90	90
c. Major Accidents - Vehicle	50	50	50	50	50	50	50	50	50	50
d. Minor Accidents - Vehicle	20	20	20	20	20	20	20	20	20	20
Part IV-Reenlistments		D R NR	D R NR	D R NR	D R NR	D R NR	D R NR	D R NR	D R NR	D R NR
a. Regular	150						2 1 90			
Part V-NCO Mess		E M	E M	E M	E M	E M	E M	E M	E M	E M
a. Members NCO Mess	30	13 13 30	65 57 0	66 66 30	7 7 30	28 24 0	62 62 30	30 27 0	43 43 30	23 10 0
Part VI-Administration										
a. Delinquent MPOs	60	60	60	2 48	60	60	60	60	60	NR
b. Morning Report Errors	70	70	70	2 49	1 14	70	70	70	2 35	NR
% of Max Score (3 Mo. Avg.)		94.82	84.56	86.24	93.75	92.08	92.46	90.02	89.33	90.55
TOTAL POSSIBLE SCORE - October		800	800	800	800	800	950	800	800	670
SCORE EARNED		800	760	757	744	736	869	724	721	606
% OF MAX SCORE		100.00	95.00	94.63	93.00	92.00	91.47	90.50	90.13	89.55

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WORK SHEET FOR UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM		10 Hq.Sq.Sec. 807 AB Gp.		11 22d Air Rflg.Sq.		12 22d Med. Gp.		13 320th Fld. Maint. Sq.		14 320th Rflg. Sq.		15 Hq.Sq. 320 Bomb Wing		16 510th Aviation		17 19th Bomb Sq.		18 1907-7 AACS Det.	
CATEGORY	PFD Str	458		326		259		371		332		188		46		203		194	
Part I - Disciplinary Offenses	Pts Allt'd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60		60	1	54		60		60		60		60		60	1	36		60
b. AWOL	130		130		130		130		130		130		130	1	0		130		130
c. Serious Incidents	90		90		90		90		90		90		90		90	2	20		90
d. Drunk and/or Disorderly	60		60	2	36	1	54		60		60		60		60	1	42		60
e. Uniform Violations	20	1	20		20		20		20		20	1	12	1	0		20		20
Part II - Ground Safety																			
a. Minor Accidents (Other)	20	2	18		20		20	3	8	2	14		20		20	1	16		20
b. Major Accidents (Other)	50	1	33		50		50	1	33		50		50		50		50		50
Part III-Veh Accident Prevention																			
a. Moving Traffic Violations	50	1	50	1	50	2	30	2	35	2	40		50		50	3	15	1	40
b. Driving Drunk	90		90		90	2	18		90		90		90		90		90		90
c. Major Accidents-Vehicle	50		50		50		50	1	33		50		50		50		50		50
d. Minor Accidents-Vehicle	20		20		20		20		20		20		20		20		20		20
Part IV - Reenlistments		D R		D R		D R		D R		D R		D R		D R		D R		D R	
a. Regular	150	2 1	90	3 1	60		NR	2 1	90	3 1	60	2 0	15		NR		NR	3 0	15
Part V - NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	131 121	9	105 105	30	42 42	30	57 57	30	91 85	9	70 55	0	14 14	30	31 31	30	56 51	3
Part VI - Administration																			
a. Delinquent MTOs	60		60		60		60	2	42	2	48		60		60		60		60
b. Morning Report Errors	70		70	1	70	1	63		70		70		70		70		70		NR
% of Maximum Score (3 Mo. Avg.)			92.41		89.15		90.75		92.35		86.17		84.90		87.50		85.58		83.81
TOTAL POSSIBLE SCORE - (otcter			950		950		800		950		950		950		800		800		880
SCORE EARNED			850		830		695		811		811		777		650		649		738
% OF MAXIMUM SCORE			89.47		87.37		86.88		85.37		85.37		81.79		81.25		81.13		83.86

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WORK SHEET FOR UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM		19		20		21		22		23		24		25		26		27	
		3933d RBS Sq.		2d Bomb Sq.		443d Bomb Sq.		807th Mtr. Veh. Sq.		807th Supply Sq.		807th Air Police Sq.		320th Fld. Maint. Sq.		9th Weather		807th Instl. Sq.	
CATEGORY	PFD STR	46		208		185		219		463		415		223		76		226	
Part I - Disciplinary Offenses	Pts Alltd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60		60		60		60	1	42		60		60	1	48		60	3	12
b. AWOL	130		130		130		130	2	45.5	5	32.5	2	71.5		130		130	1	84.5
c. Serious Incidents	90		90	2	20		90		90		90	1	50		90		90	1	50
d. Drunk and/or Disorderly	60		60		60	4	0	1	48	5	18		60		60	1	0	1	48
e. Uniform Violations	20		20		20	1	12	1	16		20		20	2	8		20		20
Part II - Ground Safety																			
a. Minor Accidents (Other)	20		20		20	1	16	3	6	4	10	1	20		20		20	1	18
b. Major Accidents (Other)	50		50		50		50		50	1	33	1	33		50		50		50
Part III-Veh Accident Prevention																			
a. Moving Traffic Violations	50	1	5		50	5	5	2	25	8	10		50	2	25		50	1	45
b. Driving Drunk	90		90		90		90		90	1	90		90		90		90		90
c. Major Accidents-Vehicle	50		50		50		50		50	1	33		50		50		50		50
d. Minor Accidents-Vehicle	20		20		20		20	1	10		20		20		20		20		20
Part IV - Reenlistments		D R		D R		D R		D R		D R		D R		D R		D R		D R	
a. Regular	150	1 0	15	1 0	15		NR		NR	1 1	150		NR	1 0	15	1 0	15		NR
Part V - NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	16 16	30	35 35	30	20 22	0	49 47	18	147 141	18	80 69	0	34 34	30	14 3	0	45 45	30
Part VI - Administration																			
a. Delinquent MPOs	60		60		60	1	48		60	5	36	10	12	4	18		60	14	0
b. Morning Report Errors	70		NR		70	1	56	1	63	1	70		70	1	63		NR	2	40
% of Maximum Score (3 mo. avg.)			91.67		88.24		88.33		86.15		73.94		88.69		84.71		82.69		69.48
TOTAL POSSIBLE SCORE- October			880		950		800		800		950		800		950		880		800
SCORE EARNED			700		745		627		613.5		720.5		606.5		727		655		559.5
% OF MAXIMUM SCORE			79.55		78.42		78.38		76.69		75.84		75.81		75.47		74.49		69.94

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WORK SHEET FOR UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM		28 22d Fld. Maint. Sq.		29 807th Food Sv.Sq.		30 42d Air Rescue Sq.		31 442d Bomb Sq.		32 807th Oper. Sq.									
CATEGORY	PFD Str	357		452		119		185		528									
Part I - Disciplinary Offenses	Pts Alltd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	2	30		60		60	1	30	1	60								
b. AWOL	130	1	110.5	10	0	3	0	4	0	4	45.5								
c. Serious Incidents	90	1	50	1	50		90		90	1	50								
d. Drunk and/or Disorderly	60	2	36	10	0		60	2	18	3	36								
e. Uniform Violations	20		20		20		20		20	3	12								
Part II - Ground Safety																			
a. Minor Accidents (Other)	20	1	20	6	6	1	10	4	0	1	20								
b. Major Accidents (Other)	50		50	1	33		50	3	0		50								
Part III-Veh Accident Prevention																			
a. Moving Traffic Violations	50	4	20		50		50	5	5	5	25								
b. Driving Drunk	90		90	1	90		90		90	1	90								
c. Major Accidents-Vehicle	50		50		50		50		50	2	16								
d. Minor Accidents-Vehicle	20		20		20		20		20	2	12								
Part IV - Reenlistments		D	R		D	R		D	R		D	R		D	R		D	R		D	R		D	R	
a. Regular	150	1	0	15			NR	3	0	15			NR	1	0	15									
Part V - NCO Mess		E	M		E	M		E	M		E	M		E	M		E	M		E	M		E	M	
a. Members NCO Mess	30	65	60	6	79	79	0	49	35	0	21	16	0	191	143	0									
Part VI - Administration																			
a. Delinquent MPOs	60		60	8	18	2	24	2	36	22	0								
b. Morning Report Errors	70		70		70		NR		70	5	35								
% of Max Score (3 Mo. Avg.)			79.69		66.85		73.85		73.40		72.98								
TOTAL POSSIBLE SCORE - October			950		800		880		800		950								
SCORE EARNED			647.5		497		539		429		466.5								
% OF MAXIMUM SCORE			68.16		62.13		61.25		53.63		49.11								

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Monthly Analysis Report (DoS 15-02, October 1953

Exhibit "D"

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SECRET

SECURITY INFORMATION

CLASS: SECRET
AUTH: CO 320BW
DATE: 17 NOV 1953
INITS: Smith

320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

17 November 1953

[illegible] AAC

SUBJECT: Monthly Analysis for October 1953 (RCS: 15-U2)

TO: Commander
Fifteenth Air Force
March Air Force Base
California
Attention: COMA

SECTION I

FORECAST OF SAC MANAGEMENT CONTROL SYSTEM SCORES

Personnel	Max Score	Wing % Max Score October	Wing Score October	SAC MBW Avg Score September
1. Manning in Req Spec				
a. Officers	25	50	12.5	15.4
b. Airmen	45	10	4.5	16.5
2. Formation of Crews	20	100	20.0	20.0
3. AWOL Rate	30	100	30.0	27.4
4. Ground Safety	25	65	16.3	20.1
5. Reenlistment Rate	40	50	20.0	14.8
6. Personnel Records	15	100	15.0	14.3
7. MTD Utilization	20	100	20.0	16.7
TOTAL	220	62.8%	138.3	137.4
Materiel				
1. Sorties Del as % of Required	60	100	60.0	43.3
2. Reports of Survey	40	75	30.0	31.3
3. Flyaway Kits	40	100	40.0	32.6
TOTAL	140	92.8%	130.0	108.1
USCM & Flying Safety				
1. USCM	80	NR	NR	46.9
2. Flying Safety	40	70	28.0	30.8
TOTAL	120	70%	28.0	71.0

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SECRET SECURITY INFORMATION

Subject: Monthly Analysis for October 1953

Operations	Max Score	Wing % Max Score October	Wing Score October	SAC MBW Avg Score September
I. Training Minimums				
a. Bombardment	150	NR	NR	47.6
b. Tanker	50	NR	NR	15.4
RBS Radar Bomb Acc	40	NR	NR	34.8
VBS Visual Bomb Acc	25	NR	NR	17.0
Night Cel Nav Prof	20	100	20.0	19.4
ECM Proficiency	40	NR	NR	36.8
Cruise Control Prof	15	100	15.0	14.8
Camera Gunnery Prof	NA	NA	NA	NA
Air Refueling Prof				
a. Wet Hookups	20	90	18.0	18.3
b. Radar Rendezvous	20	70	14.0	19.7
Scored Crews				
a. Bombardment	40	NR	NR	26.0
b. Tanker	10	NR	NR	7.0
Combat Ready Crews				
a. Bombardment	40	5	2.0	16.3
b. Tanker	10	85	8.5	6.5
Physical Conditioning	20	NR	NR	6.2
TOTAL	500	62%	77.5	258.3

SECTION II

1. Grand Total (Max Score 525) (373.8 points earned)

a. The Wing scored a total of 373.8 points (71.2%) of a possible 525 points, an increase of 27.8 points over last months score. Of the total points lost, 54.0% (81.7 points) were due to Personnel Category, 31.4% (47.5 points) due to Operations, 7.9% (12.0 points) due to Flying Safety and 6.5% (10.0 points) due to Materiel.

b. The loss of points in the Personnel category is due primarily to Manning in Required Specialities, both Officers and Airman. Manning in Required Specialities accounted for 64.9% (Officers 15.3% and Airmen 49.6%) of the points lost in the Personnel category. The remaining 35.0% lost was due to 24.4% lost in Reenlistment Rate and 10.6% lost on Ground Safety.

c. The loss of points in the Materiel category was due to Reports of Survey which lost 10.0 points. The Materiel category increased 11.8 points over last months score.

d. The Wing lost 12.0 points in the Flying Safety category. This category increased 16.0 points over last months score.

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Subject: Monthly Analysis for October 1953

e. Operations category lost 47.5 points (31.4%) of the total points lost. This is due primarily to Combat Ready Crews (Bombardment) which lost 38.0 points. The Wing declared four (4) B-47 Crews Combat Ready on 31 October 1953. The score in the Combat Ready Crews category will not increase until the Wing declared 31 crews ready. The operations category increased 1.5 points over last months score.

PERSONNEL

Manning in Required Specialities

a. Officers (Max Score 25) (12.5 points earned)

(1) The status of Officer manning as of 30 September and 31 October 1953 was as follows:

	30 Sep	31 Oct
No. Officers Required	381	381
No. Officers Assigned	355	368
No. Officers "IRS"	331	328
Percent "IRS"	86.8%	86.0%
Score	12.5	12.5

(2) Principal shortages continue to exist in the Intelligence, Photo-Radar, Supply and Personnel Career fields.

b. Airmen (Max Score 45) (4.5 points earned)

(1) The status of Airmen manning as of 30 September and 31 October 1953 was as follows:

	30 Sep	31 Oct
No. Airmen Required	1670	1670
No. Airmen Assigned	1785	1864
No. Airmen "IRS"	1053	1068
Percent "IRS"	63.0%	63.3%
Score	4.5	4.5

(2) "K" System Career Field continues to be a serious problem area. The shortage of "K" Systems mechanics is directly effecting the maintenance capability of the Wing. Slight relief is expected with the input of fifteen (15) 3 level and eighteen (18) 5 level "K" Systems mechanics during the months of November and December. There is no input of 7 level personnel in the immediate future.

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SECRET SECURITY INFORMATION

Subject: Monthly Analysis for October 1953

3. Formation of Crews (Max Score 20)(20.0 points earned)

a. The fifty (50) B-47 crews and the twenty-one (21) KC-97 crews assigned to the 320th Bomb Wing represent the maximum number of crews that could be formed from present resources.

b. The B-47 crews experienced five (5) crew changes during the month of October. Air Refueling crews experienced ten (10) crew changes during the month of October for the following reasons. One (1) due to separation, one due to PCA, one (1) disqualification of crew member, and seven (7) changes to maintain more effective combat crews.

AWOL Rate (Max Score 30)(30.0 points earned)

a. The comparative scoring for the calendar quarters ending 30 September and 31 October 1953 are as follows:

	30 September	31 October
Cumulative No. AWOL's	6	9
AWOL Rate (Cumulative)	1.1	1.5
Score	30.0	30.0

b. The Wing experienced two (2) AWOL's in August, four (4) in September and three (3) in October.

4. Ground Safety (Max Score 25) (16.3 points earned)

a. The comparative scoring for the calendar quarters ending 30 September and 31 October 1953 are as follows:

	30 Sep	31 Oct
Accident Cost Index (Cumulative)	10.74	10.51
Ground Safety Index (Cumulative)	3.75	5.06
Percent of Max Score	75%	65%
Score	18.8	16.3

5. Reenlistment Rate (Max Score 40) (20.0 points earned)

a. The comparative scoring for the calendar quarters ending 30 September and 31 October 1953 are as follows:

	30 Sep	31 Oct
Terminations Eligible to Reenlist	5	12
Number of Reenlistments	3	5
Reenlistment Rate	60.0%	41.6%
Percent of Max Score	80%	50%
Score	32.0	20.0

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Subject: Monthly Analysis for October 1953

4. Personnel Records (Max Score 15) (15.0 points earned)

a. The percent completeness of Officers and Airmens Personnel Records for the months of September and October 1953 are as follows:

	30 Sep	31 Oct
Percent Complete Officers Records	100.0%	99.97%
Percent Complete Airmens Records	100.0%	99.96%
Percent Max Score	100.0%	100.0%
Score	15.0	15.0

Mobile Training Detachment Utilization (Max Score 20)(20.0 pts earned)

a. The Wing manhour utilization of MTD (B-47 and KC-97) for the months of August, September, and October 1953 were as follows:

	August	September	October	3 mo. Avg.
B-47 MTD	8,073	7.794	8,602	8,156
KC-97 MTD	4.555	1,308	2,579	2,814

MATERIEL

1. Sorties Delivered as a Percent of Required (Max Score 60)(60.0 pts earned)

a. The Wing had 228 B-47 sorties and 110 KC-97 sorties required for the month of October 1953. Maintenance delivered 252 B-47 sorties and 115 KC-97 sorties during the month of October 1953.

b. Computation is as follows:

$$\frac{\text{Sorties Required - B-47 - 228 / KC-97 - 110 = 338}}{\text{Sorties Delivered - B-47 - 252 / KC-97 - 115 = 376}} = 100.0\%$$

2. Reports of Survey (Max Score 40)(30.0 points earned)

a. Computation covers the three month period ending 31 October 1953:

	# Surveys	Dollar Cost
August	1	$119.33
September	1	163.13
October	3	239.51
TOTAL	5	$521.97

Average dollars per survey - $104.39

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Subject: Monthly Analysis for October 1953

Personnel Records (Max Score 15) (15.0 points earned)

a. The percent completeness of Officers and Airmens Personnel Records for the months of September and October 1953 are as follows:

	30 Sep	31 Oct
Percent Complete Officers Records	100.0%	99.97%
Percent Complete Airmens Records	100.0%	99.96%
Percent Max Score	100.0%	100.0%
Score	15.0	15.0

Mobile Training Detachment Utilization (Max Score 20)(20.0 pts earned)

a. The Wing manhour utilization of MTD (B-47 and KC-97) for the months of August, September, and October 1953 were as follows:

	August	September	October	3 mo. Avg.
B-47 MTD	8,073	7.794	8,602	8,156
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MATERIEL

1. Sorties Delivered as a Percent of Required (Max Score 60)(60.0 pts earned)

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	# Surveys	Dollar Cost
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TOTAL	5	$521.97

Average dollars per survey - $104.39

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Subject: Monthly Analysis for October 1953

a. Cont'd

Organization Population

	Military EOM Asgd Strength	Civilian EOM Asgd Strength
August	2177	3
September	2166	3
October	2194	3
TOTAL	6537	9

Organization Population - 6546

Report of Survey per 1000 population $\frac{5}{6546} \times 1000 = .76$

b. An average cost of $104.39 per survey and the average of .79 surveys per 1000 population nets the Wing 75% of the score in this category or 30.0 points.

3. Flyaway Kits (Max Score (40) (40.0 points earned)

a. The percent completeness of KC-97 flyaway kits as of 31 October 1953 is 98.8% which nets the Wing 100% of maximum score.

UNIT SIMULATED COMBAT MISSION AND FLYING SAFETY

1. Unit Simulated Combat Mission (Max Score 80)(Not Rated)

a. This item will remain not rated until the Wing flys a Unit Simulated Combat Mission.

2. Flying Safety (Max Score 40)(28.0 points earned)

a. During the month of October the Wing experienced zero (0) accidents which help reduce the rate to 18.0, which nets the Wing 70% of maximum score of 28.0 points.

OPERATIONS

1. Training Minimums (Max Score 200)(Not Rated)

2. RBS Radar Bombing Accuracy (Max Score 40)(Not Rated)

3. RBS Visual Bombing Accuracy (Max Score 25)(Not Rated)

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Subject. Monthly Analysis for October 1953

4. Night Celestial Navigation Proficiency (Max Score 20)(20.0 points earned)

a. Computation covers one month (October) period for the Air Refueling Squadron only:

	ARS
Number of Missions	15
CEP	7.8
Percent of Score	100.0%
Score	20.0

5. ICV Proficiency (Max Score 40) (Not Rated)

6. Cruise Control Proficiency (Max Score 15) (15.0 points earned)

a. Computation covers one month (October) period for the Air Refueling Squadron only:

	ARS
Number of Missions	23
Average % Error	.12
Percent of Score	100.0%
Score	15.0

7. Camera Gunnery Proficiency (N.)

8. Air Refueling Proficiency (Max Score 40)

a. Wet Hookups (Max Score 20)(18.0 points earned)

Computation covers one month (October) period only:

Number Wet Hookups Attempted	- 102
Number Wet Hookups Successful	- 96
Percent Successful	- 94.1
Percent of Score	- 90.0%
Score	- 18.0

b. Radar Rendezvous (Max Score 20)(14.0 points earned)

Computation covers one month (October) period only:

Number Radar Rendezvous Attempted	- 52
Number Radar Rendezvous Successful	- 43
Percent Successful	- 82.7%
Percent of Score	- 70%
Score	- 14.0

9. Scored Crews (Max Score 50) (Not Rated)

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Subject: Monthly Analysis for October 1953

10. Combat Ready Crews (Max Score 50)

a. Bombardment Crews (Max Score 40)(2.0 points earned)

Number of Combat Ready Crews Auth	- 45
Number of Combat Ready Crews Asgd	- 4
Percent of Score	- 5%
Score	- 2.0

b. Tanker Crews (Max Score (10)(8.5 points earned)

Number of Combat Ready Crews Auth	- 20
Number of Combat Ready Crews Asgd	- 19
Percent of Score	- 85%
Score	- 8.5

11. Physical Conditioning (Max Score 20)(Not Rated)

SECTION III

SOFT SPOTS

1. Negative

SECTION IV

SPECIAL ANALYSIS

1. Negative

SECTION V

COMMANDER'S REMARKS

1. See Wing Commander's Remarks submitted on Air Training Reports for 320th Bombardment Wing (RCS: 6-S.C-T12.) and 320th Air Refueling Squadron (RCS: 4-S.C-T12).

Loran D Briggs
LORAN D. BRIGGS
Colonel, USAF
Commander

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[redacted]

XAP-47 Photo Pod. Rear and forward views indicate material removed for conversion from the reconaissance to the bombing configuration

Exhibit "L"

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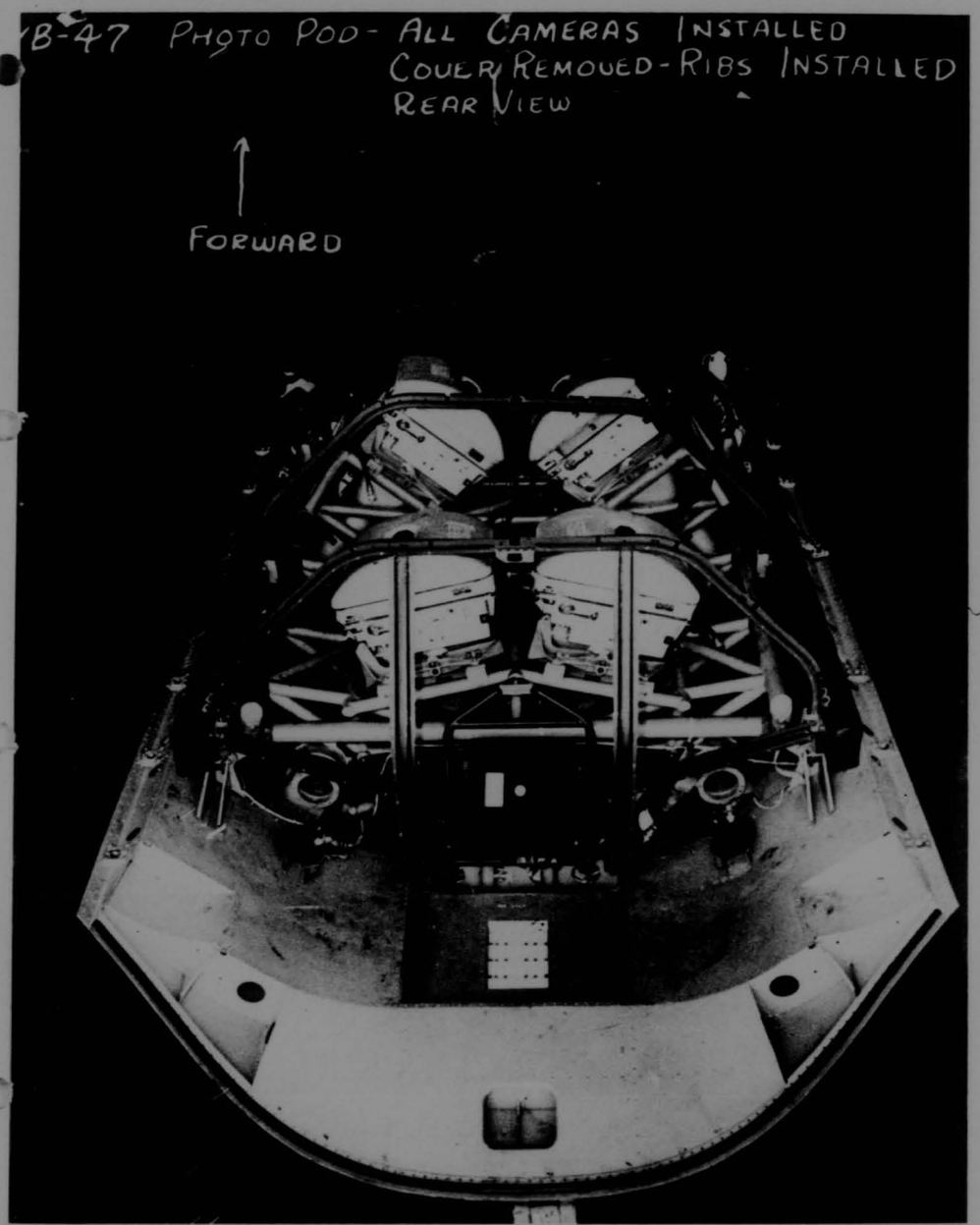

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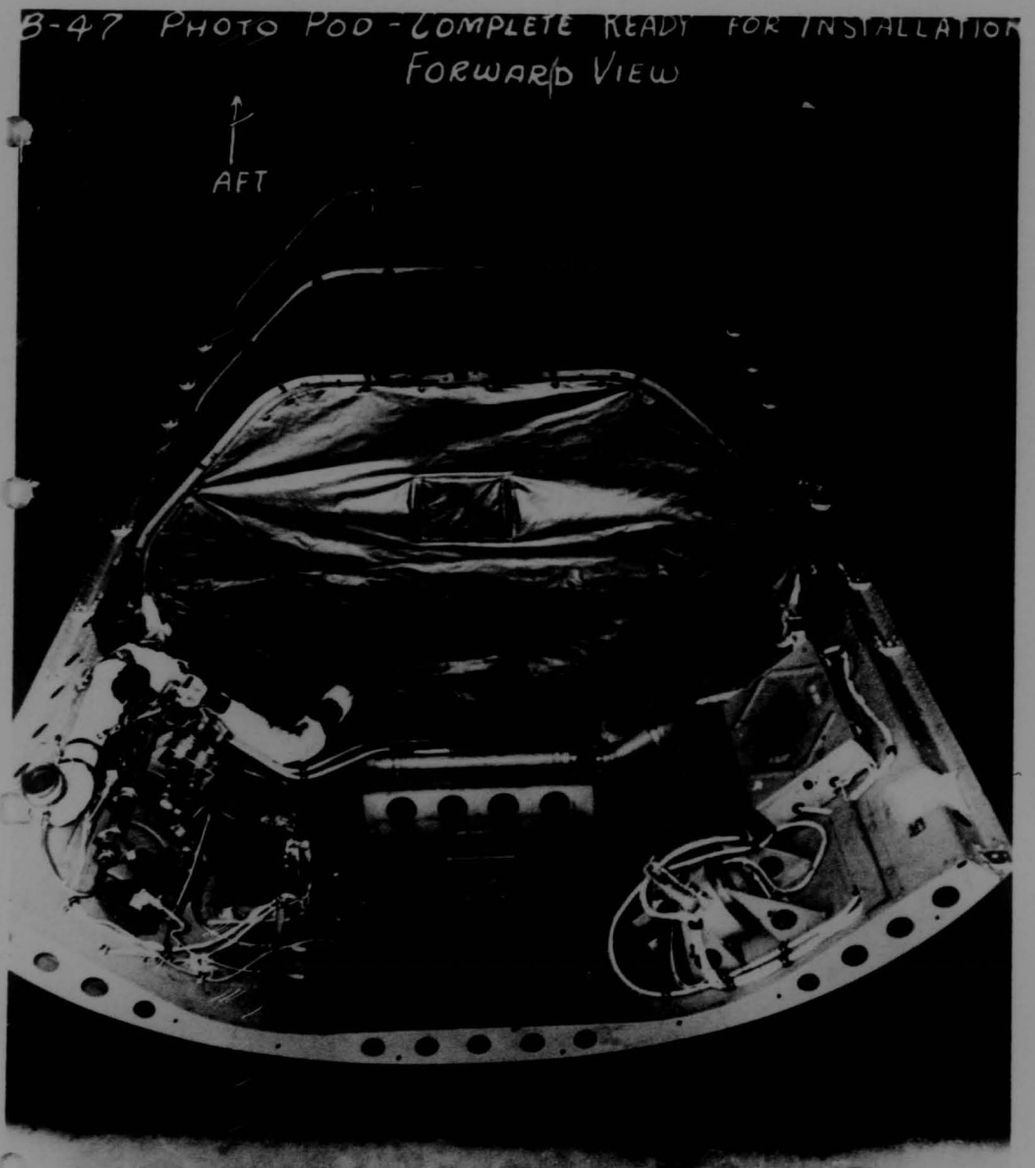

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Job Improvement Method, 320th Field Maintenance Squadron

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FLAPPER VALVE DIE
320TH FIELD MAINTENANCE SQUADRON

An outstanding job was completed by A/1C 53150 Richard C. Bibey, AF 13 377 091, now discharged under early release. This job consisted of the design and manufacture of a flapper valve punch and die tool for the stamping of flapper valves. An average of 60 valves per month was being hand made by the Machine Shop, taking 2 manhours for each valve, a total of 120 man hours at $2.00 per hour, making the cost per month $240.00. It took 90 manhours for A/1C Bibey to manufacture this tool, as shown in inclosure. With this tool installed on a punch press the sixty required valves per month can be stamped out in 30 minutes at a cost of $1.00 making a saving of $239.00 per month or $2,868.00 per year.

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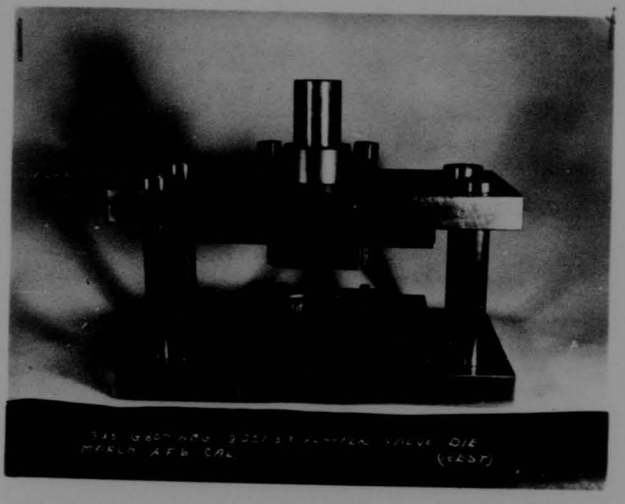

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KODAK SAFETY FILM

Wing Regulation 60-9, dated 8 October 1953

Exhibit "C"

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Wg Reg 60-9
1-4

HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

CDC

WING REGULATION)
:
NUMBER 60-9)

8 OCT 1953

FLYING

Aircraft Flying Scheduling

1. PURPOSE: To establish procedures for coordinated planning of aircraft utilization through active participation of the Wing and Squadron Commanders and maintenance and operations activities.

2. AIRCRAFT SCHEDULING COMMITTEE: An aircraft scheduling committee will be established to include the Wing Commander, the Wing Director of Operations, the Wing Director of Materiel, the Wing Chief of Maintenance, and the individual Squadron Commanders, Maintenance Officers and Operations Officers.

3. PATTERN OF AIRCRAFT UTILIZATION: The committee will decide upon a broad standing pattern of aircraft utilization. This pattern may be to fly one squadron every third day, one-third of all squadrons every day, or some variation thereof. The broad pattern will be designed to accomplish two goals:

a. Provide the tactical units with the aircraft necessary to meet all training and readiness requirements.

b. Permit maintenance to operate at a fairly constant level, with balanced activity of the personnel and facilities in the various shops and docks. This procedure will prevent a recurring cycle of peak loads alternating with periods of recovery in which aircraft utilization and readiness may be reduced.

4. WEEKLY MEETINGS:

a. The committee will meet weekly, normally on Friday, to schedule the tactical flying to be performed during the following calendar week. The Wing Director of Material will schedule the time and place of these meetings.

b. Prior to the weekly meeting, the individual Squadron Operations Officers will prepare a schedule of "routine requirements" for aircraft, expressed in terms of the number of sorties, the number of flying hours, and the need for specific equipment or systems to be operational for specific sorties (e.g., bombing, in-flight refueling, etc.). These "routine requirements" will be based upon all training needs of the flight crews, to include requirements contained in SAC Regs 50-43, 50-8, and AFR 60-2, training of non-combat ready crews, maintaining flight proficiency of staff personnel, etc. The "routine requirements" presented at the weekly

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meeting will also include in a separate listing those additonal missions known at the time of the meeting which have been specifically ordered by command echelons higher than the Wing. The total of the "routine requirements" presented for the week will be adequate to provide for all crew requirements and all ordered missions regardless of the availability of aircraft or of other factors, (e.g., RBS sites).

c. This schedule will be submitted in triplicate on Attachment #1 to the Wing Director of Operations, at least twenty-four (24) hours prior to the weekly meeting, for information and planning. The Wing Director of Operations will screen these reports for adequacy, and forward one copy to the Wing Director of Material and one copy to the Wing Chief of Maintenance.

d. The Wing Chief of Maintenance will be responsible for determining the confirmation capability of the respective squadrons sufficiently in advance of the weekly meeting time to allow proper posting of charts which will be displayed at the meeting. The Wing Chief of Maintenance will submit this information to the Wing Director of Operations at least two (2) hours prior to the scheduled meeting.

e. Schedules should be prepared so that the necessary flying hours will be distributed as uniformly as is possible throughout the month, as discussed in paragraph 3 above. However, variations in the size of weekly requirements are inevitable as a result of deployments, USCM, special missions, weather, and other factors. Sorties for operations beginning in the week for which a schedule is being prepared but ending in a following week normally will be completely scheduled at the scheduling meeting for the week during which such operations begin. Maximum effort missions will normally be included in maintenance planning several weeks in advance of the operations. However, for reporting purposes, sorties and flying hours will be shown for the week in which they are scheduled to be flown. The requirements for the final week of the month must be of such a size that the total of all adjusted requirements for the month represents all needs of the Wing for that month.

f. At the last weekly scheduling meeting of each month, projections of total requirements, total maintenance capability, and total utilization will be prepared in terms of "sorties" and "flying hours" for each of the four months following the report period.

5. REPORTING PROCEDURES:

a. A monthly report as required by SAC Reg 60-9 will be compiled and prepared on SAC Form 185 by the Director of Operations.

b. To insure accurate reporting procedures, the following locally devised forms and charts will be utilized by the respective operations and maintenance activities.

(1) A master "Aircraft Scheduling Chart" will be maintained

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by the Wing Director of Operations and will serve primarily for preparation of the monthly SAC "Aircraft Scheduling Report", (RCS: SAC-F1)

(2) A "Weekly Aircraft Scheduling Chart" will be utilized and maintained by all Squadron Operations Officers. This chart is designed for planning and recording aircraft requirements and utilization on a weekly basis and must be posted daily.

(3) Attachment #1, Weekly Aircraft Requirements, will be used for submitting information in Section 1 of the "Weekly Aircraft Scheduling Chart", as required by paragraph 4 c above.

(4) Attachment #2, "Weekly Aircraft Scheduling Report", will be used by the Squadron Operations Officers to submit the weekly summary totals of requirements, confirmations and acceptances to the Wing Director of Operations. The master "Aircraft Scheduling Chart" will be posted as required from these reports. This report is based on activities during the past calendar week and should be delivered to the Wing Director of Operations no later than 1600 hours on the work day following the reporting period.

6. CLASSIFICATION OF REPORTS: Reports prepared in compliance with this regulation will be classified RESTRICTED, unless the content of the information reflected requires higher classification.

7. SUPPLY OF FORMS: An initial supply of locally devised forms and charts will be provided to all using activities. Additional supply of forms may be obtained from the Wing Adjutant Section.

8. RECORDS DISPOSITION INFORMATION:

a. Reports received by Wing will be destroyed when no longer needed for reference purposes.

b. Copies of the "Weekly Aircraft Scheduling Report" and the "Weekly Aircraft Requirement" report retained by Squadrons will be destroyed after six months.

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'g Fog 60-9

BY ORDER OF THE COMMANDER:

BEN G. PRIGMORE
1st Lt., USAF
Adjutant

OFFICIAL:

BEN G. PRIGMORE
1st Lt., USAF
Adjutant

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SQUADRON _____

WEEKLY AIRCRAFT REQUIREMENTS

For Week ____ to ____ Month _____ 195___

	Sun		Mon		Tues		Wed		Thurs		Fri		Sat		TOTAL	
S-Sorties FH-Flying Hours	S	FH	S	FH	S	FH	S	FH	S	FH	S	FH	S	FH	S	FH
REQUIREMENTS a. Routine Requirements (Ordered) Missions other than Normal (Training)																
TOTAL																
b. Routine Requirements(Normal Training, including Unit Simulated Combat Missions.																
TOTAL																
Total a & b																

Equipment Requirement Legend

A - AFR & Rendevous
E - ECM
L - Loran
K - K Bombing
P - Photo-Recon
T - Transition - Pilot Proficiency
AL - AFR & Rendevous & Loran
AK - AFR & Rendevous & K
AKL - AFR & Rendevous & K & Loran
AP - AFR & Rendevous & Photo-Recon
F - Ferry

Attachment #1 to 320th Bomb Wing Reg 60-9

320 BW Form

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WEEKLY AIRCRAFT SCHEDULING REPORT

TYPE OF AIRCRAFT	FOR MONTH OF	RCS: SAC-F1

WEEK OF MONTH			WEEKLY	
S-Sorties; FH-Flying Hours			S	FH
1. Requirements(Acft needed to accomplish assigned Msn ADJUSTMENTS (changes in Needs)	a. Routine Requirements(Ordered Missions, Other than Normal Training)			
	b. Routine Requirements(Normal Training, Including Unit Simulated Combat Missions)			
	c. (1) Special Requirements	(a) Missions Ordered by Higher Echelons After Weekly Schedule is Completely Established		
		(b) Substitute Missions (Not Replanned)		
	(2) Routine Requirements Deleted			
	d. NET(a plus b plus c(1)(a) plus c(1)(b) minus c(2)			
2. Confirmed Requirements	a. CONFIRMED ROUTINE REQUIREMENTS			
	b. CONFIRMED REQUIREMENTS WHICH WERE DELETED			
	c. NET (a minus b)			
3. Deliveries Accepted	a. CONFIRMED ROUTINE REQUIREMENTS	(1) All specified Equipment satisfactory		
		(2) Some specified Equipment Missing or not satisfactory		
	b. UNCONFIRMED ROUTINE REQUIREMENTS	(1) All specified Equipment satisfactory		
		(2) Some specified Equipment Missing or not satisfactory		
		(3) Unscheduled Training ("make-up" Missions)		
	c. SPECIAL REQUIREMENTS	(1) All specified Equipment satisfactory		
		(2) Some specified Equipment Missing or not satisfactory		
		(3) Substitute Missions		
	d. TOTAL (a plus b plus c)			
4. Utilization of Aircraft Accepted	a. CONFIRMED ROUTINE REQUIREMENTS			
	b. UNCONFIRMED ROUTINE REQUIREMENTS			
	c. SPECIAL REQUIREMENTS			
	d. GROUND ABORTS	(1) AIRCRAFT		
		(2) OPERATIONS		
	e. TOTAL (a plus b plus c minus d(1). Do not reflect d(2) in this total			

5. REMARKS

Attachment #2 to 320th Bomb Wg Reg 60-9 (Remarks cont'd on Reverse side)

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Wing Regulation 62-1, dated 1 October 1953

Exhibit "A"

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HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

1 October 1953

WING REGULATION)
:
NUMBER 62-1)

FLYING SAFETY

Aircraft Accident Prevention Meetings

1. PURPOSE: This regulation establishes the procedure for holding Aircraft Accident Prevention Meetings required by Air Force Regulation 62-6, dated 10 July 1950, and prescribes the method of reporting attendance at these meetings.

2. SCOPE: This regulation applies to all flying and maintenance personnel assigned to this Wing.

3. RESPONSIBILITY: The Wing Flying Safety Officer will be responsible for compliance with the provisions of this regulation.

4. WING MEETING:

a. The Wing Flying Safety Officer will conduct a monthly meeting attended by assigned aircrew members, other flying personnel, and aircraft maintenance personnel.

b. The Wing Flying Safety Officer will verify attendance at this meeting.

5. TACTICAL SQUADRON MEETINGS: The Flying Safety Officer, in each of the four tactical squadrons will hold a one hour Aircraft Accident Prevention Class at least once each month for all aircrew members and engineering personnel. These meetings may be held together if the material permits. Additional short meetings are encouraged. Attendance will be verified by roll call or attendance slips and a record kept of this attendance.

6. MAINTENANCE SQUADRON MEETINGS: Each Maintenance Squadron Commander will hold a one hour Aircraft Accident Prevention Class at least once each month for all maintenance personnel. Additional short meetings are encouraged. Attendance will be verified by roll call or attendance slips and a record kept of this attendance.

*Supersedes Wg Reg 62-1, 13 Feb 53

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7. REPORTS:

a. Each Tactical Squadron Commander and each Maintenance Squadron Commander will submit a monthly report to the Wing Flying Safety Officer by the 25th day of each month. The report will state the number of personnel required to attend the meeting, the number present and absent, and the reasons for absentees. It will include the subjects covered at the meeting, the time devoted to each subject, and the method of presentation.

b. Squadron Commanders will state whether they personally attended their respective meetings and comment on the program, indicating their degree of satisfaction with it.

c. A report on attendance and program content of the Wing, tactical squadrons, and maintenance squadrons meetings will be submitted by the Wing Flying Safety Officer in his Monthly Accomplishment Report to the Wing Commander.

BY ORDER OF THE COMMANDER:

BEN G. PRIGMORE
1st Lt, USAF
Adjutant

OFFICIAL:

BEN G. PRIGMORE
1st Lt, USAF
Adjutant

DISTRIBUTION: "B"

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Photo of crew of this Wing in the SAC Bombing Competition

Exhibit "I"

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READY FOR ACTION in SAC's annual bombing and navigation competition at Roswell AFB, N.M., is this 320th Bomb Wing crew. From left, Major V. N. Liniger, Major Sydney Hudiburgh, Lt. P. H. Farris. One other 320th crew and two more from the 22nd Bomb Wing will participate in contest October 25-31.

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320th Bombardment Wing (H) Key Personnel List

Exhibit "J"

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320th Bombardment Wing (H) Key Personnel List

COLONEL IOMAN D. [illegible]S	COMMANDER
COLONEL ERNEST C. [illegible]OLY	DEPUTY COMMANDER
FIRST LIEUTENANT BEN G. FRIEDMAN	ADJUTANT
MAJOR RALPH H. LANE, JR.	WING INSPECTOR
LIEUTENANT COLONEL JOHN R. IRISH	WING COMPTROLLER
LIEUTENANT COLONEL KEITH A. WHITAKER	DIRECTOR PERSONNEL
LIEUTENANT COLONEL CLARK A. TATE	DIRECTOR MATERIEL
COLONEL EDWARD M. MICHELS, JR.	DIRECTOR OPERATIONS
FIRST LIEUTENANT BEN G. FRIEDMAN	COMMANDER, HEADQUARTERS SQUADRON SECTION
LIEUTENANT COLONEL RUSSELL F. [illegible]ELAND	COMMANDER, 320TH AIR REFUELING SQUADRON
MAJOR THOMAS A. WACHT	COMMANDER, 320TH FIELD MAINTENANCE SQUADRON
MAJOR EUGENE L. [illegible]DSON	COMMANDER, 320TH AIR MAINTENANCE SQUADRON
MAJOR ROBERT J. DUNN, JR.	COMMANDER, 320TH PERIODIC MAINTENANCE SQUADRON
LIEUTENANT COLONEL DAVID S. PALLISTER	COMMANDER, 441ST BOMBARDMENT SQUADRON
LIEUTENANT COLONEL WILLIAM A. [illegible]ATTEN	COMMANDER, 442ND BOMBARDMENT SQUADRON
LIEUTENANT COLONEL WILLIAM J. WORLD	COMMANDER, 443RD BOMBARDMENT SQUADRON
LIEUTENANT COLONEL CHARLES [illegible]IGHTANT	COMMANDER, 320TH MEDICAL GROUP

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MAJOR WALTER W. DICK

WING SECURITY OFFICER

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Flying Training Accomplishment for October 1953

Exhibit "A"

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FLYING TIME ACCOMPLISHMENT FOR OCTOBER 1953

	KC-97	B-47
Total flying time	804:00	1282:35
Number of sorties	130	240
Number of practice bombs	0	20
Radar attacks (camera scored)	0	130
Malfunction runs (radar)	0	14
Visual attacks (camera scored)	0	14
Night celestial legs (quality)	15	0
Night celestial legs (quantity)	3	16
Day celestial legs	32	40
Hours, formation 3-8 aircraft	36	0
Formation assemblies	16	0
Hours, pilot proficiency	100:00	58:30
Hours, depressurized flying	34:00	121:40
Number of dry-hook-ups	410	0
Number of wet- hook-ups	96	0

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[redacted]

-47 OCTS Training, //1st Bombardment Squadron

Exhibit "L"

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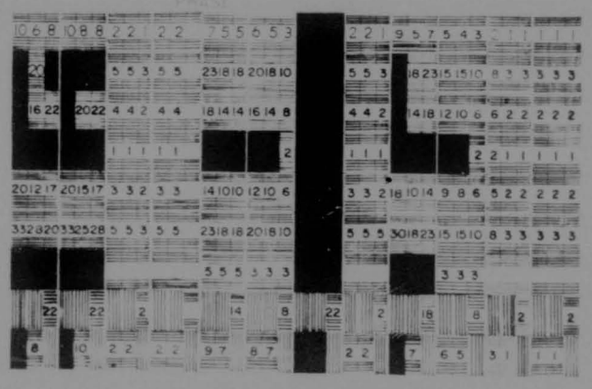
B-47 CCTS GROUND TRAINING

44 ST

POSTED AS OCTOBER 1953

BY SSG. TUTTLE

	TABOR	MAJ
N-15	DURHAM	CPT
	ERICKSON	MAJ
	REINERT	CPT(IP)
	KUYKENDALL	CPT
	STOLENBERG	2LT
	SMITH	CPT
	CLARE	1/LT
	OLIVE	CPT
	AGOSTINHO	MAJ
	HAMMOND	1/LT
	GORDON	CPT
N-17A	SWEATT	CPT
	MARTINGH	CPT
	ALLEN	CPT
N-19	SHERIDAN	1/LT
	THOMPSON	1/LT
	MILLER	CPT
N-21A	SIMPSON	1/LT
	TIMMS	MAJ
	GOAD	CPT
N-21B	BERGELIN	CPT
	CHRISTENSEN	MAJ
	HENSHAW	CPT
N-23A	GALLAHER	1/LT
	HOBSON	CPT
	OTIER	CPT
N-24A	ERWIN	CPT
	CAUFFIEL	CPT
	HARPSTER	MAJ
N-26	NELSON	CPT
	SWIFT	CPT
	GARVIN	MAJ
N-33A	GJELHAUG	CPT
	GOODSON	MAJ
	ADAMS	CPT
N-33A	HARRINGTON	1/LT
	STAPLES	1/LT
	O'BRIEN	CPT
N-44A	CLAYBAUGH	MAJ
	LIEN	CPT
	HIGHT	MAJ
N-31B	MARTINEZ	CPT
	FRIEDRICK	MAJ
	GRINER	MAJ
N-41B	LENEVE	1/LT
	LUTTMAN	CPT
	MCGOWICK	MAJ
	TROST	1/LT
	RICE	CPT



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441ST BOMB SQDN

B-47 CCTS TRAINING

PHASE I ADVANCED

DATE: 31 OCTOBER 1953

BY SSG. TUTTLE

CREW COMPLETED PHASE I AT WICHITA 15 JUL 53

CREW NO	NAME	RANK	DATE PHASE I ENTERED	TOTAL REQ 68:00	TOTAL ACT	NIGHT REQ	NIGHT ACT	AC REQ	AC ACT	CP REQ	CP ACT	DUAL REQ	DUAL ACT	AC REQ	AC ACT	CP REQ	CP ACT	DUAL REQ	DUAL ACT	REQUIRED	1	2	5	REQ	REQ	MISSION RECORD
M01A	TABOR	MAJ																								
	DUNHAM	CPT																								
	ERICKSON	MAJ																								
	REINERT (IP)	CPT																								
	KUYKENDALL	CPT																								
	STOLTENBERG	2/LT																								
	SMITH	CPT																								
	CLARE	1/LT																								
	OLIVE	CPT																								
	AGOSTINHO (IP)	MAJ																								
	HAMMOND	1/LT																								
M17A	GURDON	CPT	15SEP53	37:35	6:15																					
	SWEATT	CPT	15SEP53	46:20		9:30	8:30	10	2	9	3		10:15	10:15		33	2	1	3/	5	12	7	6:20			
	MARTINICH	CPT	15SEP53	32:30	6:15																					
M18A	ALLEN	CPT	16SEP53	65:00	14:10																					
	SHERIDAN	1/LT	16SEP53	58:00	7:25	9:30	8:30	10	2	11	3		6:20	6:20	12	33	2	2	3/2	5	15	8	6:00			
	THOMPSON	1/LT	16SEP53	65:00	14:10																					
N31A	MILLER	CPT	20OCT53	9:25																						
	SIMPSON	1/LT	20OCT53	9:40		2:00	3:00	1	1	2	2		4:40	7:10					/	1	3					
	TIMMS	MAJ	20OCT53	4:55																						
N30B	BOAD	CPT	20OCT53	10:35																						
	BERGELIN	CPT	20OCT53	10:35		3:15	2:45						10:35	10:35					/							
	CHRISTENSEN	MAJ	20OCT53																							
N23A	MENSHAW	CPT	29SEP53	51:20	7:25																					
	GALTAHER	1/LT	29SEP53	41:40	2:00	9:30	8:30	9	2	11	3		18:25	15:25	.	21	2		3/	5	9	7	7:20			
	ROBSON	CPT	29SEP53	42:20	7:25																					
	OTTER	CPT	29SEP53	39:00	6:55																					
M24A	ERWIN	CPT	29SEP53	34:15	6:55	8:30	6:30	7	2	9			11:30	11:30		5	2		1/	5	7	3	3:00			
	GAUFFIEL	CPT	29SEP53	20:00	2:00																					
	HANFORTER	MAJ	16SEP53	65:00	7:00																					
R13A	NELSON	MAJ	16SEP53	65:00	2:30	9:30	8:30	10	2	9	3		6:00	6:00	4	33	2	2	3/2	5	10	10	10:00			
	SWEET	CPT	16SEP53	68:00	10:35																					
	GARVIN	MAJ	21OCT53	10:10	1:15																					
N32A	KIELHAUG	CPT	21OCT53	10:15	1:15	3:15	4:00		1	1			8:55	7:45					/							
	GOODSON	MAJ	21OCT53	4:55																						
M05A	ADAMS	CPT	4SEP53	65:00	10:00																					
	HAMMERTON	1/LT	4SEP53	42:40	3:10	9:30	8:30	10	2	11	3		8:00	5:00		31	2	2	3/	1	3	4	4:00			
	STAPLES	1/LT	4SEP53	48:05	11:00																					
	O'BRIEN	CPT	7OCT53	31:25	4:15																					
N14A	CLAYBAUGH	MAJ	7OCT53	21:45	3:15	7:45	4:00	10	2	6	2		6:45	6:45		8	2		2/	3	5	5	4:20			
	LIEN	CPT	7OCT53	21:30	2:00																					
	HIGHT	MAJ	19OCT53	13:30																						
N22B	MARTINEZ	CPT	19OCT53	3:40		2:50	1:30	1		3			7:50	5:40					/	1	1					
	FRIEDRICH	MAJ	19OCT53		7:30																					
	GRINER	MAJ	22OCT53	5:50																						
N41B	LENEVE	1/LT	22OCT53	5:30		2:15	2:15						5:50	5:50					/							
	LUTTMANN	CPT	22OCT53																							
	McCORMICK	MAJ																								
	TROST	1/LT																								
	RICE	CPT																								

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B-47 CCTS TRAINING

441ST BOMB SQDN

PHASE II ADVANCED

POSTED 31 OCTOBER 1953

BY SSG. TUTTLE

CREW NO.	NAME	RANK	DATE PHASE II COMPL	PILOT	COPILOT	NAVIGATOR	RADAR OPR	TOTAL 3600	BOMBING BY CREW: DAY	BOMBING BY CREW: RADAR	BOMBING BY CREW: NIGHT	NAVIGATION BY CREW: DAY	NAVIGATION BY CREW: RADAR	NAVIGATION BY CREW: NIGHT	MISSION RECORD: MARK THROUGH MISSION NO. AS COMPLETED
	TABOR	MAJ						91 20 20:15							
R01A	DUNHAM	CPT						71 55 13:15	2000	2100	14	17	11	10	102
	ERICKSON	MAJ						64 15 21:40	5	9.15	4	1	2		
	REINERT	(P) CPT													
	KUYKENDALL	CPT													
	STOLTENBERG	2/LT													
	SMITH	CPT													
	CLARE	1/LT													
	OLIVE	CPT													
	AGOSTINHO	(P) MAJ													
	HAMMOND	1/LT													
	GORDON	CPT													
N17A	SWEATT	CPT							1015	7.15	13	3			
	MARTINICH	CPT													
	ALLER	CPT							5:30						
N19A	SHERIDAN	1/LT							7	45	6.15	5	4		
	THOMPSON	1/LT							35						
	MILLER	CPT													
N31A	SIMPSON	1/LT													
	TIMMS	MAJ													
	GOAD	CPT													
N30B	BERGELIN	CPT													
	CHRISTENSEN	CPT													
	HERSHAW	CPT													
N23A	GALLAHER	1/LT							4	45	1.45	6	1	9	
	HOBSON	CPT													
	OTIER	CPT										2			
	ERWIN	CPT													
N24A	CAUFFIEL	CPT											4	45	4.45
	HARPSTER	MAJ													
	NELSON	CPT							26 00	1:00	8 00	10 00	1	9	2 1
N13A	SWEET	1/LT							28 05						
	GARVIN	MAJ							16 05						
N33A	GELHAUS	CPT													
	GOODSON	MAJ													
	ADAMS G.	CPT													
N05A	HARRINGTON	1/LT							14 40	1:00	8 15	50	2	1	4
	STAPLES	CPT													
	O'BRIEN	CPT													
N14A	CLAYBAUGH	MAJ										1	2		
	LIEN	CPT													
	HIGHT	MAJ													
N32B	MARTINEZ	CPT													
	FRIEDRICH	MAJ													
	GRINER	MAJ													
N41B	LENEVE	1/LT													
	LUTTMANN	MAJ													
	MCCORMICK	MAJ													
	TROST	1/LT													
	RICE	CPT													

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B-47 CCTS Training, 442nd Bombardment Squadron

Exhibit "J"

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B-47 CCTS GROUND TRAINING

(SAC REG 50-43)

442ND BOMB SQ

POSTED 31 OCTOBER 1953

BY SSG. TUTTLE

■ COMPLETED

INTRAINING

NOT REQUIRED

(NAME)	MAJ ROBERT, G	CPT LONG	CPT MULLIGAN	MAJ BAILEY	MAJ GREY	MAJ BARRETT	MAJ MOORE A	MAJ ROSS	MAJ ALLEN	1/LT STUBBLEFIELD	CPT KENNEDY	CPT LIFTON	CPT HUFNING	CPT ALEXANDER	CPT KELLEHER	CPT CARWRIGHT	CPT SANDMAN	MAJ LA ROCK	CPT BARRICKLOW	CPT SWITZER	CPT CANTWELL	CPT LATIMORE	CPT MOORE	CPT TURNER	CPT JACOBS	CPT O'BARR	CPT MC QUADY	MAJ HARGIS	1/LT BARNHART	1/LT CONRAD	CPT BURTON	CPT NEVILLE	1/LT STEIN	MAJ ROBERTS, C.	CPT ARCHER	CPT BORMAN	CPT LEE	1/LT MC LEAN	1/LT HUME	MAJ BOHLING	CPT GESSNER	1/LT BRIGGS	MAJ HOAGLAND	MAJ MILLER, C.R.	MAJ ALLOWAY	CPT HOPLEY	CPT FROMM	CPT HULSE	1/LT HEDLUND (IP)
(CREW NO)	R02A			N43A				N15A			N19A			N12A			N25A		N26A			N34A			N36A			N37B			N07A			N21B			N38A			N06A			N35A			N42A			
(POS)	A/C	A/C	OB	A/C	OB	A/C	OB	A/C	OB	A/C	OB	A/C	OB	A/C	OB	A/C	OB	A/C	OB	A/C	OB	A/C	OB	A/C	OB	A/C	OB	A/C	OB	A/C	OB	A/C	OB	A/C	OB	A/C	OB	A/C	OB	A/C	OB	A/C	OB	A/C	OB	A/C	OB	A/C	OB

PHASE I

GENERAL BRIEFING (12 HOURS A/C P AOB)								10	8	7	9	9	6		11	11	7	5	5	3	2	2	2	1	1		1	1	2			2	3	2	1			11	11	1	1								
MISSION PREPARATION (24 HOURS A/C P AOB)									23			20					23	15	18	23	15	18	5	3	3	3	3	8				8	10	5	3								3	3						
PRE. T.O. BRIEFING & FLT. PLN (24 HOURS A/C P AOB)								23	18			16					18	12	14	8	4	6	4	2	2	2	6				6	8	4	2								2	2						
DEBRIEFING (3 HOURS A/C P AOB)																				2	1	2	1	1	1		1	1	2			2	2	1	1								1	1						
CRITIQUES (24 HOURS A/C P AOB)								20	17	14	11	11	12		21	23	14	9	10	6	3	5	3	2	2		2	2	5			5	6	3	2			21	21	2	2								
MINOR MAINTENANCE (36 HOURS A/C P AOB)								33	28	23	30	30	20		23	15	18	10	5	8	5	3	3				3	3	8			8	10	5	3			35	35	3	3								
CREW CO-ORD TRAINING (7 MISSIONS A/C P AOB)																	5	5	5	1	1	1																											
TARGET STUDY (36 HOURS AOB)												16			30			14		6			2					6			32		4				28												
PILOTS SPECIALIZED BRIEF (12 HOURS A/C P)								11									9	6		4	2		2	1			1	1				3	4		1				1	1										

PHASE II

INFLIGHT REFUELING (16 HOURS A/C P)																																																	
SPECIAL WEAPONS (32 HRS) (REF 50-8 SUPPL XIV								4	4	4					4	2							16	16	16	16	16	16				16	16												16	16	16			
GUNNERY (6 HOURS P)																																																	

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442ND

31 OCTOBER 1953
SSG TUTTLE

TOTAL
185.00

CREW COMPLETED PHASE I AT WICHITA 15 JUL 53

	ROBERTS,G	MAJ																					
R02A	LONG	CPT	CREW COMPLETED PHASE I AT WICHITA 15 JUL 53																				
	MULLIGAN	CPT																					
	BAILEY	MAJ																					
N43A	GREY	MAJ																					
	BARBETT	MAJ																					
	MOORE	MAJ	16SEP53	58 85	12 00																		
N13A	ROSE	MAJ	16SEP53	44 05	8 10	7 30	8 30	10	2	11	3	5 50	5 50	15	2	3/	3	2	12	8	5 00		
	ALLEN	1/LT	16SEP53	43 25	12 30																		
	STUBBLEFIELD	CPT	15SEP53	47 15																			
N19A	KENNEDY	CPT	15SEP53	42 15		9 30	8 30	10	2	7	3	4 00	4 00	9	2	3/2	5		7	7	6 30		
	LIPTON	CPT	15SEP53	38 35																			
	HOPKINS	CPT	16SEP53	65 00	16 30																		
N12A	ALEXANDER	CPT	16SEP53	65 00	16 30	9 30	8 30	10	2	11	3	4 25	4 25	1 33	2	4 2/2	5		13	17	11 45		
	KELLEHER	CPT	16SEP53	65 00	16 30																		
	CARRIGHT	CPT	5OCT53	44 20	4 15																		
N25A	SANDMAN	CPT	5OCT53	44 05	1 00	7 30	5 00	5	2	4	2	5 25	5 25	25	2	1/	5		9	5	4 00		
	LA ROCK	MAJ	5OCT53	44 20	4 15																		
	BARRILOW	CPT	14OCT53	21 10	2 55																		
26A	SWITZER	CPT	14OCT53	11 20		5 05	5 00	1		3	1	5 05	5 05		2	1/	5		5	1	1 00		
	CANTWELL	CPT	14OCT53	16 35	2 55																		
	LETIMOKE	CPT	26OCT53	7 30																			
N34A	MOORE	CPT	26OCT53	3 30		2 00	1 00	1	1	2	2	4 00				/	1		1				
	TURNER	CPT	26OCT53	4 00																			
	JACOBS	CPT																					
N36A	O'BARR	CPT																					
	MARQUADY	CPT																					
	HARGIS	MAJ	6OCT53																				
N37B	BARNHART	1/LT	6OCT53	4 40		1 30		1				2 40				/							
	CONRAD	1/LT	6OCT53																				
	BURTON	CPT	28SEP53	65 00	8 35																		
N07A	NEVILLE	CPT	28SEP53	65 00	5 50	9 30	8 30	10	2	11	3	5 30	5 30	26	2	3/2	5	2	6	8	8 30		
	STEIN	1/LT	28SEP53	65 00	9 35																		
	ROBERTS,C	MAJ	19OCT53	15 30	2 10																		
N21B	ARCHER	CPT	19OCT53	12 45		3 30	2 30	1		4	2	4 55	4 55		2	/	4		4				
	GORMAN	CPT	19OCT53	9 30	2 10																		
	LEE	CPT		3 25																			
N38A	MCCLEAN	1/LT										3 25											
	HUME	CPT																					
	BOHLING	MAJ	9SEP53	65 00	7 35																		
N06A	GEBSNER	CPT	9SEP53	65 00	3 40	9 30	8 30	10	2	11	3	7 45	6 30	3	33	2 3/2	5	2	15	14	11 40		
	BRIGGS	1/LT	9SEP53	65 00	8 35																		
	HOAGLAND	MAJ	24OCT53	4 45																			
N35A	MILLIRON	MAJ	24OCT53	4 45		1 00	1 00			1	2	4 45	4 45			/							
	ALLOWAY	MAJ	24OCT53																				
	HARLEY	CPT																					
N42A	FROMM	CPT																					
	MULSE	CPT																					
	MEDUNE	1LT	CPT																				

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442ND BOMB SQDN

B-47 CCTS TRAINING

PHASE II ADVANCED

31 OCTOBER 1953

BY SSG. TUTTLE

| CREW NO. | NAME | RANK | | TOTAL 75:00 | | |

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B-47 CCTS Training, 443rd Bombardment Squadron

Exhibit "J"

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B-47 CCTS GROUND TRAINING

(SAC REG 50-43)

443RD BOMB SQ

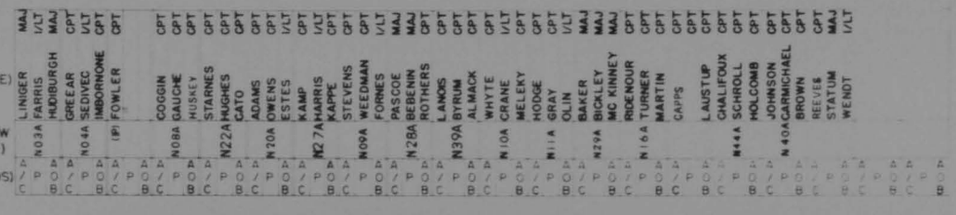
POSTED 31 OCTOBER 1953

BY SSG. TUTTLE

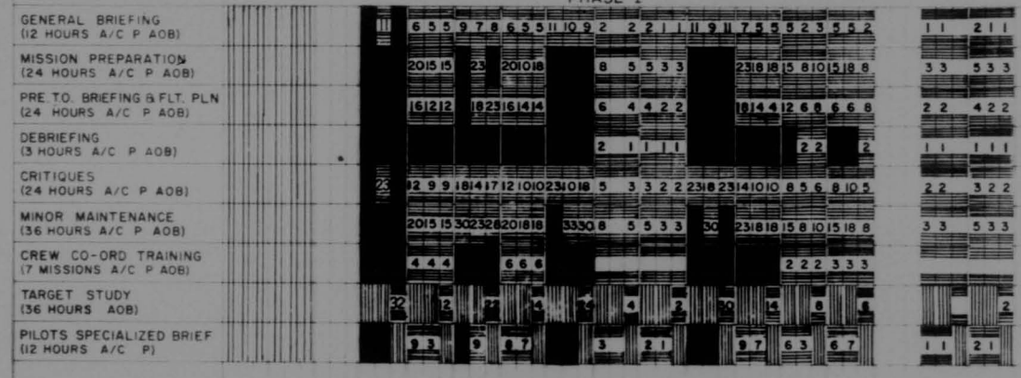
■ COMPLETED

INTRAINING

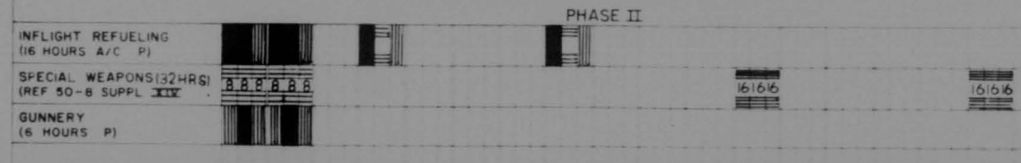
NOT REQUIRED



PHASE I



PHASE II



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443RD BOMB SQDN

B-47 CCTS TRAINING

(SAC REG 50-43)

PHASE I ADVANCED

12 MISSIONS

POSTED 31 OCTOBER 1953

BY SSG. TUTTLE

CREW NO.	NAME	RANK	DATE PHASE I ENTERED	FLYING TIME BY INDIVIDUAL TOTAL	FLYING TIME BY INDIVIDUAL PILOT	FLYING TIME BY INDIVIDUAL CCTS TOTAL 65:00 REQ	FLYING TIME BY INDIVIDUAL CCTS NIGHT 16:30 REQ	INSTRUMENT FLYING AC TIME 9:30 REQ	INSTRUMENT FLYING CP TIME 8:30 REQ	AC LET LOW 10 REQ	CP DOWN APPR 2 REQ	AC GCA OR II 11 REQ	CP ILS 3 REQ	FORMATION AC 3:00 REQ	FORMATION CP 2:30 REQ	PILOT PROFICIENCY AC MIN 6:00 REQ	PILOT PROFICIENCY CP TIME 6:00 REQ	BOMBING BY CREW VIS REL 8	BOMBING BY CREW VIS RBS 12 REQUIRED	BOMBING BY CREW RAD RBS 33	BOMBING BY CREW CAM RUNS 2	NAVIGATION BY CREW NITE CEL 4	NAVIGATION BY CREW DAY CEL 3 REQUIRED	NAVIGATION BY CREW RAD LEG 5 REQUIRED	LORAN 2	CONT ETA 15	EMER PROC BY CREW 6 MSNS REQ	OXY TR BY CREW 3 HRS REQ	MISSION RECORD MARK THRU THE MSN NO AS COMPL
	LIMIGER	MAJ																											1 2 3 4 5 6 7 8 9 10 11 12
R03A	FARRIS	VLT	CREW COMPLETED PHASE I AT WICHITA 15 JUL 53																										
	HUNSBURGH	MAJ																											
	GREEAR	CPT																											
R04A	BEDNEC	VLT	CREW COMPLETED PHASE I AT WICHITA 15 JUL 53																										
	IMBORNONE	CPT																											
	FOWLER (IP)	CPT																											
	COGGIN	CPT	3SEP53			65:00	10:10																						
N08A	GAUGHE	CPT	3SEP53			65:00	7:10	9:30	8:30	10	2	11	3			9:45	9:45	2	3	33	2	2	3/1	5		15	6	7:00	1 2 3 4 5 6 7 8 9 10 11 12
	HUSKEY	CPT	3SEP53			65:00	10:10																						
	STAMMER	CPT	28SEP53			46:05	3:00																						
N22A	HUGHES	CPT	28SEP53			36:10		9:30	8:30	10	2	11	3			4:45	4:45		2	8	2		3/1	5		6	5	4:00	1 2 3 4 5 6 7 8 9 10 11 12
	GATO	CPT	28SEP53			36:25	3:00																						
	ADAMS	CPT	14SEP53			64:30	16:30																						
N20A	OWENS	CPT	14SEP53			54:55	12:50	9:30	8:30	10	2	6	3			5:45	4:45			33	2	4	2/	5	2	7	8	9:00	1 2 3 4 5 6 7 8 9 10 11 12
	ESTEB	VLT	14SEP53			59:45	16:30																						
	KAMP	CPT	9SEP53			43:00	4:10																						
N27A	HARRIS	VLT	9SEP53			34:40	:45	8:00	5:00	10	2	7	3			4:50	4:50			23	2		2/	5		7	7	5:00	1 2 3 4 5 6 7 8 9 10 11 12
	KAPPE	CPT	9SEP53			38:10	4:10																						
	STEVENS	CPT	1SEP53			65:00	10:45																						
N09A	WEEDMAN	CPT	1SEP53			65:00	8:05	9:30	8:30	10	2	11	3			5:30	5:30		6	33	2		3/2	5	2	13	10	10:00	1 2 3 4 5 6 7 8 9 10 11 12
	FORNES	VLT	1SEP53			68:00	10:15																						
	PAGODE	MAJ	21OCT53			15:45	5:50																						
N28A	BEJOHN	MAJ	21OCT53					4:00		8		6				5:00							/	3		3			1 2 3 4 5 6 7 8 9 10 11 12
	ROTHERS	CPT	21OCT53			10:35	6:00																						
	LANDIS	CPT	30SEP53			14:40																							
N39A	BYRUM	CPT	30SEP53			5:30		3:00	1:30	5	2	4				5:30	5:30				2		/	3		3			1 2 3 4 5 6 7 8 9 10 11 12
	ALMACK	CPT	30SEP53			9:10																							
	WHYTE	CPT	1SEP 53			65:00	4:15																						
N10A	CRANE	VLT	1SEP 53			62:50	1:00	9:30	8:30	10	2	11	3			5:10	5:10			30	2		3/1	5		10	7	9:35	1 2 3 4 5 6 7 8 9 10 11 12
	MELERY	CPT	1SEP 53			65:00	4:15																						
	HODGE	CPT	13SEP53			51:40	1:55																						
N11A	IRAY	CPT	13SEP53			41:50		9:30	8:30	10	2	11	3			4:35	4:35			23	2		1/	5		5	6	6:00	1 2 3 4 5 6 7 8 9 10 11 12
	OLIN	VLT	13SEP53			42:05	1:55																						
	BAKER	MAJ	15OCT53			26:35	4:35																						
N29A	BICKLEY	MAJ	15OCT53			17:10		3:50	1:00	2		2	1			5:30	5:30			11	2		/	5		5	2	2:00	1 2 3 4 5 6 7 8 9 10 11 12
	MCKINNEY	MAJ	15OCT53			21:05	4:35																						
	RIDENOUR	CPT	23SEP53			30:15																							
N16A	TURNER	CPT	23SEP53			41:00	4:00	7:30	8:30	10	2	10	2			9:35	9:35						/	2		2	2	2:00	1 2 3 4 5 6 7 8 9 10 11 12
	MARTIN	CPT	23SEP53			20:40																							
	CAPPS	CPT																											1 2 3 4 5 6 7 8 9 10 11 12
		CPT																											
	LAUSTUP	CPT																											
	GHALIBYUH	CPT	29OCT53			4:55																							
N44A	SCHROLL	CPT	29OCT53			4:55		1:30	1:30	1	1	4				4:55	4:55												1 2 3 4 5 6 7 8 9 10 11 12
	HOLCOMB	CPT	29OCT53																										
	JOHNSON	CPT	26OCT53			9:50																							
N40A	CARMICHAEL	CPT	26OCT53			4:55		1:00		2	2	1				4:55	4:55												1 2 3 4 5 6 7 8 9 10 11 12
	BROWN	CPT	26OCT53			4:55																							
	REEVES	CPT																											1 2 3 4 5 6 7 8 9 10 11 12
	STATUM	MAJ																											
	WENDT	VLT																											

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SAFETY FILM

443RD

31 OCTOBER 1953
SSG TUTTLE

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Combat Ready Chart, 32 th Bombardment Wing (H)

Exhibit "C"

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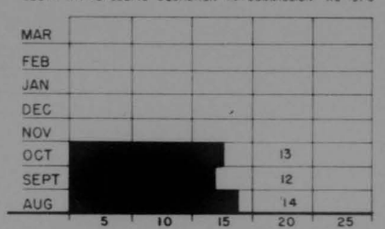
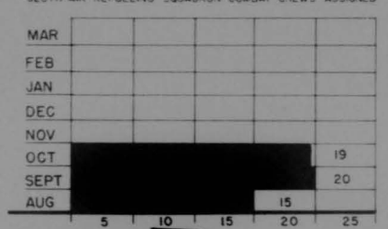
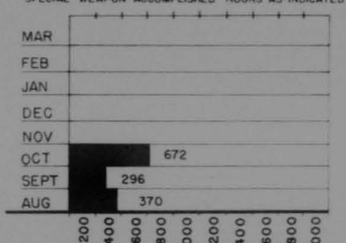
320TH AIR REFUELING SQUADRON IN-COMMISSION KC-97'S

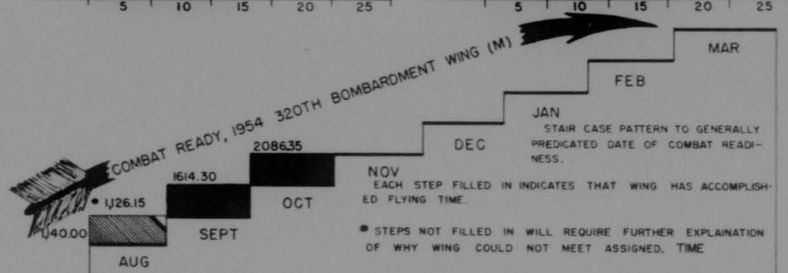


320TH AIR REFUELING SQUADRON COMBAT CREWS ASSIGNED



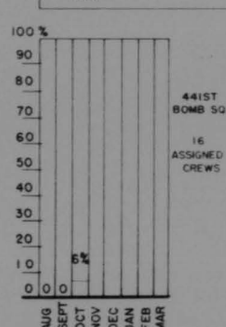
SPECIAL WEAPON ACCOMPLISHED HOURS AS INDICATED

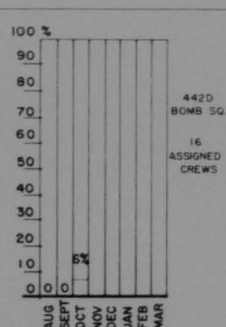


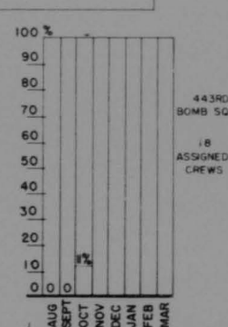


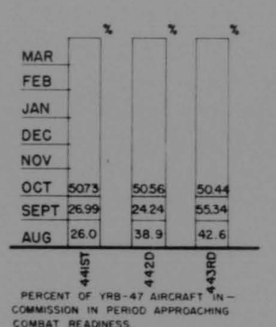
YRB-47 ACCIDENTS DURING COMBAT READINESS PERIOD

MAR	
FEB	
JAN	
DEC	
NOV	
OCT	NONE
SEPT	NONE
AUG	NONE









PERCENT OF YRB-47 AIRCRAFT IN-COMMISSION IN PERIOD APPROACHING COMBAT READINESS.

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Trans
S-971
Jan 54

HISTORICAL REPORT

320TH BOMB WING (M)

NOVEMBER 1953

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HISTORY OF THE

320th Bombardment Wing (H)

NOVEMBER 1953

* * * * * * * *

March Air Force Base, California

* * * * * * * *

Prepared by A/2c Robert J. Stout, AF 19428466, in accordance with Air Force Manual 210-1 and Strategic Air Command Manual 210-1.

* * * * * * * *

BEN G. PRIGMORE
1st Lt, USAF
Historical Officer

LORAN D. BRIGGS
Colonel, USAF
Commander

* * * * * * * *

12th Air Division
Fifteenth Air Force
Strategic Air Command

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CHRONOLOGY

DATE	EVENT	PAGE NO.
6 Nov 54	Letter listing Wing security deficiencies was received from the Commander, 12th Air Division by this headquarters.	Page 3
9 Nov 54	Undersecretary of the Air Force Lee White visited the Wing.	Page 4
20 Nov 54	Wing Regulation 62-10, concerning inflight emergency procedure training was put into effect.	Page 18
27 Nov 54	Wing Regulation 205-8, concerning flight line security, was put into effect.	Page 2
30 Nov 54	Wing Commander Loran D. Briggs left the Wing for Goose Bay, Labrador to co-ordinate refueling operations with the 22nd Bombardment Wing. Sixteen KC-97s of the 320th Air Refueling Squadron were involved.	Pages 1, 10, and 14
	Fifteenth Air Force inspection of the 320th was started.	Page 2

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Chapter 1

Administration and Organization

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MISSION

The mission of the 320th Bombardment Wing (H), as directed by Fifteenth Air Force Regulation 20-4 dated 28 August 1953, is to train, man and equip assigned units for the primary purpose of conducting long range bombardment operations with atomic or conventional weapons and the secondary purpose of conducting long range reconnaissance operations.

Further, this unit will develop a high degree of mobility capability and train subordinate units to the degree required to permit overseas deployment and establish operations on short notice in any part of the world.

This wing will also develop and maintain the capability to engage in air refueling operations, and will be prepared to perform such special missions as directed by higher headquarters.

TEMPORARY CHANGE OF COMMAND

Wing Commander Colonel Loran D. Briggs left the Wing on 30 November [1] to co-ordinate the 320th Air Refueling Squadron's support of the 22d Bomb Wing's TDY move to the United Kingdom. [2] Deputy Commander Ernest C. Eddy assumed command of the Wing during his absence. [3]

AIR INSPECTOR

A lack of adequate dining facilities throughout the base, coupled with the reduction of the food service squadron personnel through "early outs" created a problem in this Wing warranting an inspection by the Wing

1. 12th ADiv LO 1457, dtd 27 Nov 53. Exhibit A
2. See Operations and Training chapter, page 14, subtitle: Combat Operations
3. 320th Bm Wg (H) GO 20, dtd 30 Nov 53. Exhibit B

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Inspector. Many complaints had been registered in the WI office concerning the long lines at mealtimes and the often times dirty tables and lack of silverware. The investigation revealed the dining halls were accommodating almost twice the maximum number of personnel for which they were intended; the influx of cadre and surplus personnel in the Wing was not only straining their facilities but leaving them without enough experienced men to adequately man their sections.

The TDY departure of the 22nd Bombardment Wing has helped to alleviate the situation, since mess halls formerly used by this organization have started feeding 320th personnel. In addition, a squadron scheduling agenda has been drawn up to regulate the flow of personnel into the dining halls.

On the final day of the month Fifteenth Air Force inspectors began their annual inspection of the Wing. A complete report on this inspection will be included in the December history.

WING SECURITY SECTION

New flight line security procedures, recommended by the Base Security Office, were given a trial test period. The results were favorable, and the new system was adopted and published under Wing Regulation 205-8.[4] This new regulation covers the control of the entrance gates assigned to the Wing and the use of code words in the control of personnel admitted to the tactical aircraft area.

4. 320th Bm Wg (M) Reg 205-8, dtd 27 Nov 53. Exhibit C

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A letter from the Commander, 12th Air Division listing several deficiencies existing in the Wing security program was received on 6 November.[5] Wing Commander Colonel Loran D. Briggs, in an indorsement on the letter, directed his unit commanders to take corrective action and:

> " . . thoroughly review your Security Indoctrination Program and overall unit security to insure that all personnel concerned understand, and are strictly adhering to, existing security regulations and directives."

Security training in the Wing, as outlined by 12th Air Division, has been set up on a quarterly basis to be administered to the individual squadrons. A new censorship has been put into effect covering communication and the entering, leaving and circulation within an area to the extent deemed necessary by that area commander for the maintenance of adequate security.

The low number of security violations by personnel within the 320th continued during the month of November. Only four violations were recorded, all losses of SAC Security Badges.

MONTHLY ANALYSIS (COMPTROLLER)

A decrease from October's grand total was reported by the Comptroller's Section Monthly Forecast and Analysis.[6] The Wing accumulated a total of 332.9 points (65.9%) of a possible 505, with the principal losses occurring in the materiel and personnel categories.

LEADERSHIP AND MORALE

An analysis of the 12th Air Division Unit Leadership and Morale

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5. 12th ADiv Ltr ADEX dtd 6 Nov 53 Subj: Security. Exhibit D
6. Monthly Forecast and Analysis. Exhibit E

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Rating System[7] showed the Wing increased to 86.1% for November from 82.8% in October. On a three month basis of a percentage of the maximum points obtainable, they dropped to 85.7% in November from 86.7% in October. Points lost were primarily due to a lower re-enlistment rate, and more moving traffic violations, drunk and disorderlies, and uniform violations.

VISIT BY UNDERSECRETARY OF THE AIR FORCE

Undersecretary of the Air Force Lee White was greeted by the Wing on 9 November and conducted on a tour of the 320th facilities.[8] He attended a briefing and was escorted to the flight line, where an inspection of the Wing's aircraft and utilities was informally conducted.

7. 12th ADiv Unit Leadership and Morale Rating System results. Exhibit F
8. Photographs, visit of Undersecretary White to 320th facilities. Exhibit G

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Chapter 2

Personnel

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B-47 CADRE PROGRAM

The greatest personnel problem facing the Wing during November concerned the training of the B-47 cadre. This task, which was assigned the 12th Air Division by Headquarters, Strategic Air Command, in July, has been delegated to the 320th as a result of the TDY movement of the 22nd Bombardment Wing. Notice of the cadre requirements were originally received as inclosures to SAC Letter DPLTD 320, 27 August 1953, Subject: Troop Space Authorization for B-47 Cadre. The first indorsement to this letter, 28 September 1953, from the 12th Air Division assigns these troop spaces to the 320th.[9] Authorization includes 31 officers and 262 airmen.

Four officers and 78 airmen are presently available for cadre assignments, including Lt. Col. John D. Reid, the project officer. A training program is being co-ordinated and will take effect after the first of the year.

The cadre authorization includes five and seven level personnel; however, the great majority of airmen input is at the three level. This will necessitate an extensive Wing training program to enable the Wing to furnish a well trained cadre in addition to maintaining the operational readiness of this Wing.

SURPLUS PERSONNEL

The directed conversion of six B-29 flight engineers to KC-97 boom operators began during November.[10] These B-29 flight engineers, out of

9. See 320th Bm Wg History, August and September 1953
10. SAC Ltr DPTS 37135, dtd 29 Oct 53, subj: Utilization of Flight Engineers in IFR Specialties. Exhibit H

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jobs when the last Superforts departed from this unit, were not found qualified for B/RB-36 flight engineer posts, and cannot be used as KC-97 flight engineers. Disfavor over this forced change in career fields was voiced by those concerned.[11] These men, all of whom have many years of service behind them, are nearing the end of their enlistments and feel that such a change is degrading. They have said they do not intend remaining in the service if they cannot continue in the jobs in which they're skilled. On the other hand, it was pointed out from the Air Force point of view, these men would be trained in the boom operating phases, from which they could advance to senior boom operators and then move on up to flight engineers on the KC-97 tankers. The men feel they are being treated unjustly in view of their past training and experience; however, they are of no use in their present jobs and will still be offered the positions of FEs if they work their way back up through the required training phases.

PERSONNEL SHORTAGES

The principal personnel shortages confronting the Wing during November listed the lack of qualified "K" system men as the number one problem.[12] Input at the three and five level in this critical career field is anticipated before the first of next year. Meanwhile as much effort as possible is being expended to train available personnel in the intricacies of the "K" series system.

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11. Interview with Adjutant, 443d Bn Sq
12. See Operations and Training chapter, page 17, subtitle: Observers Section

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Other shortages were still apparent in the electronics, supply, intelligence and personnel AFSCs. Several senior NCOs were handling jobs in the intelligence section that ordinarily call for officers; this manpower shortage has resulted in an increased amount of effort on everyones part to accomplish the daily work load.

OFFICER MANNING

Officer manning tables for the end of November show:

Wing (excluding 320th Air Refueling Squadron)

Authorized	296	Assigned	279
Body Manning	94.25%	MICS	83.13%

320th ARS (with 1.25 manning)

Authorized	85	Assigned	80
Body Manning	94%	MICS	94%

320th ARS (without 1.25 manning)

Authorized	70	Assigned	80
Body Manning	114%	MICS	114%

Crew shortages in the ARS include seven pilots and four navigators. Support shortages are presently being filled by crew personnel as additional duties. Two supply officers and three electronics officers are expected in the next sixty days.

AIRMEN MANNING

The following table shows the manning status for airmen:

Wing (excluding 320th ARS)

Authorized	1441	Assigned	1801

1246

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Body Manning	125%	MIRS	66%

320th ARS

Authorized	229	Assigned	259
Body Manning	113%	MIRS	7.%

Body manning increased by 15% (1599 to 1801) during November,[13] while the MIRS for the Wing increased three per cent. This rise was attributed principally to reclassification action on men completing formal on-the-job training. The MIRS was not materially affected by those personnel completing their upgrading tests last September, but will rise approximately seven per cent during December when confirming morning report entries appear for reclassification requests submitted during November.

A net gain of 14 officers and 221 airmen was realized for the month. A complete breakdown shows:

	Officers	Airmen
Strength as of 1 November 1953	354	1840
ZI transfers	4	4
O/S transfers	2	1
Separations	0	15
Total losses	6	20
Total gains	20	241
Strength as of 30 November 1953	368	2061

RECLASSIFICATION

A total of 130 airmen underwent reclassification action during November, the greatest percentage of which were upgraded to the five level AFSCs. Fourteen attained the seven level for the first time,

13. Primarily due to the input of 43131J personnel

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nine were awarded apprentice three level AFSCs and 2[illegible] men had the suffix on their present AFSC changed. One airman was awarded an additional AFSC.

SPECIAL SURVEY

A survey conducted in the 320th Field Maintenance Squadron by the Base Education Office determined the percentage of airmen who were not high school graduates. Of 382 queried, 124 (32%) revealed they had never received a prep school diploma. The percentage of NCOs who had not completed high school was much lower than the rate recorded by the lower ranking airmen. (Almost half--46%--of the squadron's airmen third class are not high school graduates.)

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Chapter 3

Materiel

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MAINTENANCE

An accelerated periodic maintenance dock schedule for KC-97 aircraft was placed into effect. The purpose was to send 16 of these tankers, each having no less than 25 hours until their next periodic inspection, TDY to Limestone AFB, Maine to support ten B-47s of the 22nd Bombardment Wing attempting non-stop flights from March to their TDY station in the United Kingdom.[14] The 15 planes were readied and departed on schedule on 30 November, accompanied by a complete maintenance support team formed from Wing and Air Base units.

Additional alternate bomb bay configuration sets, including bomb racks and bomb bay doors necessary for the conversion of YRB-47s from reconnaissance to bombardment type aircraft, were received during November. The total of complete sets received has now reached 42, with the remaining three on their way from the modification center. Twelve YRB-47s have been completely converted, with three others in the conversion processes. The Wing is limited by SAC to 15 converted aircraft, pending a further decision by the Air Staff.

The attempts to consolidate the armament and electronics flight line activities in a centrally located operations building has been checkmated by budgetary limitations. The separation currently existing in the A & E functions--they are scattered in eight different localities--has definitely hampered the squadron's efforts to provide effective

14. See Operations and Training chapter, page 14, subtitle: Combat Operations

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support of the flying schedule.

A total of 44 YRB-47s are now assigned to the Wing, thanks to the addition of two new aircraft. The following breakdown by squadrons shows the number assigned to each unit:

441st Bombardment Squadron	14
442nd Bombardment Squadron	15
443rd Bombardment Squadron	15

Equipment shortages have made it difficult to keep the aircraft in perfect flying order, cutting down the flying time of several squadrons.[15] Air compressors, ground interphone cables, ground power units, tool boxes, and aircraft ground cables are all on the "badly needed" list. The TDY move of the 22nd Bombardment Wing is the major reason, in most cases, for these existing shortages, since priority on all equipment went to that organization in preparation for its movement. The lack of certain parts--cabin pressure regulators, booster pumps, instrument inverters and vibrators and auto cabin heat controls--especially can be attributed to this cause.

Two YRB-47s, both assigned to the 441st Bombardment Squadron, were out of commission for the entire month because of "K" system failures. Another plane in the same organization hasn't had its "K" system in since it transferred into the squadron from Tulsa, Oklahoma. A decline was noted by the 443rd in "K" system maintenance, attributed by them to the unavailability of parts as well as the inexperience of the radar

15. See Operations and Training chapter, page 21, subtitle: 442nd Bombardment Squadron

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and "K" mechanics.[16]

Three other aircraft were in commission only nine days total because of fuel leaks. Technical representatives from the Boeing Airplane Company, Wichita Plant, are here to supervise the repair of these leaks.

SHEET METAL SECTION

Shortages, major and minor, continue to plague the sheet metal section. During November, the main problems were the acute lack of such items as: a "Hit Kit," utilized for spot welding repair of J-47 engine insulation blankets; and a Huck Rivet Gun (pull type S/N 8130-401809) which is required to repair B-47 flaps. These items have been on order and have had ECL changes submitted, but so far no results have been accomplished. Another procurement difficulty was encountered in obtaining drill bits in the 20, 30 and 40 sizes.

WELDING SECTION

The turn-in for repair of some of the equipment of the 22nd Bombardment Wing has left the welding shop short of arc welding apparatus. ECL and UALRAL requests have been submitted to alleviate the situation, but with the large number of flapper valve, tail cone, and combustion chamber welding the section is doing on the B-47s requiring inert arc type welding the problem is far from being solved.

TIRE SHOP

Tool breakage has been the number one problem. The high torques

16. See Operations and Training chapter, page 17, subtitle: Observers Section. Also see Personnel chapter, page 6, subtitle: Personnel Shortages

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required by the B-47s have played hob with the standard equipment. The use of internal wrenching nuts on the wheels has been suggested and is being tried at the present time, but as yet it is too early to determine whether they ease the problem.

OTHER MAINTENANCE AND SUPPLY SECTIONS

Work has proceeded in a routine and steady manner in the supply sections and other maintenance sections with no outstanding problems or achievements.

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Chapter 4

Operations and Training

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COMBAT OPERATIONS

The 320th Bombardment Wing was assigned the duties of assisting the 22nd Bombardment Wing in their TDY transfer to the United Kingdom on 27 November 1953.[17] The Wing Commander was assigned the duty as Senior Controller[18] over the movement of the aircraft at Goose Bay, Labrador, and the Wing Operations Officer[19] was assigned to the same position at Limestone AFB, Maine.

The Air Refueling Squadron was the principal 320th unit involved. Fifteen KC-97s, plus a maintenance team, took part in the movement, arriving at Limestone AFB to provide weather control aircraft as the month ended. December's history will contain a full account of this mission.

WING SPECIAL WEAPONS

A major problem confronted the Wing Special Weapons Section when none of the bombing aircraft could make electrical releases because brackets for the electrical plug to the B-2 releases were not available. These brackets are being manufactured locally and were expected to be ready; their availability is anticipated soon. Since the 320th's conversion to YB-47 aircraft, trouble has been encountered in this department,[20] hampering training and causing general headaches.

Other shortages existed in the 320th A & E Squadron's test equipment, and in special weapons 263 property.

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17. 15th AF Operations Order 83-53 sent to the CO, 12th ADiv on 27 Nov 53 at 1300 hrs, ordered the 22nd Bm Wg to the UK and directed the 320th Bm Wg support of this mission
18. See Organization and Administration chapter, page 1, subtitle: Temporary Change of Command
19. See Roster of Key Personnel. Exhibit I
20. See 320th Bm Wg history, August 1953

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The special weapons program was given second priority in ground training[21] so that a much greater volume of this type training could be accomplished towards combat readiness. It was decided that 32 hours of special weapons training per crew was the minimum for combat readiness. A program was established whereby an initial course of 16 hours could be given each crew by the end of November, with eight hours to be presented in December and January. At the month's end 41 crews had completed the first 16 hours of this program.

A total of 1120 hours of special weapons training was accomplished during the month, all except 48 hours of which were administered to combat crews.

WING INTELLIGENCE

The "step up" in the operational intelligence program keynoted intelligence functions during November. Emerging as a highly important operative unit for the first time, this section specialized in presenting lectures under SAC Regulation 50-27 to the members of tactical crews, pointing out the new policies to be pursued in case of capture and subsequent interrogation by an enemy. The old "name-rank-and-serial-number" type answer which formerly comprised a captured bomber crewman's vocabulary has been considerably modified. The present policy would have the interrogator's questions answered vaguely and with strict adherence to existing security classifications.

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21. See this chapter, page 16, subtitle: Ground Training

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New map panels were prepared and posted, illustrating new flak patterns that could be encountered. The files were screened and cleared, and work was started in preparation for the changes in the Wing EWP.

A 20 man life raft, standard equipment on the KC-97s, that had been set up for display purposes in the Wing Briefing Room, was dismantled and sent to the life raft repair shop. Although both the automatic and hand pump methods of inflating the raft were used, it deflated after 24 to 36 hours, indicating that a similar raft might do the same under emergency conditions. The raft was supposedly in good working order; cause of the failure has not been determined.

New radar predictions were completed on Phoenix and Denver by the radar prediction section. Phoenix was reproduced to various scales as required for new target folders, and analysis of Los Angeles for final prediction work was started.

GROUND TRAINING

Although scheduled flying training precluded complete attendance of all flying personnel, a good percentage were present for lectures conducted on the A-3 life boat and its purpose in survival at sea. The lectures included complete coverage of all the A-3's facilities such as water and food supplies, power, communication, and emergency procedures. For demonstration purposes a sample A-3 was exhibited.

Complimentary reports were voiced on the Wing's policy of sending

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a composite training schedule to the tactical squadrons. The 443rd Bombardment Squadron says in their historical report:

> "This is a great aid to the planning section, cutting our operating time immeasurably adding to the overall efficiency of this unit."

An emphasis was placed on ground training during the month in an attempt to bring all combat crew members up to date in their required training. Concentration was placed on basic survival, physiological training, and special weapons. As a result, the crews are up to date in these phases of ground training.

ADC SECTION

The first RADIAC equipment in the history of the Wing arrived during the month of November. These new instruments, to be utilized in training and monitoring aircraft and other objects suspected of radioactive contamination include two Geiger counters, eight Ion chambers, and two radioactive sources.

OBSERVERS SECTION

Although malfunctions in the "K" radar and bombing system are still numerous and the new system still plagues the operators, an overall decrease has been noted, coinciding with the higher experience level of both the concerned operators and maintenance men. Apparently only continued experience is necessary to alleviate the situation. The "K" maintenance course has been of some help, but irregular attendance caused

22. Information taken from historical reports, 442nd and 443rd Bombardment Squadrons.

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by the overscheduling of ground training[23] has decreased the value of this schooling.

AIR CREW TRAINING

Through the co-ordinated efforts of the Chief of Air Crew Training, the Wing Gunnery Officer, and the Commander of the 320th A & E Squadron, a new SOP on the B-47 Armament System Inflight Procedure was drafted and published.[24] It concerns the safety practices, firing, weapon cooling after firing a predetermined number of rounds, and co-ordination necessary between the pilot and aircraft commander while in the gunnery range.

Another SOP, this one governing the B-47 Armament System Preflight, was drafted and published.[25] Both these SOPs have been put into effect in training the B-47 air crews, with the gunnery officer of the air crew training section handling the briefings.

FLYING SAFETY

The limitations on inflight emergency procedure training was outlined in the new Wing Regulation 62-10.[26] Highlights are the governing of practice simulated engine failure during take-offs and heavy weight touch-and-go landings.

A 100% score was recorded in the Monthly Analysis[27] in the Flying Safety section of that report for the perfect month flying safety-wise.

FLYING TRAINING

The impending departure of the 22nd Bombardment Wing (M) from March AFB to 90 days TDY in the UK affected the already critical shortage

23. See this chapter, page 16, subtitle: Ground Training
24. 320th Bm Wg (M) SOP 60-21, dtd 16 Nov 53. Exhibit J
25. 320th Bm Wg (M) SOP 60-22, dtd 16 Nov 53. Exhibit K
26. 320th Bm Wg (M) Reg 62-10, dtd 20 Nov 53. Exhibit L
27. Monthly Forecast and Analysis. Exhibit E

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of B-47 spare parts, with the resultant increase of aircraft out of commission for longer periods of time.[28] Excessive maintenance delays were also experienced because of the non-availability of equipment such as power plants, tow bars, jacks and similar items that were placed at the disposal of the 22nd.

Total flying time for the month of November for YRB-47 aircraft reached 1351 hours. Average flying time for each of the 44 possessed airplanes was 30.7 hours.

A total of 46 crews were in training on this base as the month ended. Of these, seven were declared combat ready while the remaining 39 completed their flight field check mission and were engaged in training under SAC Regulation 50-43.

As the month of November ended, 12 aircraft were converted to the bombing configuration. Lack of sufficient aircraft in the bombing configuration reflects a hardship in accomplishing flying training, since visual bomb releases and special weapons training cannot be accomplished in aircraft still in the reconnaissance configuration.

320TH AIR REFUELING SQUADRON

A total of 574 hours and 40 minutes of flying time was accomplished by the 320th ARS during November. A breakdown of this figure shows:

Pilot and instrument checks: 26:30

Long range navigation: 126:45

Refueling missions: 380:25

28. Information from 320th Bm Wg (M) Air Training Report for November

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Test hops: 2[illegible]:45

Ferry trips: 27:2[illegible]

Static display: 1:4[illegible]

One hundred and twenty landings were made--73 ground controlled approaches, 13 instrument landings, and 34 direction finder steers. Actual weather time consisted of 19:30 hours, hood time 62:25 hours, and night time 222:30 hours.

Eight air and five ground aborts were recorded for the following reasons:

Signal coil wire breakage: 2

IFR hydraulic leaks: 3

Inoperative hydraulic pump motors: 3

Excessive engine backfiring: 1

IFR line valve leaks: 1

In most of the above air aborts, the missions were nearly complete and most of the requirements were met.

Two navigational missions were flown to Ramey Air Force Base, Puerto Rico. (A minimum number of navigational missions were scheduled because of the support rendered to the overseas deployment of the 22nd Bombardment Wing.[29] Seven day celestial, 19 night celestial, 22 500 mile navigational legs, four pressure patterns, and 10 radar missions were flown. Two night air refueling missions were accomplished with the 22nd, with

29. See this chapter, page 14, subtitle: Combat Operations

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100% successful radar homings by the tanker force. Total APN 11 and APN 12 rendezvous for the month were 39 successful for 49 attempted.

Combat crew strength consists of 19 combat ready crews and three non-combat ready crews. Only one navigator assigned is not combat ready.

Air Refueling Operators completed 878 dry contacts, 134 wet contacts, and transferred 905,150 pounds of fuel while flying 48 separate sorties.

441ST BOMBARDMENT SQUADRON

A total of 490:55 hours was flown by the squadron during the month of November, with one more crew attaining the combat ready status. The squadron total of crews entered in phase training reached 14 with the addition of one crew during the month. Two additional crews were gained by the operations section; they are TDY at the present time.

442ND BOMBARDMENT SQUADRON

Although the projected flying time for the squadron was increased from a 480 hour total in October to 485 hours for November, the maintenance problems encountered[30]--attributed principally to a lack of sufficient spare parts, proper equipment and the low experience level of the major part of the maintenance personnel--caused the actual flying time accomplished to drop to 349:05 aerial hours.

443RD BOMBARDMENT SQUADRON

The third 443rd crew to reach combat ready status qualified during November, when 507:55 hours of flying time was attained. Sixty-two of

30. See Materiel chapter, page 11, subtitle: Maintenance

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these hours went for staff crew training, 3:55 for test flights, and the remainder for combat crew training. The difference between aircraft time and time utilized for training is due to air refueling mission check outs.

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EXHIBIT LIST

Exhibit No.	Nomenclature
A	12th Air Division Letter Order 1457, dated 27 November 1953, sending Wing Commander Colonel Loran D. Briggs TDY to Goose Bay, Labrador
B	Headquarters, 320th Bombardment Wing (M) General Order 20, dated 30 November 1953, announcing the temporary change of command
C	Wing Regulation 205-8, dated 27 November 1953, subject: Flight Line Security
D	12th Air Division Letter ADEX 380 covering deficiencies in the Wing Security program, with an indorsement by the Wing Commander
E	Monthly Analysis for November 1953 (RCS: 15-U2) containing the forecast of SAC management control system scores, the evaluation of this Wing's grand total, and the Wing Commander's remarks
F	Leadership Effectiveness and Morale Rating System Award Sheet for November 1953 with an attached analysis by this Wing's Comptroller
G	Six (6) photographs taken of Mr. Lee White, Undersecretary of the Air Force, during his visit to this installation
H	Strategic Air Command Letter DPPTS 37135, dated 29 October 1953 directing the conversion of B-29 flight engineers to KC-97 boom operators
I	Roster of Key Personnel
J	320th Bombardment Wing (M) Standard Operating Procedure 60-21, dated 16 November 1953, entitled: B-47 Armament System Inflight Procedure
K	320th Bombardment Wing (M) Standard Operating Procedure 60-22, dated 16 November 1953, entitled: B-47 Armament System Preflight

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L 320th Bombardment Wing (M) Regulation 62-1[illegible], dated 20 November 1953 on the Flying Safety subject: Limitations for Inflight Emergency Procedure Training

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HEADQUARTERS
12TH AIR DIVISION (SAC)
March Air Force Base, California

CAG 27 November 1953

SUBJECT: Letter Order 1457

TO: Personnel Concerned

1. Ea of the fol-named Offs and amn, orgns indicated, this sta (SAC), WP o/a 28 Nov 53 on TDY for aprx 10 days fr this sta to sta indicated for the purpose of coordinating operation matters directed by 15AF Oprs Order 80-53. UCWR proper orgns and sta, unless sooner reld by competent auth. Govt hsg and dining fac w/b utilized to max extent aval. Pers authd access to clasd mat up to and inc SECRET for pd of this TDY only. Vou for pmt w/b submitted to Fin Off w/i 7 days after compl of TDY. TBMA is dird when aval otherwise tvl by common carrier, air, rail, and/or bus is authd IAW AFR 75-38. (CIPAP). TDN 5743400 467-7500 P458-02-03 SO 4065 (79320.1 B-21-c) SAC Funding SN RO-28. AUTH: AFR 35-52, 15AFR 35-2, AFR 35-62 and 15AF Oprs Order 80-53.

TO GOOSE BAY AB, NEWFOUNDLAND
COL LORAN D BRIGGS, 4412A, Hq 320th Bomb Wg (M)
MAJ WILLIAM A HANNAN, A0681283, 807th Oprs Sq, 807th AB Gp
MAJ LANDGRAVE T SMITH, JR, 15594A, Hq 12th ADiv
CAPT WALTER B KAMP, 17135A, 443rd Bomb Sq, 320th Bomb Wg (M)
MAJ THEODORE H CONKLIN, A0801247, 320th Per Maint Sq, 320th Bomb Wg (M)
CAPT ROBERT L NAYLOR, A0942139, 807th Oprs Sq, 807th AB Gp
S SGT CHARLES L TAYLOR, AF19331310, Hq 320th Bomb Wg
S SGT CLARK D RANDALL, AF19410570, Hq 807th AB Gp
T SGT LEE K NASH, AF37803287, 807th Oprs Sq, 807th AB Gp
A/1C OSWELL A CAMPFIELD, AF12406521, 807th Oprs Sq, 807th AB Gp

TO LIMESTONE AFB, MAINE
COL EDWARD M NICHOLS, JR, 7805A, Hq 320th Bomb Wg (M)
MAJ FREDERICK W GRINDLE JR, A0753346, Hq 320th Bomb Wg (M)
MAJ WILLIAM R HAYES, A0807436, Hq 320th Bomb Wg (M)
MAJ RAYMOND L TROYER, A0494382, Hq 320th Bomb Wg (M)
CAPT CHARLES A MATSON, A0742178, 443rd Bomb Sq, 320th Bomb Wg (M)
S SGT JOHN E GRIFFITH, AF57502344, 320th Air Rflg Sq, 320th Bomb Wg (M)
A/1C HENRY M TRAME, AF19398459, Hq 320th Bomb Wg (M)

2. Ea of the fol-named Off, orgn indicated 320th Bomb Wg (M), this sta (SAC), WP o/a 3 Dec 53 on TDY fr this sta to Fairchild AFB, Wash for aprx 7 days for the purpose of attending SAC IG Sp Wpn Insp (DPUO). UCWR proper orgn and sta, unless sooner reld by competent auth. TBMA dird when aval, otherwise tvl by common carrier, air, rail, and/or bus is auth IAW AFR 75-38. Off auth access to clasd mat up to and inc TOP SECRET for pd of this TDY only. Vou for pmt w/b submitted to Fin Off w/i 7 days after compl of TDY. TDN 5743400 467-7500 P458-02-03 SO 4605. (79310 C-11-a). AUTH: AFR 35-52, 15AFR 35-2 and 15AF msg DM6C 390, dtd 23 Nov 53.

MAJ CHESTER A HOCKETT, 11063A, Hq 320th Bomb Wg, 3 DDALV
CAPT GEORGE W HOFFMC, A0678867, 320th A&E Maint Sq,

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Ltr O 1457

BY ORDER OF THE COMMANDER:

Byers Freeman

BYERS FREEMAN
Lt Col, USAF
Staff Duty Officer

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HEADQUARTERS, 320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

30 November 1953

ASSUMPTION OF COMMAND.-- Under the provisions of Air Force Regulation [illegible], as amended, the undersigned hereby assumes command of the 320th Bombardment Wing, Medium (SAC) during the temporary absence of Colonel Loran D. Harris, AA12A, USAF, effective 30 November 1953.

ERNEST C EDDY
Colonel, USAF
Commander

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HEADQUARTERS 320TH BOMBARDMENT WING (M) Wg Reg 205-8
March Air Force Base 1-5
California

WING REGULATION)

27 November 1953

[illegible] 205-8)

SECURITY

Flight Line Security

1. [illegible]: To provide adequate security measures with regard to flight [illegible] activities and security responsibilities of units of the 320th Bm Wg (M).

2. [illegible]: This regulation is applicable to all squadrons assigned to the 320th Bm Wg (M).

3. [illegible]: Upon receipt of this notification, the Unit Commander and Unit Security Officer will take necessary action to indoctrinate personnel of their units on the provisions of this regulation.

4. [illegible]: Unit Commanders are responsible for compliance with the provisions of this regulation and from time to time they will receive specific instructions regarding items such as dates of gate responsibility etc. In cases where a joint responsibility exists Unit Security Officers will coordinate in advance on the passing of responsibilities amongst squadrons to insure orderly and positive transfer of responsibility.

5. Tactical Aircraft Code Words: (For Tactical Aircraft Area):

a. One (1) code word will cover an eight (8) hour period. At the end of eight (8) hours the next word will go into effect. The Tactical Aircraft Code word may be used at any of the six access points to the tactical aircraft parking area. The current word will be required prior to access to the Tactical Aircraft Parking Area. All perimeter guards will have authority to allow access when proper code word is used.

b. The Unit Security Officer will be responsible that knowledge of the Tactical Aircraft Code is given to a minimum of authorized personnel.

c. If the Tactical Aircraft Code is compromised, Central Security Control will be notified immediately (6231 or 6238). An Alternate Tactical Aircraft Code will then be distributed to all interested agencies by Central Security Control.

d. Tactical Aircraft Code Lists for 320th Bomb Wing Units will be issued through the Wing [illegible]'s Section by the Wing Security Officer upon receipt from Base Security.

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6. Specific Aircraft Code Numbers:

a. 320th Bomb Wing Regulation 205-4, dated 11 June 1953 is still in effect insofar as 320th Bomb Wing aircraft are concerned.

b. Specific aircraft code numbers are an internal security measure in effect when 320th Bomb Wing Personnel have control of aircraft and are not available at other times.

c. When Wing Units control the aircraft Civilian Field Engineers and Technicians will be required to use the specific code words or numbers to gain access to 320th Bomb Wing aircraft. These may be obtained from the section with which the Field Engineer or Technician is working after positive identification is established and a valid reason for obtaining the code is given.

7. To make this system operate effectively, thorough indoctrination of all personnel in the mechanics and operation of this system is necessary.

8. During rush periods (morning and noon), squadrons may assign a number of their squadron at the appropriate access point to identify members of their squadron in order to expedite entry into the Tactical Area.

9. If at any time any member of this Wing has reasons to believe that agents are attempting sabotage, steps should be taken to alert the 320th Wing Control Tower, who, in turn, will alert all units of the 320th Bomb Wing of the most expeditious means available.

10. Gate Security:

a. Units of the 320th Bomb Wing will be responsible for security at gate numbers 47, 49 and 53. Individual unit dates will be published in Specific Orders.

b. Unit Commanders will develop their own local procedures for performing this duty however the following provisions will be included:

(1) The squadron commander will provide for the proper briefing and indoctrination of airmen assigned in the use of sidearms, challenging procedures, guard duty, etc. Special orders for each gate are posted in the guard booth at that gate. Extra copies may be obtained from the 807th Air Police Squadron.

(2) Each gate will be open from 0700 - 1800 on normal duty days, and from 0700 - 1300 on Saturdays.

(3) Normally each airman assigned guard duty should work a four (4) hour shift and will be available to the squadron for another four (4) hour work period during the normal eight (8) hour workday.

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This is optional and is left to the squadron commander's discretion.

(4) Uniform for guards will be as prescribed by the Squadron Commanders and will be uniform within each squadron. Guards will be armed with carbines. One (1) clip of ammunition will be furnished each guard, but will not be inserted in carbines unless an emergency should develop.

(5) Guards will be selected from personnel in the grade of S/1C and below. Sergeants of the Guard will be in the grade of S/Sgt and above.

(6) The various guard reliefs will be required to report to duty sufficiently far in advance of the times they will take their posts as to provide time for Officers and Sergeants of the guard to thoroughly indoctrinate them in their duties and in the use of their weapons. It is believed that a minimum of thirty (30) minutes should be provided for this instruction.

(7) In the event that guards apprehend personnel, they will immediately call the Sergeant of the Guard, who in turn will alert the regular Base Security Forces, who will take care of the situation from that point insofar as identification and further restraint is concerned.

(8) The airman on duty at the gate will be responsible for the identification of all personnel entering the gate. The S.C Identification Badge, with area 4 included, is the only identification the guard will accept.

(9) At any time the guard is in doubt, he will hold the individual and call the Control Security Control on the field phone located in each guard booth.

(10) Any squadron desiring to use the gate at other than the normal hours specified may assign their own personnel to man the gates, and they can coordinate with the squadron having normal responsibility in order to obtain the key for such gates.

(11) ALERT: In case of an alert the squadron having normal responsibility of manning the gate will open such gate as soon as possible. Squadron Commanders will make necessary provisions to have the gate key available for alerts and similar situations.

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AG Reg 205-8

BY ORDER OF THE COMMANDER:

OFFICIAL:

BEN G. [illegible]
1st Lt, USAF
Adjutant

[illegible] G. PHILLIPS
1st Lt, USAF
Adjutant

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HEADQUARTERS 12TH AIR DIVISION
MARCH AIR FORCE BASE
CALIFORNIA

ADEX 380

6 November 1953

SUBJECT: Security

TO: Commander
320th Bombardment Wing (M)
March Air Force Base
California

1. Recent security inspections and vulnerability tests have shown that there are still numerous deficiencies existing in our security program. While the state of security has been greatly improved during the past few months, further corrective action is necessary to eliminate those deficiencies which continue to exist.

2. Many instances of noncompliance with current security regulations and directives were detected in the units. Of these deficiencies, the ones which were found to exist most frequently and in the majority of the units were as follows:

a. Certificates of completion for phase 1, SAC Security Indoctrination, have not been placed in individuals 201 file (SAC Regulation 205-16).

b. AF Forms 184 and 184a were not entered in appropriate records (SAC Regulation 205-11).

c. Censorship training program has not been established (SAC Regulation 205-10).

d. Safe combinations not changed (AFR 205-1 and Base Regulation 205-11).

e. Record of all personnel who have been granted a security clearance not entered in AF Forms 24 and 66 (AFR 205-6 and AFR 35-580B).

f. Original copy of notification of interim clearance not entered in 201 file (15AF Message 8777 and Base Regulation 205-6).

g. Combination type file cabinets containing unclassified material (AFR 205-1).

h. Instructions for charge of quarters do not include procedures to be taken in the event of an alert.

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Hq 12th AD ADEX 380 Subject: Security

1. Names, addresses and telephone numbers of persons having combination of safes and file cabinets not listed within the safes or files (Base Regulation 205-11).

4. To insure that this command achieves an acceptable state of security prior to the forthcoming general inspection, I desire that you review the status of security within your organization and take positive action to correct deficiencies that exist. In determining instances of noncompliance with pertinent regulations in various units, deficiencies listed in paragraph 2, above, should be used as a guide. Your security indoctrination program should also be inspected and appropriate action taken to eliminate the security laxness still exhibited by some individuals.

s/ C. B. Westover
t/ CHARLES B. WESTOVER
Brigadier General, USAF
Commander

320C 380 (6 Nov 53) 1st Ind

HEADQUARTERS 320TH BOMBARDMENT WING (M), March Air Force Base, California, 13 November 1953

TO: All Squadron Commanders, 320th Bombardment Wing (M)

1. It is directed that, prior to 30 November 1953, each Unit Commander take necessary corrective action to eliminate the deficiencies listed in paragraph 2, basic communication.

2. It is further directed that each of you thoroughly review your Security Indoctrination Program and overall unit security to insure that all personnel concerned understand, and are strictly adhering to, existing security regulations and directives.

3. In order to preclude further criticism from higher headquarters, and to insure that the Security Program in this Wing is maintained at a high state of acceptability, I desire that each Squadron Commander place continuing command emphasis on his Unit's Security Program.

Loran D. Briggs
LORAN D. BRIGGS
Colonel, USAF
Commander

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SECRET

CLASS: SECRET
AUTH: CO 320BW
DATE: 16 Dec 53
INITS:

320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

320 AC

16 December 1953

SUBJECT: Monthly Analysis for November 1953 (RCS: 15-U2)

TO: Commander
Fifteenth Air Force
March Air Force Base
California
Attention: COMA

SECTION I

FORECAST OF SAC MANAGEMENT CONTROL SYSTEM SCORES

Personnel	Max Score	Wing % Max Score November	Wing Score November	SAC MBW Avg Score November
1. Manning in Req Spec				
a. Officers	25	50	12.5	14.4
b. Airmen	45	10	4.5	18.7
2. AWOL Rate	30	100	30.0	28.8
3. Ground Safety	25	80	20.0	16.5
4. Reenlistment Rate	40	40	16.0	10.8
5. Personnel Records	15	100	15.0	14.5
6. MTD Utilization	20	100	20.0	17.3
	200	59.0	118.0	115.8
Materiel				
1. Sorties Del as % of Required	60	58.9%	35.4	36.6
2. Reports of Survey	40	70.0%	28.0	32.9
3. Flyaway Kits	40	80.0%	32.0	30.3
	140	68.2%	95.4	97.5
USCM & Flying Safety				
1. USCM	80	NR	NR	NR
2. Flying Safety	40	100	40.0	33.8
	120	100	40.0	33.8

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Subject: Monthly Analysis for November 1953

Operations	Max Score	Wing % Max Score November	Wing Score November	SAC MBW Avg Score November
1. Training Minimums				
a. Bombardment	150	NR	NR	NR
b. Tanker	50	NR	NR	NR
2. RBS Radar Bomb Acc	40	NR	NR	NR
3. RBS Visual Bomb Acc	25	NR	NR	NR
4. Night Cel Nav Prof	20	100	20.0	NR
5. ECM Proficiency	40	NR	NR	NR
6. Cruise Control Prof	15	100	15.0	NR
7. Camera Gunnery Prof	NA	NA	NA	NA
8. Air Refueling Prof				
a. Wet Hookups	20	100	20.0	NR
b. Radar Rendezvous	20	70	14.0	NR
9. Scored Crews				
a. Bombardment	40	NR	NR	NR
b. Tanker	10	NR	NR	NR
10. Combat Ready Crews				
a. Bombardment	40	5	2.0	NR
b. Tanker	10	85	8.5	NR
11. Physical Condition	20	NR	NR	NR
	500	63.6%	79.5	NR

SECTION II

1. Grand Total (Max Score 505)(332.9 points earned)

a. The Wing scored a total of 332.9 points (65.9%) of a possible 505 points, Comparative scoring for October and November is shown below:

CATEGORY	OCTOBER	NOVEMBER
Personnel	138.3 (37.0%)	118.0 (35.4%)
Materiel	130.0 (34.8%)	95.4 (28.7%)
Flying Safety	28.0 (7.5%)	40.0 (12.0%)
Operations	77.5 (20.7%)	79.5 (23.9%)

b. The loss of points in the Personnel category is due to Manning in Required Specialities, both Officers and Airmen. Steady gains have been made in the percent of officers and airmen "In-Required-Specialities" but not sufficient to increase the number of points earned.

c. The loss of points in the Materiel category is due primarily to Sorties Delivered as a Percent of Required. The reason for heavy loss of points in this category are given in the text.

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d. The Wing experienced zero (0) aircraft accidents during the quarter ending 30 November, therefore netting the Wing 100% of the Score in the Flying Safety category.

e. A slight gain was made in the Operations category compared to October score. The major factor in points lost continues to be Combat Ready Crew category. The Wing is expected to lose points heavily in this category until 31 crews are declared Combat Ready.

PERSONNEL

1. Manning in Required Specialities

a. Officers (Max Score 25)(12.5 points earned)

(1) The status of Officer manning as of 31 October and 30 November 1953 was as follows:

	31 October	30 November
No. Officers Required	381	381
No. Officers Assigned	368	356
No. Officers "IRS"	328	332
Percent "IRS"	86.0%	87.1%
Score	12.5	12.5

(2) Principal shortages continue to be in the Electronics, Supply, Intelligence, and Personnel career fields.

b. Airmen (Max Score 45)(4.5 points earned)

(1) The status of Airmen manning as of 31 October and 30 November 1953 was as follows:

	31 October	30 November
No. Airmen Required	1670	1670
No. Airmen Assigned	1864	1812
No. Airmen "IRS"	1068	1111
Percent "IRS"	63.3%	66.5%
Score	4.5	4.5

(2) "K" Systems Personnel have been requested and are being received. The shortage in the Intricate Equipment career field is being made up through OJT. The personnel being received will not increase the Wing MIRS until they have been trained to the authorized skill level.

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2. AWOL Rate (Max Score 30)(30.0 points earned)

a. The comparative scoring for the calendar quarters ending 31 October and 30 November 1953 are as follows:

	31 October	30 November
Cumulative No. AWOL's	9	10
AWOL Rate (Cumulative)	1.5	1.6
Score	30.0	30.0

b. The Wing experienced four (4) AWOL's in September, three (3) in October and three (3) in November.

3. Ground Safety (Max Score 25)(20.0 points earned)

a. The comparative scoring for the calendar quarters ending 31 October and 30 November are as follows:

	31 October	30 November
Accident Cost Index (Cumulative)	10.51	5.29
Ground Safety Index (Cumulative)	5.06	3.95
Percent of Max Score	65.0%	80%
Score	16.3	20.0

4. Reenlistment Rate (Max Score 40)(16.0 points earned)

a. The comparative scoring for the calendar quarters ending 31 October and 30 November 1953 are as follows:

	31 October	30 November
Terminations Eligible to Reenlist	12	12
Number of Reenlistments	5	
Reenlistment Rate	41.6%	[illegible]
Percent of Score	50%	[illegible]
Score	20.0	[illegible]

5. Personnel Records (Max Score 15)(15.0 points earned)

a. The percent completeness of Officers and Airmens Personnel Records for the months of October and November 1953 are as follows.

	31 October	30 November
Percent Complete Officers Records	99.97%	99.97%
Percent Complete Airmens Records	99.96%	99.99%
Percent Max Score	100.0%	100.0%
Score	15.0	15.0

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Subject: Monthly Analysis for November 1953

6. Mobile Training Detachment Utilization (Max Score 20)(20.0 pts earned)

a. The Wing manhour utilization of MTD (B-47 and KC-97) for the months of September, October and November 1953 were as follows:

	September	October	November	3 mo. Avg.
B-47 MTD	7,794	8,602	5,159	7,151
KC-97 MTD	1,308	2,579	1,674	1,853

MATERIEL

1. Sorties Delivered as a Percent of Required (Max Score 60)(35.4 pts earned)

a. The Wing had 262 B-47 sorties and 118 KC-97 sorties required for the month of November 1953. Maintenance delivered 250 B-47 sorties and 91 KC-97 sorties during the month of November 1953.

b. Computation is as follows:

$$\frac{\text{Sorties Required - B-47 - 262 / KC-97 - 118 = 380}}{\text{Sorties Delivered - B-47 - 250 / KC-97 - 91 = 341}} = 89.74\%$$

100.00% minus 89.74% = 10.26 x 4% = 41.04% = 58.96% of score or 35.4 points.

c. The principal reasons for the above is that maintenance capability is limited by lack of skilled maintenance personnel, shortages of certain critical test equipment, and excessive difficulties with fuel boost pumps, hydraulic leaks and fuel leaks. B-47 aircraft experienced 34 aborts during this period while the KC-97 experienced 5 ground aborts.

2. Reports of Survey (Max Score 40)(28.0 points earned)

a. Computation covers the three month period ending 30 November 1953:

	# Surveys	Dollar Cost
September	1	$163.13
October	3	239.51
November	2	337.25
	6	$739.89

Average dollars per survey - $123.31

Organization Population

	Military EOM Asgd Strength	Civilian EOM Asgd Strength
September	2166	3
October	2194	3
November	2433	3
	6793	9

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Subject: Monthly Analysis for November 1953

2. Reports of Survey (Cont'd)

Report of Survey per 1000 population $\frac{6}{6802} \times 1000 = .88$

b. An average cost of $123.31 per survey and the average of .88 surveys per 1000 population nets the Wing 70% of the score in this category or 28.0 points.

3. Flyaway Kits (Max Score 40)(32.0 points earned)

a. The percent completeness of KC-97 flyaway kits as of 30 November 1953 is 93.5% which nets the Wing 80% of maximum score.

UNIT SIMULATED COMBAT MISSION AND FLYING SAFETY

1. Unit Simulated Combat Mission (Max Score 80)(Not Rated)

2. Flying Safety (Max Score 40)(40.0 points earned)

a. The Wing experienced zero (0) aircraft accidents for the quarter ending 30 November 1953 which nets the wing 100% of the score.

OPERATIONS

1. Training Minimums (Max Score 200)(Not Rated)

2. RBS Radar Bombing Accuracy (Max Score 40)(Not Rated)

a. All RBS Radar runs made by the Wing during the month of November were practice runs. The Wing made 160 runs for a CEA of 5372 and a CEP of 2350 for these runs.

3. RBS Visual Bombing Accuracy (Max Score 25)(Not Rated)

a. All RBS Visual runs made by the Wing during the month of November were practice runs. The Wing made 24 runs for a CEA of 1721 and a CEP of 1150 for these runs.

4. Night Celestial Navigation Proficiency (Max Score 20)(20.0 pts earned)

a. Computation covers one month (November) period for the Air Refueling Squadron only:

	ARS
Number of Missions	16
CEA	6.9
Percent of Score	100%
Score	20.0

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5. ECM Proficiency (Max Score 40)(Not Rated)

6. Cruise Control Proficiency (Max Score 15)(15.0 points earned)

a. Computation covers one month (November) period for the Air Refueling Squadron only:

	ARS
Number of Missions	10
Average % Error	.00
Percent of Score	100%
Score	15.0

7. Camera Gunnery Proficiency (NA)

8. Air Refueling Proficiency (Max Score 40)

a. Wet Hookups (Max Score 20)(20.0 points earned)

(1) Computation covers one month (November) period only:

Number Wet Hookups Attempted	- 134
Number Wet Hookups Successful	- 133
Percent Successful	- 99.3%
Percent of Score	- 100%
Score	- 20.0

b. Radar Rendezvous (Max Score 20)(14.0 points earned)

(1) Computation covers one month (November) period only:

Number Radar Rendezvous Attempted	- 47
Number Radar Rendezvous Successful	- 39
Percent Successful	- 82.9%
Percent of Score	- 70%
Score	- 14.0

9. Scored Crews (Max Score 50)(Not Rated)

10. Combat Ready Crews (Max Score 50)

a. Bombardment Crews (Max Score 40)(2.0 points earned)

Number of Combat Ready Crews Auth	- 45
Number of Combat Ready Crews Asgd	- 4
Percent of Score	- 5%
Score	- 2.0

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b. Tanker Crews (Max Score 10)(8.5 points earned)

Number of Combat Ready Crews Auth - 20
Number of Combat Ready Crews Asgd - 19
Percent of Score - 85%
Score - 8.5

11. Physical Conditioning (Max Score 20)(Not Rated)

SECTION III

SOFT SPOTS

1. Negative

SECTION IV

SPECIAL ANALYSIS

1. The following special analysis were completed in November:

a. Title: Management Improvement Program

b. Problem: To determine the adequacy of the Wing's Management Improvement Program.

SECTION V

COMMANDERS REMARKS

1. See Wing Commander's Remarks submitted on Air Training Reports for 320th Bombardment Wing (RCS: 6-SAC-T12A) and 320th Air Refueling Squadron (RCS: 4-SAC-T12).

Loran D. Briggs
LORAN D. BRIGGS
Colonel, USAF
Commander

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OFFICE OF THE COMPTROLLER
HEADQUARTERS 320TH BOMBARDMENT WING (M)
March Air Force Base
California

320 AC 11 December 1953

SUBJECT: Analysis of the Unit Leadership Effectiveness and Morale Ratings

TO: Commander
320th Bombardment Wing (M)
March Air Force Base
California

I. General

An analysis covering a three month period, September, October and November has been prepared by this office. The figures have been compiled and recorded under the provisions of 12th Air Division letter Subject: "Unit Leadership and Morale Rating" dated 1 February 1953. Ratings are based on a maximum of 800 points. November ratings are also based on a one month and a combination of September-October-November which is a three month moving average. The scores are based on a percentage of maximum points obtainable.

II. Analysis

WING HEADQUARTERS

The scores and standings for the one and three month period are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
September	87.7	82.1	16	26	6	8
October	81.8	84.9	15	21	6	7
November	84.3	84.3	18	17	6	7

441ST BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
September	80.1	92.5	26	8	8	2
October	90.5	90.0	7	10	3	3
November	89.7	87.5	9	12	4	4

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

442ND BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
September	75.3	88.2	29	17	9	5
October	53.6	73.4	31	29	9	9
November	89.5	72.8	11	28	5	9

443D BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
September	96.7	86.7	5	19	2	6
October	78.4	88.3	21	14	7	4
November	81.5	85.5	20	14	8	6

320TH AIR REFUELING SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
September	81.0	81.9	25	27	7	9
October	85.4	86.2	14	18	5	6
November	90.9	85.8	4	13	2	5

320TH ARMAMENT AND ELECTRONICS MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
September	92.4	85.3	9	22	4	7
October	94.6	86.2	3	17	3	5
November	81.8	89.2	19	9	7	3

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

320TH FIELD MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
September	93.0	96.9	8	2	3	1
October	85.4	92.3	13	5	4	2
November	93.3	90.3	2	7	1	2

320TH PERIODIC MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
September	90.1	91.8	12	10	5	3
October	75.5	84.7	25	22	8	8
November	73.5	79.1	27	22	9	8

320TH MEDICAL GROUP

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
September	100.0	91.4	2	13	1	4
October	100.0	94.8	1	1	1	1
November	90.0	96.7	6	1	3	1

III. Comments

The Wing one month overall average amounted to 88.5% for September, 82.8% for October and 86.1% for November. The Wing overall three month average amounted to 88.5% for September, 86.7% for October and 85.7% for November. Of the total points lost throughout the Wing (1085.5 points) 71.2% (772 points) are attributable to the following offenses:

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

III. Comments (Cont'd)

Offenses	Points lost	% of Total
Reenlistment Rate (3 disch. 1 reen.)	270	24.8%
Drunk &/or Disorderly (14 offenses)	210	19.4%
Moving Traffic Violations (22 offenses)	190	17.6%
Uniform Violations (18 offenses)	102	9.4%

There were 32 squadrons competing in the three month period.

JAMES R. IRISH
Lt. Col., USAF
Comptroller

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LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM

AWARD SHEET FOR NOVEMBER 1953

12th AD Assigned Units	% of Possible Score	12th AD Tenants	% of Possible Score
First Place - 320th Med Gp	96.67	3933d RBS Sq	91.45
Second Place - Hq Sq 22d BWg	93.83		
Third Place - 22d A&E Sq	91.65		

Greatest Improvement
442d Bomb Sq — 35.87 percentage points improved

1. AWOL offenses decreased in November compared to the trend in previous months. Of the total 17 AWOLs charged during November, 15 occurred in those squadrons whose overall standing was in the lower eight positions.

2. Drunk and/or Disorderly Offenses increased. The increase can not be attributed to any one group of squadrons as evidenced below:

Squadron Standings	No of Offenses
1st through 8th	11
9th through 16th	7
17th through 24th	9
25th through 32d	16.

3. Uniform Violations increased from a total of 11 offenses in October to 59 in November. The most common offenses were personnel charged with wearing the field jacket with civilian clothes or wearing fatigues off base.

4. Minor Ground Safety Accidents decreased in November. A total of 20 of the 27 Ground Safety Accidents were charged to squadrons in the lower eight positions.

5. A total of 62 Moving Traffic Violations occurred during November. The majority of offenses were charged for speeding and failure to stop at stop signs.

6. Delinquent MPC's decreased during November. A total of 37 of the 53 delinquent MPC's were charged to the squadrons in the lower eight positions.

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM PAGE 1		1 3933d RBS Sq		2 320th Fld Maint Sq		3 Hq Sq 22d Bomb Wg		4 320th Air Rflg Sq		5 523d Band		6 320th Med Gp		7 510th Avn Sq		8 22d Med Gp		9 441st Bomb Sq	
CATEGORY	PPD Str	47		382		171		324		44		101		42		268		244	
Part I Disciplinary Offenses	Pts Altd	No.	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60		60		60		60		60		60		60		60		60		60
b. AWOL	130		130		130		130	1	110.5		130		130		130		130		130
c. Serious Incidents	90		90		90		90		90		90		90		90		90		90
d. Drunk and/or Disorderly	60		60	4	18	1	36	1	54		60	2	0	1	0	2	24	2	24
e. Uniform Violations	20	1	0	1	20	1	12	4	4	1	0	2	0	1	0	4	2	3	4
Part II Ground Safety																			
a. Minor Accidents (Other)	20		20		20	1	16	1	20		20		20		20		20		20
b. Major Accidents (Other)	50		50		50		50	1	33		50		50		50		50		50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50		50	2	40		50	3	25		50		50		50	1	50	1	50
b. Driving Drunk	90		90		90		90		90		90		90		90	1	63		90
c. Major Accidents Vehicle	50		50		50		50		50		50		50		50		50		50
d. Minor Accidents Vehicle	20		20	1	18		20		20		20		20		20		20		20
Part IV Reenlistments		D R	NR	D R	NR	D R	NR	D R	NR	D R	NR	D R	NR	D R	NR	D R	NR	D R	NR
a. Regular	150							1 1	150										
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	18 19	30	66 69	30	69 60	0	81 80	27	5 10	30	11 15	30	13 14	30	49 49	30	29 22	0
Part VI Administration																			
a. Delinquent MPO's	60		60	1	60		60		60		60		60		60		60		60
b. Morning Report Errors	70		NR		70		70		70	1	14		70		70		70		70
% of Max Score (3 Mo. Avg.)			91.45		90.24		93.83		85.77		90.58		96.67		84.17		88.88		87.48
TOTAL POSSIBLE SCORE NOVEMBER			730		800		800		950		800		800		800		800		800
SCORE ERND			710		746		734		863.5		724		720		720		719		718
% OF MAX SCORE			97.26		93.25		91.75		90.90		90.50		90.00						

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM PAGE 3		10 2d Bomb Sq		11 442d Bomb Sq		12 9th Wea Sq		13 42d Air Res Sq		14 22d Air Rflg Sq		15 22d A&E Sq		16 33d Bomb Sq		17 HqSq Sec 807th ABGp		18 Hq Sq 320th BWg	
CATEGORY	PFD Str	174		249		62		143		325		305		202		357		157	
Part I Disciplinary Offenses	Pts Altd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60		60	1	54		60		60		60		60		60		60		60
b. AWOL	130		130		130		130		130	1	110.5		130		130		130		130
c. Serious Incidents	90		90		90		90	1	50		90		90		90		90		90
d. Drunk and/or Disorderly	60	1	36	1	54	1	0		60	2	36		60	2	18		60	1	36
e. Uniform Violations	20		20	2	8		20	2	2	7	0	2	10	4	0		20	1	10
Part II Ground Safety																			
a. Minor Accidents (Other)	20	1	16		20		20	1	14		20		20	1	16		20		20
b. Major Accidents (Other)	50		50		50		50		50		50		50		50		50		50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	3	10	3	20		50		50	2	40	1	50	2	25	2	40	5	[illegible]
b. Driving Drunk	90		90		90		90		90	1	63		90		90		90		90
c. Major Accidents Vehicle	50		50		50		50		50		50		50		50		50		50
d. Minor Accidents Vehicle	20		20		20	1	2		20	1	16	1	16		20		20		20
Part IV Reenlistments		D R		D R		D R		D R		D R		D R		D R		D R		D R	
a. Regular	150	1 1	150		NR	1 1	150		NR		NR	3 1	60		NR	1 0	15		NR
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	36 36	30	27 23	0	17 3	0	44 28	0	108 108	30	72 67	9	31 31	30	133 133	30	63 63	30
Part VI Administration																			
a. Delinquent MIO's	60	2	30		60		60		60		60		60	2	36		60	3	18
b. Morning Report Errors	70		70		70		NR		NR	1	70		70		70		70		70
% of Max Score (3 Mo. Avg.)			85.26		72.81		83.01		73.72		85.50		91.65		89.88		90.93		84.43
TOTAL POSSIBLE SCORE NOVEMBER			950		800		880		730		800		950		800		950		800
SCORE ERND			852		716		772		636		695.5		825		685		805		674
			89.68		89.50		87.73		87.12		86.94		86.84		85.63		84.74		84.25

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM	PAGE 3	19 320th M&E Sq		20 443d Bomb Sq		21 22d Pdc Maint Sq		22 March Flt Sv Sq		23 22d Fld Maint Sq		24 1907-7th AACS Det		25 807th Mtr Veh Sq		26 807th Instl Sq		27 320th Pdc Maint Sq	
CATEGORY	PPD Str	362		246		208		63		359		202		217		224		236	
Part I Disciplinary Offenses	Pts altd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	1	60	1	54		60		60		60		60		60	1	48	2	24
b. AWOL	130		130		130		130		130		130		130	2	45.5	2	45.5		130
c. Serious Incidents	90		90		90		90	1	50		90		90		90		90		90
d. Drunk and/or Disorderly	60	1	60	2	24	2	18	1	0	2	36		60	3	12		60		60
e. Uniform Violations	20		20	3	4		20	3	0	1	20		20		20	1	16	2	8
Part II Ground Safety																			
a. Minor Accidents (Other)	20		20	1	18		20		20	1	20		20	1	18	5	0		20
b. Major Accidents (Other)	50		50		50		50		50		50		50		50		50		50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50		50	3	20		50		50	5	15		50	5	5	2	25	5	5
b. Driving Drunk	90		90		90		90		90	1	72		90		90		90		90
c. Major Accidents Vehicle	50		50		50		50		50		50		50		50		50		50
d. Minor Accidents Vehicle	20		20		20		20	1	2		20		20		20		20		20
Part IV Reenlistments		D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R
a. Regular	150	1	0 15		NR	1	0 15	1	1 150	2	0 15	2	0 15		NR		NR	1	0 15
Part V NCO Mess		E	M	E	M	E	M	E	M	E	M	E	M	E	M	E	M	E	M
a. Members NCO Mess	30	63	67 30	30	20 0	41	40 24	27	11 0	65	65 30	62	56 0	52	51 24	48	48 30	32	35 30
Part VI Administration																			
a. Delinquent MPO's	60	3	36		60		60		NR	1	60	4	18	1	54	10	0	2	36
b. Morning Report Errors	70	2	56	2	42		70		NR		70		NR		70		70		70
% of Max Score (3 Mo. Avg.)		89.14		85.54		83.80		87.59		75.23		80.92		78.83		71.31		79.11	
TOTAL POSSIBLE SCORE NOVEMBER		950		800		950		820		950		880		800		800		950	
SCORE EARNED		777		652		767		652		738		673		608.5		594.5		698	
% OF MAX SCORE		81.79		81.50		80.74		79.51		77.68		76.48							

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM PAGE 4		28 19th Bomb Sq		29 807th Sup Sq		30 807th Air Police Sq		31 807th Oprs Sq		32 807th Fd Sv Sq	
CATEGORY	PED Str	201		468		399		518		394	
Part I Disciplinary Offenses	Pts Altd	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60		60	1	60		60	3	30		60
b. AWOL	130	1	71.5	1	130	3	45.5		130	6	19.5
c. Serious Incidents	90		90	2	20	1	50		90	1	50
d. Drunk and/or Disorderly	60	3	0	4	18		60	1	60	5	12
e. Uniform Violations	20	4	0	4	8	1	20	4	10	6	2
Part II Ground Safety											
a. Minor Accidents (Other)	20		20	3	14	1	20	3	16	7	2
b. Major Accidents (Other)	50		50		50		50	1	33		50
Part III Veh Accident Prevention											
a. Moving Traffic Violations	50		50	8	10		50	5	25	5	20
b. Driving Drunk	90		90		90		90	1	90		90
c. Major Accidents Vehicle	50		50		50		50	1	33	1	33
d. Minor Accidents Vehicle	20		20		20	1	20		20	1	20
Part IV Reenlistments		D R		D R		D R		D R		D R	
a. Regular	150	1 0	15	5 2	75	2 0	15	5 0	15		NR
Part V NCO Mess		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	35 33	12	146 141	21	83 69	0	195 134	0	74 78	30
Part VI Administration											
a. Delinquent TPO's	60	1	54	10	12	5	30	11	12	1	60
b. Morning Report Errors	70		70		70		70	2	63		70
% of Max Score (3 Mo. Avg.)		78.37		68.56		77.06		61.52		63.71	
TOTAL POSSIBLE SCORE NOVEMBER		950		950		950		950		800	
SCORE ERND		652.5		648		630.5		627		518.5	
		68.68		68.21		66.37		66.00		64.81	

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The following six photographs were taken on the visit of Undersecretary Lee White to the 320th facilities on the flight line. They show Mr. White, Major General Walter C. Sweeney, Fifteenth Air Force Commander, Brigadier General Charles B. Westover, 12th Air Division Commander, and crewmembers of the Wing's B-47 aircraft.

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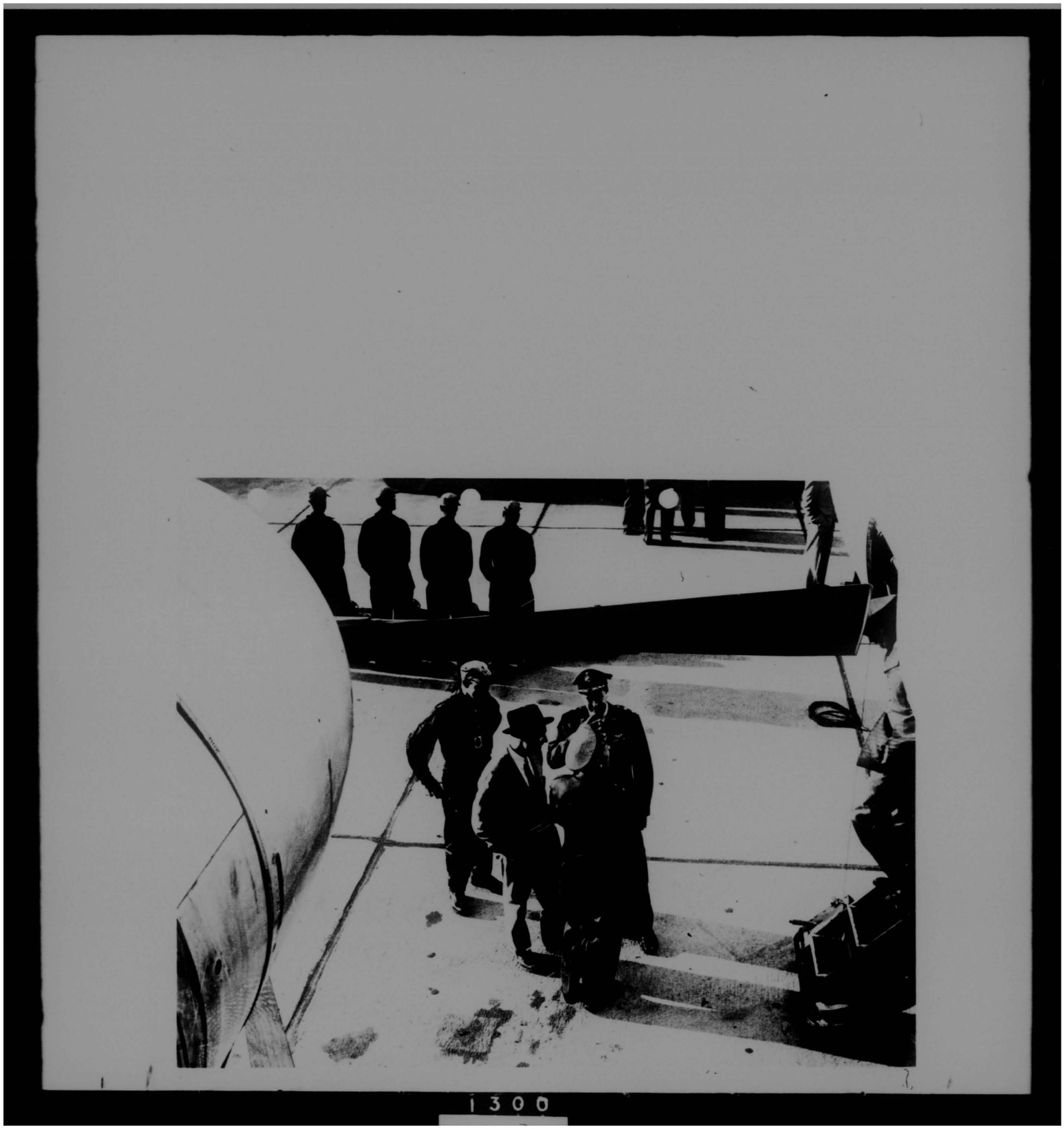

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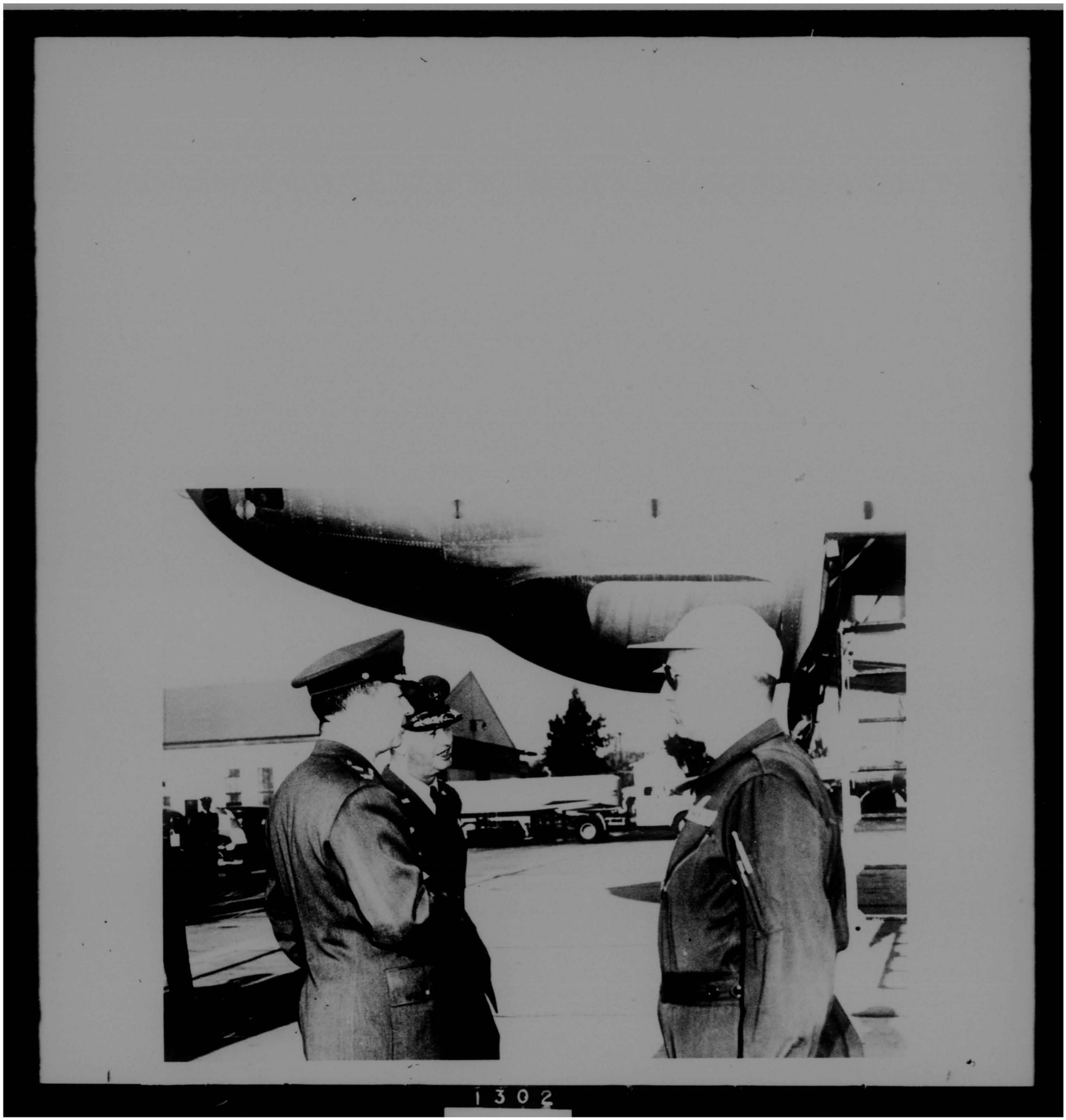

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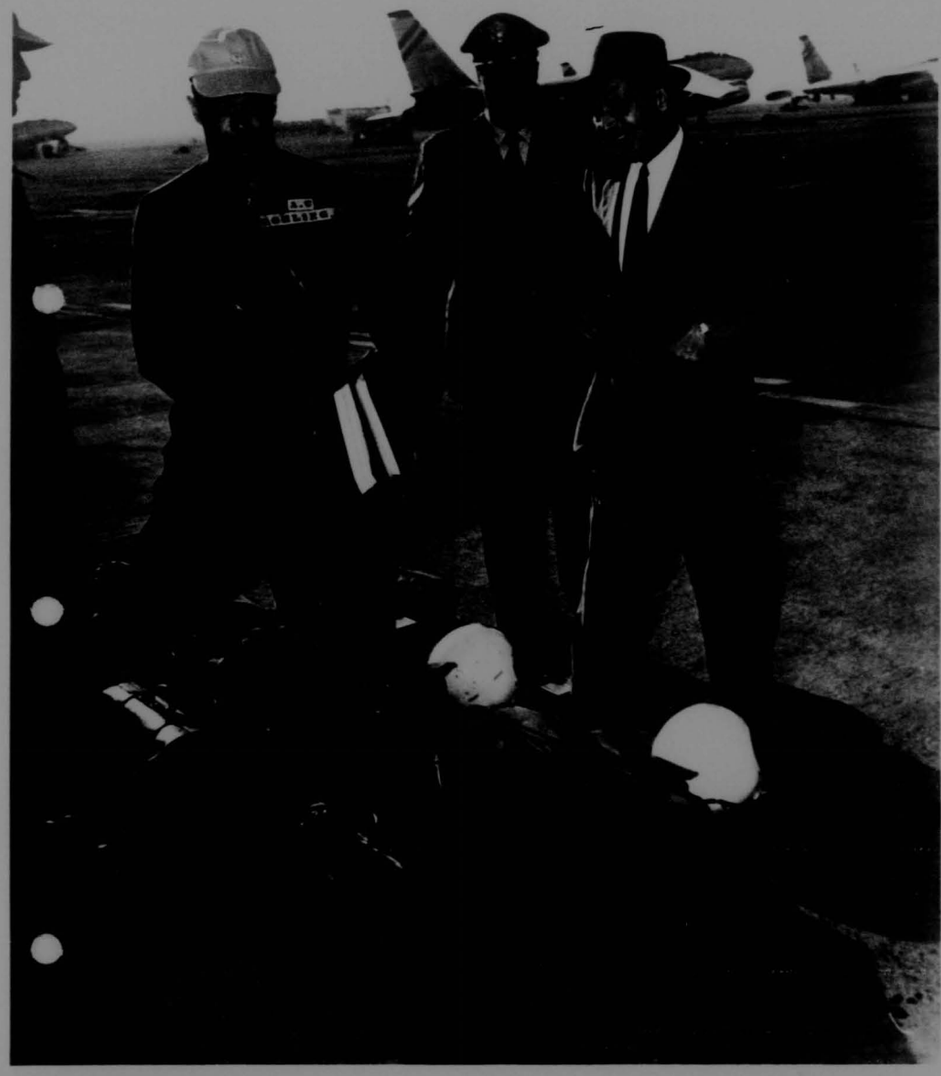

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DPPTS 37135 Oct Restricted
PDCPC 17408 Oct Unclassified

/R E S T R I C T E D/ DPPC 101. Msg DPPTS 37135, Hq SAC, 29 Oct 53, is quoted for info and gdnce: "Subj: Utilization of Flt Engrs in IFR Specl Psns. Delta flt engrs made surplus to comd rqmts by the B-47 conversion program may be considered as an additional resource for tng into in-flt refueling spcls positions provided that they: (1) Are not potentially quald for flt engr dy in B/RB-36 acft IAW SAC Reg 39-7, or (2) Cannot be effectively utilized as flt engrs in KC-97 acft. Forthcoming revision of Incl 4, SAC Ltr 39-1 will incorporate above policy C. Next revision of SAC Reg 51-19 will also reflect this C by showing surplus Fox Trot gunners and Delta flt engrs in the entry criteria for IFR tng." For Comdr 12 ADiv: This answer msg PDCPC 17408, Hq 12 ADiv, 20 Oct 53. Msg clas Restricted IAW msg DPPTS 37135.

SECURITY INFORMATION
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1 1

1st Lt DON V FORTE DPPC 101

DPPC/jel/jp 7156

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EXHIBIT I

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320TH BOMBARDMENT WING (M) KEY PERSONNEL

Commander	Colonel Loran D. Briggs
Deputy Commander	Colonel Ernest C. Eddy
Adjutant	First Lieutenant Ben G. Prigmore
Inspector	Major Ralph H. Lane Jr.
Comptroller	Lieutenant Colonel James F. Irish
Director of Personnel	Lieutenant Colonel Kieth A. Whitaker
Director of Materiel	Lieutenant Colonel Clark A. Tate
Director of Operations	Colonel Edward M. Nichols Jr.
Commander, Headquarters Squadron Section	First Lieutenant Ben G. Prigmore
Commander, 320th Air Refueling Squadron	Lieutenant Colonel Russell F. Ireland
Commander, 320th Field Maintenance Squadron	Major Thomas A. Wacht
Commander, 320th A & E Maintenance Squadron	Major Eugene L. Hudson
Commander, 320th Periodic Maintenance Squadron	Major Robert J. Dunn Jr.
Commander, 441st Bombardment Squadron	Lieutenant Colonel David S. Pallister
Commander, 442nd Bombardment Squadron	Lieutenant Colonel William A. Martin
Commander, 443rd Bombardment Squadron	Lieutenant Colonel William J. Would
Commander, 320th Medical Group	Lieutenant Colonel Charles Englehart
Security Officer	Major Wagner W. Dick

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HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
March Air Force Base, California

320 ODC

16 November 1953

STANDING OPERATING PROCEDURE)
:
NUMBER 60-21)

FLYING

B-47 Armament System Inflight Procedure

1. PURPOSE: To provide a standard procedure for operating the B-4 Armament System inflight, during aerial missions where live ammunition is to be expended.

2. SCOPE: The provisions of this SOP will apply to all personnel operating the B-4 Armament System inflight.

3. RESPONSIBILITY: Aircraft Commanders will be responsible for compliance with provisions of this Standing Operating Procedure.

4. PROCEDURE:

a. Upon departure from the local traffic pattern, after take-off, the aircraft commander will clear the pilot to start his turrent switching procedure.

b. The pilot will, after being cleared by the aircraft commander:

(1) Turn the master switch on the radar control box to the "STANDBY" position.

(2) Turn the master switch on armament system control panel to "STANDBY" position.

(3) After five (5) minutes have elapsed, check that the AFC dial on the range indicator panel has stopped oscillation and returned to zero (0).

(4) With AFC dial indicator on zero (0), place master switch on the radar control box to the "ON" position. After turning master switch to the "ON" position, the AFC dial should read .4 to .6 MA.

c. Prior to entering the gunnery range, the aircraft commander will establish necessary communications and assure himself all safety requirements of the gunnery range have been complied with.

d. After making one dry run over the target area and insuring that the area is clear, the aircraft commander will clear the pilot to commence firing.

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e. When cleared to fire, the pilot will:

(1) Place the charge and release switch to "CHARGE" and then to "RELEASE" to place a round in the firing chamber.

(2) Place the armament system master switch to the "ON" position and the gun safe-fire switch to the "FIRE" position.

f. Firing will be accomplished in bursts of two (2) seconds with five (5) second cooling period between bursts. After 300 rounds per gun have been expended, the guns will be cooled for a period of five (5) minutes. During all phases of firing, the turret guns will be in an elevated position.

g. During the cooling period the following will be accomplished:

(1) Gun safe-fire switch will be placed in the "SAFE" position.

(2) The turret master control switch will be placed in the "STANDBY" position. Pilot may then release his action switch.

(3) After a ten (10) second delay, the belt will be locked to the rear by placing the charge-release switch to the "CHARGE" position momentarily and releasing it.

h. Upon completion of the cooling period and resumption of firing the following will be accomplished:

(1) Action switch will be depressed.

(2) Master control switch will be placed to the "ON" position.

(3) Charge-release switch will be momentarily placed in the "RELEASE" position.

(4) Gun safe-fire switch will be placed in the "FIRE" position.

i. If the expenditure of ammunition is not completed within the designated firing area in the first sweep over the range, the aircraft commander will give the cease fire order until the aircraft can be repositioned within the firing area. During the period the aircraft is not over the firing area, the gun safe-fire switch will be in the "SAFE" position and the armament system master switch in the "STANDBY" position.

j. Upon completion of all firing:

(1) Gun safe-fire switch will be placed in the "SAFE" position.

(2) Armament system master switch will be placed to the "STANDBY" position for ten (10) seconds and then placed to the "OFF" position.

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(3) The radar master switch will be placed in the "OFF" position.

k. During landing, the turret will be stowed directly aft: Twenty (20) minutes prior to landing the following will be accomplished:

(1) Turn the turret master control switch to the "ON" position.

(2) Wait thirty (30) seconds for the system to warm up and the stowing circuit to operate.

(3) Turn turret master switch to the "STANDBY" position. Permit switch to remain on "STANDBY" for fifteen (15) minutes.

(4) Check that turret is stowed directly aft.

(5) Place the bolt to the rear by placing the charge-release switch in the "CHARGE" position momentarily.

(6) Turn the turret master control switch to the "OFF" position.

l. The aircraft commander will notify the control tower that the aircraft is landing after a gunnery mission and armament personnel will be required to clear the guns after landing.

m. After landing, the aircraft will be taxied to the designated "SAFE" area. The turret master switch will be checked in the "OFF" position and the gun safe-fire switch to the "SAFE" position before guns are cleared. Guns will be cleared prior to aircraft being taxied to the parking area.

n. All gunner malfunctions will be entered in the Form 1.

5. SAFETY PRECAUTIONS: In case of a runaway gun or uncontrolled fire, the guns will be pointed to a clear area and with the action switch held depressed the following switching procedure accomplished:

a. Gun safe-fire switch will be placed to the "SAFE" position.

b. Charge-release switch placed to the "CHARGE" position.

c. After waiting five (5) minutes, the charge-release switch will be placed to the "RELEASE" position.

Firing may be resumed by following procedure as outlined in paragraph 4h. During the fire resumption switching procedure, the trigger switches on the hand controls should not be depressed or uncontrolled fire of guns may result.

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HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
March Air Force Base, California

320 OTC

STANDING OPERATING PROCEDURE) 16 November 1953
:
NUMBER 60-22)

FLYING

B-4 Armament System Preflight

1. PURPOSE: To provide a standard procedure for performing preflight and ground operational checks of the B-4 Armament System.

2. SCOPE: The provisions of this Standing Operating Procedure will apply to all pilots and B-4 armament mechanics when preparing an aircraft for an aerial mission in which air to air firing is scheduled.

3. RESPONSIBILITY: Aircraft Commanders will be responsible for the compliance with provisions of this Standing Operating Procedure.

4. REVIEW: Preflight will be accomplished jointly between the pilot and B-4 Armament Mechanic. The B-4 armament mechanic will maintain interphone communication with the pilot, located in the cockpit, through use of an interphone extension cord.

5. PROCEDURE:- The preflight and ground operational checks will be accomplished without ammunition loaded into the guns.

a. Check Form 1, part 17, for equipment status.

b. Upon entering aircraft, pilot will press the MPG 30 and Fire Control Reset Buttons located in the Main AC Panel.

c. Visual sight checks.

(1) Accomplished by Pilot.

a. Check all switches on the armament systems control panel are in the "OFF" or "SAFE" position.

b. Unstow sight, check for security of mount, cleanliness, and freedom of movement.

c. Check all applicable wiring and AN Connectors for security and serviceability. Special attention will be given to the azimuth and elevation potentiometers mounted on the hand controls.

d. Have B-4 armament mechanic connect external power unit to aircraft.

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g. Place secondary inverter switch to secondary inverter position.

f. Place master switch on armament system control panel to the "STANDBY" position.

g. Check double filament of reticle bulb by flipping the double filament switch from one position to the other.

h. Check reticle intensity by turning the reticle intensity knob on the armament system control panel through the entire range of movement.

i. Check for double parallax and double image. If two reticles are seen in the sight glass, a double image is evident. In case of emergency, use the brightest reticle if two are visible. To eliminate this condition, the sight glass should be cleaned. If, after cleaning, two reticles remain, armament will be notified. To check for parallax, move your head from side to side while watching the reticle. The reticle should remain in one place and not move with the movement of the head.

j. Place all switches on the armament systems control panel in the "OFF" or "SAFE" position.

d. Visual turret checks.

(1) Accomplished by B-4 Armament Mechanic.

a. Place the hydraulic unit contactor switch (turret safety switch) in the "OFF" position.

b. Unlatch upper access doors.

c. Unlock turret locking solenoids and open the hydraulic by-pass valves for both the azimuth and elevation carriages.

d. Move the carriage manually to check that the gear trains are not binding or jammed.

e. With the turret locking solenoids unlocked, close the hydraulic by-pass valve for azimuth and elevation. Try to move the carriages. If they move freely against the hydraulic unit, trouble is indicated and armament will be notified.

f. Remove the top section of turret ceiling.

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f. Raise gun covers and check chamber for live rounds of ammunition. Check weapon direction of feed.

g. Check charger installation.

i. Lock latching solenoids.

j. Drain air compressor and check fan for freedom of movement.

k. Place the hydraulic unit contactor switch (turret safety switch) to the "ON" position.

e. Turret Operational Check

(1) Pilot operation with B-4 armament mechanic observing.

a. Check gun safe-fire switch is in the "SAFE" position.

b. Place the turret master control switch to the "ON" position.

c. Check turret for smoothness of operation.

d. Place the turret master control switch to the "OFF" position.

e. Have B-4 armament mechanic place the hydraulic unit contactor switch (turret safety switch) in the "OFF" position.

f. Arming of Guns:

(1) Accomplished by pilot.

a. With the gun covers down and latch, push the first round over the belt holding pawl.

b. Charge the guns once manually to place the round against the cartridge stops.

g. Completion of preflight.

(1) Accomplished by pilot.

a. Check by-pass valves are closed and latching solenoids are locked.

b. Replace top section of turret coaming and fasten upper access doors.

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W; SOP 60-22

c. Place the hydraulic unit contactor switch (turret safe switch) in the "ON" position.

d. Place "HOT GUN" placard on aircraft before leaving aircraft.

BY ORDER OF THE COMMANDER:

BEN G. PRIGMORE
1st Lt., USAF
Adjutant

OFFICIAL:

BEN G. PRIGMORE
1st Lt., USAF
Adjutant

DISTRIBUTION: "B" plus 150 cys W; Std Bd

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*Wg Reg 62-10
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HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

WING REGULATION)
:
NUMBER 62-10)

20 November 1953

FLYING SAFETY

Limitations for Inflight Emergency Procedure Training

1. PURPOSE: To prescribe the proper procedures to be followed during all practice of emergency procedures and maneuvers in B-47 aircraft.

2. SCOPE: This regulation is applicable to all B-47 pilots of this command.

3. RESPONSIBILITY: Tactical squadron commanders, instructor pilots and aircraft commanders are charged with the responsibility for compliance with this regulation.

4. EMERGENCY PROCEDURES AND MANEUVERS:

a. The maneuvers described below may be performed in B-47 aircraft only when the following conditions are complied with:

(1) Thorough pre-mission briefing covering all simulated emergency procedures and maneuvers to be flown.

(2) All simulated emergency procedures and maneuvers will be demonstrated by the instructor pilot prior to the maneuver being executed by the student.

(3) An instructor pilot must be seated in either the front or rear seat and be prepared to take over if the briefed limits of altitude, attitude, or airspeed are exceeded.

(4) Emergency Procedures will be limited to training and check-out of new pilots, pilot proficiency missions, and standardization check rides.

b. Simulated engine failure during take-off will be limited to one engine simulated inoperative at maximum refusal speed and at a gross weight not to exceed 125,000 pounds.

c. Simulated five-engine landings and go-arounds will not be practiced at gross weights exceeding 110,000 pounds, and below an altitude of 500 feet above the terrain.

d. Take-off with one or more engines inoperative from the start of take-off roll is not permitted.

(* This regulation supersedes Wing Regulation 62-10, dated 30 July 1953)

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e. Simulated four and three-engine landings and go-arounds will not be practiced at gross weights exceeding 110,000 pounds and below an altitude of 10,000 feet above the terrain.

f. Heavy weight landings and/or full power go-arounds will not be attempted for transition training purposes at gross weights in excess of 125,000 pounds. During VFR practice go-arounds, the aircraft will not be allowed to descend below 250 feet above the terrain. During GCA or ILAS practice go-arounds, the aircraft will not be allowed to descend below GCA minimums.

g. Simulated operation of partial control boost failure will not be practiced below 10,000 feet above the terrain or at speeds in excess of 310 knots I.A.S or .815 Mach, whichever is lower.

h. Unusual in-flight maneuvers, including steep turns, stalls, recovery from unusual attitudes, less than full power operations other than those permitted in b., c., and g. above, and demonstrations of flight characteristics for all configurations, will not be attempted below 20,000 feet above the terrain, nor at gross weights exceeding 125,000 lbs.

i. Normal transition landings and touch-and-go landings will not be attempted at gross weights exceeding 110,000 pounds.

j. Emergency procedures will not be practiced during adverse weather or darkness. Traffic pattern emergency procedures will not be practiced when weather is below 2,000 feet ceiling, and visibility less than 3 miles, or when hazardous field conditions exist.

k. B-47 Pilots will not practice "Shutdown of Engines" or "Air Starts". If an engine ceases normal operations or a malfunction necessitates the shut-down of an engine in flight, it will not be re-started for any reason unless the safety of flight is jeopardized. In this case TO AN 01-20ENB-1 will be consulted for "Airstart Procedures".

l. Stalls - Practice stalls may be accomplished in accordance with Section VI, page [illegible], TO AN 01-20ENB-1. In any case, the gross weight will not exceed 125,000 pounds, or maneuver completed below 20,000 feet above the terrain. Care must be taken on recoveries to refrain from exerting negative "G" forces on the aircraft.

5. UNAUTHORIZED MANEUVERS: The following maneuvers are not authorized:

a. No flap landings or take-offs.

b. Short field landings.

c. Maximum performance take-offs.

d. Acrobatics of any kind.

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e. Flight into stall buffet region.

f. Flying under the hood.

g. Flying in excess of 310 knots I.S or .815 Mach, whichever is less.

BY ORDER OF THE COMMANDER:

BEN G. PRIGMORE
1st Lt, USAF
Adjutant

OFFICIAL:

BEN G. PRIGMORE
1st Lt, USAF
Adjutant

DISTRIBUTION: "B" plus 200 cys Wg Std Bd

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HISTORICAL REPORT

320TH

BOMB WING (MEDIUM)

DEC 1953

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SECRET

CLASS: SECRET
AUTH: CG 320 BW
DATE: 16 Feb 57
INITS: Brugmore

HISTORY OF THE

320th Bombardment Wing (M)

DECEMBER 1953

* * * * * * *

March Air Force Base, California

* * * * * * *

Prepared by A/2C Robert J. Stout, AF 19 428 466, in accordance with Air Force Manual 210-1 and Strategic Air Command Manual 210-1.

* * * * * * *

Loran D. Briggs
LORAN D. BRIGGS
Colonel, USAF
Commander

Ben G. Brugmore
BEN G. BRUGMORE
1st Lt, USAF
Historical Officer

SECRET

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COVER PICTURE

The photograph on the cover was taken during the 443d Bombardment Squadron's "Open House." (See the Command Chapter, page 4) This event, held on 5 December 1944, was termed a "huge success" with plans being made to make it an annual event.

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CHAPTER ONE

COMMAND

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MISSION

The mission of the 320th Bombardment Wing (H) remained unchanged for the month of December.[1]

CHANGE OF COMMAND (TEMPORARY)

Wing Commander Colonel Loran D. Briggs, who was absent from the Wing for 14 days from 30 November 1953 to 14 December 1953 on TDY to Goose Bay, Labrador,[2][3] departed the Wing again on 21 December 1953 for 10 days leave. Colonel Earnest C. Eddy assumed command during his absence.[4][5]

CHANGES OF KEY PERSONNEL

Major Frederick W. Grindle Jr. replaced Major Ralph E. Lane Jr. as Wing Inspector, effective 27 December 1953. Major Lane was sent on a TDY shipment to Pinecastle AFB, Florida, for B-47 transition training.

AIR INSPECTOR

Results from the report of the 15th Air Force General Inspection indicated that most sections and staff agencies of the 320th were satisfactory.[6] The Director of Operations plans for the implementation of the interim training program were rated outstanding, as were Wing Intelligence's facilities and presentation techniques for wing briefings and the operation of the 441st Bomb Squadron's unit supply section.

---

1. 320th Bombardment Wing History, November 1953, contains the last statement of the mission of the Wing (Administration and Organization chapter, page 1).
2. 320th Bombardment Wing history, November 1953, page 1, subtitle: Temporary Change of Command
3. See Operations and Training chapter, page 20, subtitle: Operations
4. See Roster of Key Personnel. Exhibit A
5. 320th Bombardment Wing General Order 21, dated 21 December 1953. Exhibit B
6. Report of General Inspection, 320th Bombardment Wing section. Exhibit C

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Unsatisfactory ratings in need of correction were received on the following sections: the Director of Material's control of 72 hour hand receipts and delinquency in returning reparable aircraft parts to reparable processing channels; the supply unit's operation of the 72 hour hand receipt program in controlling and effecting the return of reparable items in exchange for items issued; the 441st Bomb Squadron's B-47 No. 51-2262, which needed an engine change and had armament and electronics equipment below acceptable standards; the overall operation of armament and electronics activities; the security indoctrination program in all units except Headquarters Squadron Section; and the security afforded tactical aircraft during duty hours.

Unit Commander's Check List. Cited as outstanding by 15th Air Force inspectors was the unit commander's check list, a guide for unit and section inspectors compiled by the Wing Inspector's Office. This lengthy and well detailed booklet contains an outline of the points of inspection that should be covered and is so complete a newcomer, going by its step by step procedure, could perform the inspection with practically no prior orientation.

The unit commander's check list is on file in the WI office and all squadron and staff section administrative centers within the 320th.

SECURITY

This Wing's flight line security program[7] (rated unsatisfactory by the

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7. Report of General Inspection. Exhibit C.

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15th Air Force annual inspection) was also put under fire by personnel whose work it affects.

> "The new security program has proven quite a deterrent to efficient operation. The specialist system precludes personal identification and specialist crews are not as conscientious as the assigned crews. Apparently it is comparatively easy to penetrate the flight line guards and basic security has again reverted to the aircraft."

This is an excerpt from Captain George A. Roth's 493d Bomb Squadron historical report best describing the reactions to the new security program adopted in November.[8]

LEADERSHIP AND MORALE

Food Service Problem. The food service problem, affecting all personnel in the Wing, was still far from a satisfactory conclusion at December's end. However, progress had been made, for dining facilities (cups, silverware, etc.) were increased. An informal check of Wing personnel in various squadrons revealed contrasting and diverse opinions and criticisms of March AFB eating facilities, such as "I don't see spending $.40 for the meals they serve. I'd rather bring a couple of sandwiches and a pickle and eat in the dayroom on a clean table," and "I'd call it a 'no' chow hall. No seconds, no good food, no silverware, no clean tables . . "

Others were more complimentary. One staff sergeant said, "It's a typical G.I. mess hall. The food is good, according to individuals tastes for certain things. Their (the Food Service Squadron) shortage of men tends for poorer service, but it's still better for morale than squadrons pulling

8. 92nd Bombardment Wing History, November 1945, page 2, subtitle: Security

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K..."

He hit what seems to be the crux of the problem. The shortage of capable and experienced personnel, plus the addition of extra "mouths to feed" in the personages of cadre people, has strained their facilities to the utmost.

Leadership and Morale Awards. The 42d Bomb Squadron continued to rank highest on the Unit Leadership and Morale Rating Ladder.[9] The Wing standing dropped 4.1% from November's rating, due mainly to three AWOLs, 12 drunk and/or disorderlies and 12 moving traffic violations. On an overall three months average, the Wing has accrued 83.4% of a possible 100%.

MONTHLY FORECAST AND ANALYSIS

The monthly analysis for December[10] also showed a decrease from the previous month, dropping from 332.9 to 302.3 points. The loss of points was attributable to several factors, namely: incompleteness of flyaway kits which, like most 32 th materiel functions, suffered from the support given the 22d Bomb Wing; and night celestial navigation proficiency.[11]

443D "OPEN HOUSE"

Something new in the way of dependent education was conducted on 5 December for the families and friends of the 443d Bombardment Squadron personnel.[12] A "dependent briefing" was held, with the wives and children of fliers and mechanics taking part in an actual mission briefing and getting a close look at the planes and duty sections of the squadron's officers

9. Unit Leadership and Morale Rating Scores and analysis. Exhibit D
10. Monthly Forecast and Analysis. Exhibit E
11. See Operations and Training chapter, page 20, subtitle: Observer's Section

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and airmen.

This event was such a success other 32[illegible] squadrons immediately began to plan for a "dependent briefing" of their own.

AIR FORCE MANUAL 181-4

Throughout administrative sections of the Wing filing procedures were adapted to set up filing in accordance with AFM 181-4, to take effect 1 January 1954. The general consensus of opinion concerning this radical change was that it would simplify filing once the concerned airmen were familiar with the new system. Orientation classes were held on a base wide level with administrative personnel from the Wing attending to obtain a better working knowledge of the new set up.

RE-ENLISTMENT SURVEY

A survey conducted of airmen whose discharge date falls between 1 January and 30 June of 1954 revealed that 22% intended to re-enlist within ten days after their release. Fifty-five percent had absolutely no intentions of signing on for another tour, and the remaining 23 were undecided pending the release of Air Force proposed increased bonuses for re-enlistments.

There were no apparent tie-ins between re-enlistment and the jobs held by the involved personnel, for in all the AFSCs queried there were about an equal number of negative, positive and hesitant answers.

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PERSONNEL

CHAPTER TWO

PERSONNEL

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-47 CADRE PROGRAM

Planning. In conjunction with personnel of the 12th Air Division a consolidated 12th Air Division programming plan was developed and published for the guidance and compliance of all concerned.

Cadre Manning. Officer cadre manning progressed from four available officers on 31 November to 13 available on 31 December 1953 for entry into the cadre training program.

With the adoption of a new manning ground rule allowing regression in Wing specialties to minimum T-2 standards and retainability to September 1955, the number of airmen available for cadre assignment has increased to 218.

Training Program.[13] A training program for all cadre positions was finalized for publication and distribution to participating agencies. This training program envisions extensive on-base and off-base school training, as well as OJT. With respect to the latter, check lists of tasks and duties for each cadre position were compiled for submission to higher headquarters for approval and use as a guide for supervisory personnel.

SURPLUS PERSONNEL

Since 1 August 1953, when the Wing Personnel Officer reported 365 surplus personnel possessing unauthorized AFSCs in the Wing,[14] reclassification and transfer actions have been effected for 186 men, reducing the surplus over 52%. At the end of December 179 men, principally crew members and

13. See this chapter, page 10, subtitle: Supervisor Skill Shortages
14. 32nd Bombardment Wing History, August 1953, page 5, subtitle: Surplus Personnel

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maintenance personnel trained in the operation and repair of B-29s, were being carried as surplus.

The most difficult phase of this retraining and personnel conversion program centered around highly skilled seven level personnel; the younger and less experienced men have fit more rapidly into new jobs and retraining requirements.[15] Their rank and low skill level AFSCs qualified them for new training without "making them feel demoted." In addition, the transfer quotas were more numerous for three and five level AFSCs.

The disposition of two flight engineers, both master sergeants with many years of military service, was still pending on 31 December.[16] [17]

OFFENSIVE WORK

Departure of the 22d. The departure of the 22d Bomb Wing for the United Kingdom early in the month necessitated many overtime hours,[18] especially in the 32nd Armament and Electronics Maintenance Squadron. The shops there were heavily loaded with extra work as they assisted the 22d Bomb Wing's A & E squadron in departure preparations. In addition, these shops had to assume the work load of Base support in the absence of the 22d.

The Bomb squadrons, too, were hard pressed. In tactical squadrons the assigned personnel accept as part of their job a certain amount of overtime duty, but this pre-Christmas "work rush" was received by men with disfavor. For instance, the 442d Bomb Squadron, which normally accrues the maximum number of points on the monthly unit rating system,[19] reported two

15. These men were mainly airmen first and second class on their first enlistment, many having recently graduated from technical schools.
16. 32nd Bombardment Wing history, page 5, subtitle: Surplus Personnel
17. 1st Lt Richard E. Stoltenberg, 441st squadron historian, reported "No reassignment was effected for the surplus flight engineers, and as yet no progress has been made in retraining these airmen."
18. See Operations and Training chapter, page 23, subtitle: Operations
19. Unit Leadership and Morale Rating and Analysis. Exhibit D

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AMOIs in December. This may or may not have been contributable to the unfavorable working conditions these men were experiencing at the time. The most accurate evaluation of the extra work and excessive overtime was recorded in the 472d Bomb Squadron unit history, which is quoted as follows:

> " . . the maintenance section of the 472d Bomb Sq. met their commitments in good fashion but only at the sacrifice of many hours of overtime on the part of maintenance personnel. The maintenance section of the 472d would like very much to alleviate this condition but under present operating conditions no apparent relief is in sight."

However, in the other organizational indications at the end of the month pointed to an adjustment to the irregular hours and work overload.[20]

Christmas Holiday. The Christmas and New Year's holiday schedule[21] also hampered work activities on the flight line and caused many shops and sections to get behind in their daily workloads. The 28th Field Maintenance Squadron reported an abnormal number of key personnel away on leave during the holidays. The other maintenance and tactical squadrons voiced similar complaints. As a result of these leaves and the backlog caused by the seven non-working days, Herculean effort will have to be expended to bring the daily schedule back to normal.

[redacted]

"A" Series System Personnel. The progress in training "A" Series Systems personnel has been erratic and slow, and as a result the skill level of these men is still low, although every effort is being made to raise it.[22] Even if adequate time, space, facilities and instructors were available

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20. The 472d Bomb Sq history reported " . . the overall morale of the squadron is good. Personnel have become adjusted to the stepped up schedule," and the 320th A & E Maintenance Squadron Historian said " . . the 'business as usual' flag still flies over our Field Maintenance shops!"
21. Wing personnel were off from 1630 hours Thursday, 24 December to 0800 hours Monday, 28 December on Christmas and from 1700 hours Thursday, 31 December to 0800 hours Monday, 4 January 1954 on New Years.

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for training, the complexity of the system requires many months for airmen to attain any degree of skill. In addition training facilities are not available to the degree that they are desired.[23]

The outlook took on a sunnier shade when plans were approved to conduct a 160 hour MTD "M" systems course. Although it is too early to tell, this should aid tremendously in resolving this problem.

The difficulties in co-ordinating and scheduling "M" system maintenance[24] has been another matter of perplexion. Despite innumerable meetings to establish a means of workable co-ordination, last minute scheduling changes were constantly being made. This throws "M" system personnel into a frenzy trying to meet the take-off schedules,[25] and often results in unnecessary overtime hours and a hurried, poor maintenance job.

One hundred and seven "M" system AFSCs are authorized the Wing, but only 72 of these vacancies were filled as of 31 December. The skill level is illustrated by the following graph:[26]

Authorized		Assigned
39	seven level	7
62	five level	7
6	three level	58
107		72

Officer Shortages. The officer shortages in the intelligence and supply

22. Unit Historical Report, 320th A & E Maintenance Squadron
23. Ibid
24. See Material chapter, page 14, subtitle: Maintenance ("M" System Maintenance).
25. Unit historical report, 320th A & E Maintenance Squadron
26. Air Training Report (6-3AC-712, for December. (Section II, Wing Commander's Remarks)

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fields[27] were still acute as of 31 December, but projected input for January should fill these vacancies. Of nine authorized vacancies in the personnel field, only six have been filled, and no help is in sight. Two air refueling (KC-97) pilots are needed to fill that squadron's T/O. This shortage, however, is one that is rapidly being overcome, illustrated by the fact that a total of seven pilot shortages were listed on 31 November.[28]

Supervisor Skill Shortages.[29] The influx of cadre personnel into maintenance sections has created a problem of over-strength with a lack of capable supervision. Proper utilization of these "student personnel" cannot be made, and the skill level of the main part of the regularly assigned men has been too low for them to assume the responsibilities and duties of supervisory top three-graders.

A feeling that the cadre people "are in the way" in accomplishing the huge workload facing this Wing has been indicated in the unit historical reports. The 323th Periodic Maintenance Squadron, for example, where the lack of supervisors is the most acute, has found their men haven't enough time to properly indoctrinate the untrained cadre.

Enlisted Intelligence Personnel Shortages. Intelligence personnel at the unit levels became a shortage, principally due to overseas commitments without replacements. One squadron (the 42d) has a draftsman temporarily assigned to intelligence work until such time as he can be replaced by a properly trained man.

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27. 320th Bombardment Wing History, November 1953, page 7, subtitle: Personnel Shortages
28. Ibid
29. See this chapter, page 6, subtitle: B-47 Cadre Program

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At the wing level, the officer shortage in the intelligence field[30] also affects the enlisted personnel since several NCOs are performing in job capacities that ordinarily would be the duties of commissioned officers. In like manner, this pushes the lower ranking airmen into assuming tasks and responsibilities that, on the functional chart, would belong to the NCOs.[31]

Jet Engine Specialists Shortages. The most acute shortage of personnel in any given career field hampering the wing maintenance capability is the almost complete lack of career subdivision 431--jet engine overhaul specialists. The 320th Field Maintenance Squadron is authorized--and critically needs--93 men in this career field, but on 31 December had only two Jet Engine Overhaul Specialists on hand. Naturally this hurts maintenance, especially since almost half this squadron's assigned personnel have AFSCs which are not needed or authorized.[32]

CW-TNG-SUR TRAINING PROGRAM.

Survival and Personnel Equipment SET. An OJT program was initiated in the 439th Bomb Squadron in conjunction with that unit's newly inaugurated personnel equipment and survival section. A new officer was assigned and the training set up for the NCO and three airmen present for duty in the new section.[33] This program, which will be continued on 1 March 1954, will include:

.8) hours on survival techniques

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30. See this chapter, page 10, subtitle: Officer Shortages
31. 320th Bombardment Wing History, November 1953, page 7, subtitle: Personnel Shortages
32. See this chapter, page 6, subtitle: Surplus Personnel
33. 1st Lt Burt E. Tickel was named Survival and Equipment Officer, 439th Bomb Squadron, on 3 November 1953.

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30 hours on use and care of personal equipment
40 hours on survival training and personal equipment inspection
50 hours on procedure for issuing and fitting personnel.

The other bombardment squadrons (441st and 442d) have also commenced similar training programs.

Senior Automotive Mechanic OJT. On-the-job training procedures have also been started for the 471 career field (auto mechanics) to train three level airmen into five level jobs.

AIR CADET SCREENING

A survey of eligible personnel for aviation cadets was conducted in accordance with a request from 12th Air Division. Less than seven tenths of one percent of the men screened and given lectures indicated a desire to attend cadets.[34]

PERSONNEL ACTIVITIES

Officer Manning. Officer manning, including cadre and excluding the Air Refueling Squadron, was as follows on 31 December 1953:

Authorized	327	Assigned	279
Body Manning	85.1%	MIRS	85.1%

The 320th Air Refueling Squadron, with 1.25 manning:

Authorized	85	Assigned	85
Body Manning	100%	MIRS	94.1%

Officer MIRS is expected to increase by 10% during January and early February as officers arrive to fill cadre authorization.

Airmen Manning. The airmen MIRS decreased from 66% reported last month[35]

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34. Major Thomas A. Wecht, 320th Field Maintenance historical officer, attributes this to the recent bad publicity about the closing of cadet quotas.
35. 320th Bombardment Wing history, November 1953, page 8, subtitle: Airmen Manning

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to 61% for December. This decrease is the result of adding the cadre authorization to the regular Wing totals.

The airmen manning tables for the Wing, including the cadre, but excluding the 32nd Air Refueling Squadron, show:

Authorized	1703	Assigned	1875
Body Manning	110%	[illegible]	61%

The A/S, with 1.25 manning, has:

Authorized	229	Assigned	245
Body Manning	1.7%	[illegible]	61%

Gains and Losses. A net gain of 6 personnel (one officers and five enlisted men) was achieved during December. A complete breakdown shows:

	Officers	Airmen
Strength as of 1 December 1953	368	2061
ZI transfers	3	2
O/S transfers	0	1
Separations	2	12
Total Losses	5	15
Total Gains	7	73
Strength as of 31 December 1953	370	2119

Reclassification. Two airmen were upgraded to seven level AFSCs and 30 to five level during December, with one airman attaining his three level for the first time. Eighteen men had the suffix of their present AFSC changed, one was awarded an additional AFSC, and five airmen underwent career field changes.

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CHAPTER THREE

MATERIEL

MATERIEL

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MAINTENANCE

XB-47 Conversion Program. Maintenance received the "go-ahead" to complete the conversion of YB-47 aircraft to the bombardment configuration.[26] Originally the Wing was limited to 15 reconnaissance-to-bomber conversions. Twenty-one had been completed by the end of the month.

"B" Series Maintenance. A shortage of test equipment such as vacuum tube voltmeters, pitot clamps, US-22s and gunner's quadrants has put a shackle on efficient "B" series system maintenance. This, coupled with the lack of trained personnel[27] and lack of storage space for the vast equipment on hand, has resulted in poor "B" system maintenance all down the line.

Improvement has been negligible. The problem revolves around the personnel features, for many of the minor obstacles might be overcome if it weren't for the inexperience of the too few men assigned.

Equipment Shortages. The material aid given to the 22d Bomb Wing in parts and equipment during the days of late November and early December hurt the 320th. Shortages and inadequacies in tools and equipment stock have been present month-by-month since the conception of the 320th, but this help extended to the 22d cut deeply into an already present problem.

Items of base support equipment (aircraft jacks, G-26 power units, etc.) were made available for the exclusive use of the 22d, thus hampering the 320th tremendously whenever they were needed. As a result 25 scheduled missions had to be cancelled because of maintenance delays, causing a loss

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36. 320th Bombardment Wing History, November 1951, page 15, subtitle: Maintenance
37. See Personnel chapter, page 8, subtitle: "B" Series System Personnel

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of an estimated 143 training hours.

A lack of bomb loading equipment, attributable to the same cause, caused bomb release accomplishments to drop to practically nothing. All the available B-1 bomb dollies were assigned to the 22d, and no replacements were on hand by 31 December.

As mentioned above, the lack of test equipment and storage space in the 320th A & E Squadron has hurt "M" system maintenance. Mobility boxes for "M" system parts have not been assembled since directions from higher headquarters were not to locally make them but to wait until they are issued.

Of all the Field and A & E Maintenance sections, the power plant branch has probably suffered the heaviest with a lack of necessary parts. A list of their shortages includes: ADF pressure switches, suspension cores, DC pumps, cylinder head temperature bulbs, dehydrator plugs, manifold pressure switches, combustion chamber inner liners, corrosion resistant safety wires, cloth-backed masking tape, and turbine wheel pin cotters.

Wood shop work orders have been held up because of a lack of materials. This heavily affects the A & E Squadron's consolidation move, as the conversion of the hangar being removed to is principally a wood shop function.

Still on the "badly needed" list is a buck rivet gun for use in the repair of flaps by the sheet metal section. Insulation blanket welders, drill bits, and tool boxes are also work-hampering shortages bothering the personnel of this section. The lack of tool boxes in particular is annoying to the personnel concerned, for "doubling up" on the boxes results in poor efficiency and the risk of losing tools.

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The heli-arc apparatus in the welding shop was forced to be shut down when the last of the "argon" gas on hand was expended. How long this facility will remain in a state of inactivity was undetermined, depending upon the time necessary to replenish the argon supply.

The shortage of hydraulic seals for the cylinders of B-4 stands was deleted when these parts were received, adding a bit of optimism to the parts shortage picture. As December ended, these stands were being repaired "as expediently as possible."[38]

Fuel Regulator Changes. A project to replace all B-47 A-1 type fuel regulators with the new B-2 type was launched and progressing rapidly as the month ended. The complete change-over to the B-2, which purportively provides safer operating conditions in wide temperature ranges had been effected on approximately one third of the Wing's aircraft.

Armament and Electronics Consolidation. One of the unsatisfactory items "written up" by the 15th Air Force inspectors was the

> "Operation of the Armament and Electronics maintenance activity . . being conducted from a total of seven widely dispersed locations, both on and off the flight line. This results in extremely loose control of both armament and electronics personnel and the entire armament and electronics maintenance effort. Plans for improved centralization had been completed and forwarded for approval but no action had been taken in approximately a one month period."

In the November 38th Bombardment Wing history a short summary was made of this problem and of the budgetary limitations which caused the solution to be postponed.

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38. Quote from the historian of the 38th Field Maintenance Squadron, Major Thomas A. Lucht

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On 16 November 1953 a work order request was submitted for the approval necessary to start remodification on a bomb squadron hangar. Word was received on 1[illegible] December that the plan had been approved by 12th Air Division Commander Brigadier General Charles B. Westover, and Air Installations began construction 11 days later after the [illegible]3d Bomb Squadron had completed vacating hangar height.

Supply Cart Project.[39] Designed to facilitate work on engine build ups is the innovation of supply carts. A slight controversy developed over whether or not this is an authorized method of operation, but according to the men whose work it influences this system has proven highly advantageous and has definitely improved the quality and [illegible]uantity of their work.

Run-up Area Congestion. Routine maintenance and J-47 engine tubbing has been delayed as long as one and three days due to the congestion in the run-up area. In several cases, for example, only one engine required adjustment of tail pipe temperature, but because of the congestion this routine perio is maintenance could not be completed. As a result, everyone is hurt--maintenance, flying training, etc.

Proposed KC-97 Flap Covering. Designed in the sheet metal shop of the 32[illegible]th Field Maintenance Squadron was a cover assembly to fit over the wiring and generator above the manual control for KC-97 flaps.[40] This cover prevents the crank handle from shorting out the wiring.

Gunlaying Unit. A record for overall Fire-Out percentage was amassed

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39. Photographs and explanation of the supply cart project. Exhibit G
40. Cover assembly for KC-97 aircraft, with photographs and description. Exhibit H

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by the gunlaying unit in December. A mark of 68% was attained, representing the highest percentage achieved since the gunlaying section has been operating.

Bomb-Navigation Unit. A corner reflector has been installed on Box Spring Mountain, a few miles southwest of March Air Force Base, to make possible the accomplishment of radar boresighting and ranging.

Acro Repair. A fuel cell repair sub-section was formed for the sole purpose of repairing fuel leaks on B-47 and KC-97 aircraft. Twenty men have been assigned, including two 43171 supervisors, to repair with more efficiency and speed the fuel cell leaks which, in the past few months, have been quite frequent.[41]

Repainting of Insignias. A repainting project of the national insignias on the B-47s was started. Through past observation of 22nd Bomb Wing aircraft, it was noticed that a six month period was allowed before the insignia was replaced. (This short period between repaintings is due to the high altitudes and high speeds at which the B-47s fly.) The present insignias were not wearing off, but cracking and peeling, so enamel, a flexible paint, instead of lacquer, used for its fast drying ability, is being used to rectify the situation.

SUPPLY

Non-availability of Tool Kits. The major problem confronting the unit supply sections at the present time is the procurement of tool kits. Certain other shortages in the Wing requisitionable through supply channels present a "sit tight and wait" problem, but nothing can be done in this

41. 22nd Bombardment Wing History, November 1953, Material chapter, page 11, subtitle: Maintenance

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required other than procedural action already taken.

Loss of Man Hours. Routine supply issues have been consuming unreasonable amounts of time. In many instances as many as 18 to 24 hours were spent to determine whether supplies on hand were available. In other cases work stoppages were experienced due to supplies not being available. Some sections feel that AOCP work stoppages could be reduced in number by the "simple process" of reviewing and revising stock control levels.

Tool Kit Changes. The 22nd Field Maintenance Squadron devised a new plan for the make up and numbering of tool kits. This plan involved the changing of the old kit numbers when necessary and lining them up in numerical sequence to prevent duplication in numbers. Approximately 17 kits were made up and issued to shop personnel. It was anticipated that approximately kits that are authorized but not on hand would be ready for issuance during the next two months.

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CHAPTER FOUR

OPERATIONS AND TRAINING

OPERATIONS and TRAINING

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OPERATIONS

On 28 November 1953 the first of 16 320th Air Refueling Squadron KC-97s departed March Air Force Base for Limestone Air Force Base, Maine, to support the TDY deployment of the 22d Bombardment Wing to the United Kingdom.[42]

A total of 271 men were involved.[43] In addition to these personnel, enough spare parts and maintenance tools and equipment were carried to support the aircraft for approximately 1[illegible] days.

The route, survival, and mission briefings were accomplished on 27 November. The 22d Bomb Wing conducted the mission briefing and recorded it for use as a repeat briefing at the advance base. A detailed survival briefing, including an area study, was handled by the intelligence personnel of this Wing.

The advance aircraft was charged with the responsibilities of housing, messing, parking and other housekeeping details upon their arrival at Limestone. When the main force landed there on 2 December these details had been completed.[44]

The second KC-97 departed for Goose Bay, Labrador, at 1[illegible] hours on

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42. Operations Order 8[illegible]-[illegible]3 directed the 320th Bomb Wing support of the 22d Bomb Wing's TDY to the UK. This operations order directed the 320th Air Refueling Squadron to furnish 1[illegible] primary tankers, a weather control plane, three airborne spares, and two ground spares for the purpose of refueling 1[illegible] 22d Bomb Wing B-47Es.
43. The 320th Air Refueling Squadron furnished 228 of this total, with 23 coming from the 320th Field Maintenance Squadron, five from the 320th A & E Squadron, and 1[illegible] from 320th Bomb Wing headquarters and 6[illegible]7th Air Base Group headquarters. (These 15 were SAC control team personnel.)
44. 2d Lt Earl D. Sandvig, 320th ARS, reported, "There were adequate housing facilities in B[illegible]racks 6000 at Limestone AFB. This permanent structure accommodated both officers and airmen. Base facilities also included the exchange, an excellent field ration mess, a fine library, and a chapel to make the TDY more pleasurable for squadron personnel."

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30 November, flying to Limestone after leaving the mission's senior GCI controller, Wing Commander Colonel Loren D. Briggs,[45] and the control team at Goose Bay.

At 1930 the same day the remaining 14 KC-97s began departing, taking off at 15 minute intervals for their flight across country to Limestone. All aircraft departed on time, and all 16 landed at Limestone "in commission" although post-flight inspections showed normal winter maintenance difficulties.

Originally the mission was scheduled with 3 December as D-day. A decision was made to put all possible spare aircraft into the air, but one of the six spares was declared out of commission with major refueling system discrepancies. Therefore the squadron received a seventeenth KC-97 to fly from March to Limestone, arriving at the New England base on 2 December.

One tanker was delayed at Davis-Monthan AFB, Arizona for several hours for repairs on an oil leak which developed shortly after take off from March.

Temperatures did not go below 20 degrees Farenheit and only minor winter malfunctions appeared. Small fuel and hydraulic leaks and similar discrepancies were slightly troublesome but were adequately repaired before the time the mission was to begin.

Two alerts were received by the squadron and its detached personnel after their arrival. The first involved a possible refueling of a group

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45. 320th Bombardment Wing History, November 1953, Operations and Training chapter, page 14, subtitle: Combat Operations

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of 305th Bomb Wing[46] B-47s returning from England under adverse weather conditions. The second concerned the first increment of the 22d bound for Limestone in questionable weather. Both alerts were cancelled after several hours standby.

After the first 24 hour postponement, the briefing, which had been held at March and tape recorded, was given. This recording was valuable in that it insured the exact duplication of the briefing held at the home base.[47]

Basically, the mission set up involved ten primary tankers, starting with three in a stack over Quebec, Canada, which were to walk at 15 minute intervals for the arrival of the B-47s of the 22d Bomb Wing enroute to the United Kingdom via Rapid City, South Dakota, and Quebec. As each tanker vacated the top of the stack on the refueling track (Quebec to Presque Isle Omni) the other two would move up 500 feet and an additional tanker would join the bottom of the stack. Six spares were to orbit over Presque Isle Omni at lower altitudes. Overall control was to be exercised by Lt Col Russell E. Ireland, 320th Air Refueling Squadron Commander, in the airborne weather control aircraft.

Beginning 3 December a series of 24 hour postponements began. The aircraft were kept in a continual state of readiness, and the crews obtained rest. Careful liaison was maintained with the SAC control team, headed by Colonel Edward C. Nicholas.[48]

The primary contributing factors causing the postponements were the

46. The 305th Bombardment Wing (M) from MacDill AFB, Florida, a Second Air Force Wing which is being replaced in the UK by the 22d.
47. Unit historical report, 320th Air Refueling Squadron
48. Colonel Briggs returned from Goose Bay to Limestone on 2 December to become senior SAC controller.

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low weather ceilings and visibilities in the UK, and in no case did they involve the capabilities of the squadron over Northern Maine.[49]

At 1400 hours (Eastern Standard Time) on 8 December the squadron was ordered to return to March. The first aircraft departed Limestone AFB at 1750 hours (EST), and the last tanker landed at March at 2035 hours (Pacific Standard Time) on 9 December, with the exception of the one KB-97 retained at Limestone to transport the control team home. Delays were caused by tedious defueling required by all but one of the KB-97s; however, it was accomplished with the excellent co-operation of Limestone AFB base flight personnel.[50]

The last tanker was directed to fly to Harmon AFB, Newfoundland, on 13 December with a small load of parts to support the 22d Air Refueling Squadron and to pick up the 15th Air Force Liaison Officer. Approximately seven hours later it returned to Limestone, took Colonel Briggs and his control team aboard, and started the return flight to March.

Since the refueling operation was cancelled, no refueling accomplishments were recorded, but the following long range flight engineer, navigation and pilot accomplishments were completed during the TDY: 30 long range navigation legs, 20 cruise control missions, 27 night celestial legs, and two day celestial legs. Twenty-two ground control approaches were flown.

Total time logged for this operation was 41:30 hours, of which 24:50 hours were night time and 7:45 weather time. Good time attained reached

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49. Unit Historical Report, 320th Air Refueling Squadron
50. Ibid

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0515 hours.

INTELLIGENCE

Operational Intelligence. The assignment of a new Wing Emergency War Plan (TOP SECRET) in late December brought a large burden of responsibility and work to the Wing Operational Intelligence section. Prior to the actual assignment, operational intelligence had already performed several projects involving area study to familiarize the intelligence personnel concerned with the problems that might be encountered. Thus, with the effective date of the EWP, little time was lost in processing assigned target areas into expanded and pertinent intelligence area studies. Area studies on climatology, economics, ethnology and security were assigned and sub-topics were developed from them, with personnel made responsible for the individual briefing and presentation of each sub-topic. Periodic briefings were maintained to assure continuity, adequacy and uniformity in presentation. The only serious obstacle encountered was the lack of physical working space, as the confined area of the vault which had to be shared with other personnel working on different phases of the EWP program minimized progress and efficiency that could have been attained if this condition was not in existence.

Photo Prediction. Both the photo prediction and photo interpretation sections placed the completion of domestic target figures as their number one endeavor for the month. The radar prediction plate of Los Angeles was finished and placed in its appropriate folder.

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[1]. Documentary description and explanation of these studies will be included in the 92 nd Bombardment Wing History for January 1954.

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A lack of simulation materials hampered the target folder for Spokane as the simulation plates for that target need reconditioning and cannot be accomplished until the required materials are available. They were placed on requisition during the month.

New photography is necessary to complete the Denver prediction. As none came in during December, this target prediction was suspended all month. Plans were made, however, for the rescheduling of new Denver missions.

Baltimore Project reports were studied and information extracted for use in future prediction work.

Photo Interpretation. Although no new target folders were issued, the work on the previously started folders reached completion or near completion status for issuance to the squadrons sometime in January.[52] Visual photography of four of the target cities was undertaken and, in all cases but two, completed. One-hundred and twenty-one 70mm "J" type shots and 150 cans of film[53] were received by the Photo Interpretation Section for processing and interpretation.[54]

New Use of 16mm Projector. [illegible] as an aid to target study of 0-11 film from previous missions proved a limited success.[55] After considerable experimentation it became evident a showing of more than three to five frames on each target was a waste of time. A difficulty encountered that hampered the possible effectiveness of this innovation was the inadaptability of the 16mm film splicer, the only one

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52. The 422d Bomb Squadron reported a shortage of material and need for better material for Phoenix ("H" vertical shot, "I" oblique shot, and "J" oblique shot; Sacramento (all shots except "H", "I", and "J"); Spokane (all target shots); and Denver (all target shots except the obliques on "J" and "I").
53. Radar film totalled 129 cans; visual film 25 cans
54. 320th Bombardment Wing History, November 1953, Operations and Training chapter, page 15, subtitle: Intelligence

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A lack of simulation materials hampered the target folder for Spokane as the simulation plates for that target need reconditioning and cannot be accomplished until the required materials are available. They were placed on requisition during the month.

New photography is necessary to complete the Denver prediction. As none came in during December, this target prediction was stalemated all month. Plans were made, however, for the scheduling of new Denver missions.

Baltimore Project reports were studied and information extracted for use in future prediction work.

Photo Interpretation. Although no new target folders were issued, the work on eight previously started folders reached completion or near completion status for issuance to the squadrons scheduled in January.[52] Visual photography of some of the target cities was undertaken and, in all cases but two, completed. One-hundred and twenty-one form "Xs" were scored and 194 cans of film screened[53] in maintaining the accelerated emphasis this Wing is placing on all branches of operational intelligence.[54]

New Use of 16mm Projector. The utilization of a 16mm film projector as an aid to target study of G-15 film from previous missions proved a limited success.[55] After considerable experimentation it became evident a showing of more than three to five frames on each target was a waste of time. A difficulty encountered that decreased the possible effectiveness of this innovation was the inadaptability of the 16mm film splicer, the only one

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52. The 442d Bomb Squadron reported a shortage of material and need for better material for Phoenix ("B" vertical shot, "I" oblique shot, and "J" oblique shot; Sacramento (all shots except "I", "Q", and "L"); Spokane (all target shots,; and Denver (all target shots except the obliques on "P" and "L").
53. Radar film totalled 129 cans; visual film 25 cans
54. 320th Bombardment Wing History, November 1953, Operations and Training chapter, page 15, subtitle: Intelligence

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on hand, in splicing the 35mm film. A 35mm film splicer was immediately ordered, but had not arrived by the month's end.

WING FLYING ACCOMPLISHMENTS

Total flying time for the month of December was 747:30 for KC-97 aircraft and 1474:50 for the B-47s.[56] For the 45 B-47s possessed, this averages 32.77 per plane. Ninety-eight tanker and 291 bomber sorties were flown.

Support of the 22d Bomb Wing TDY.[57] The support rendered the 22d Bomb Wing by the 320th early in December cut deeply into the flying time accomplishments that would otherwise have been attained. The following summation of this movement and its effects upon this Wing was included in the Unit Historical report of the 442d Bomb Squadron:

> "In the early days of this period a large number of flying hours were lost due to the 320th Bombardment Wing giving support to the 22d Bombardment Wing maintenance, therefore, resulting in the loss of maintenance to our own aircraft. This loss of maintenance naturally resulted in a loss of aircraft flying time."

Holiday Interference. Ordinarily the time lost in aiding the 22d could have been made up later in the month, but the Christmas and New Year's holidays precluded any end-of-the-month make up missions.[58]

Security Alert. A base wide yellow alert on 21 December hustled Wing personnel to their respective duty stations at 245 hours. This alert happened to fall on one of the Wing's heavily scheduled flying days, and resulted in a loss of approximately 30 hours of flying time since the various crews could not obtain sufficient rest to complete the aerial requirements.

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55. This innovation was effected in the 442d Bomb Squadron intelligence section.
56. Flying Training accomplishments. Exhibit I
57. See this chapter, subtitle: Operations
58. See Personnel chapter, page 7, subtitle: Excessive Overtime

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FLYING TRAINING

Combat Ready Status. A total of 46 32[illegible]th Bomb Wing crews were in training at December's end. Seven of these have been declared combat ready, and all others had finished their field check missions and started training under SAC Regulation 50-43.[59]

"K" System Handicaps.[60] The Wing Commander, Colonel Loran D. [illegible], wrote in his Wing Commander's comments for the T-12 report to the Strategic Air Command:

> "Extremely low "K" maintenance capability continues to be the primary deterrent factor in quality of bombing training. It has necessitated the use of marginal radar sets which is reflected in higher scores and large numbers of malfunction runs."

The low calibre of this maintenance[61] has also affected the flying training accomplishments for the Wing in handicapping radar scope photography.[62]

Air Refueling Training. Although handicapped by the support mission flown in conjunction with the 22d Bomb Wing's TDY movement,[63] activity in air refueling training was on the increase.[64] Grid missions, however, could not be flown due to inability to unslave fluxgate compass and gyro from the autopilot. A training flight was flown on 22 December to MacDill AFB, Florida, logging 22:30 hours, and two special project mission ordered by higher headquarters were flown to (a) Long Beach on 1[illegible] December for a static display, and (b) a ferry trip on 28 December to Offutt AFB, Nebraska.[65]

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59. Air Training Report (6-SAC-T12) Section II, Wing Commander's Remarks
60. See Personnel chapter, page [illegible], subtitle: Personnel Shortages
61. See Materiel chapter, page 14, subtitle: Maintenance ("K" System Maintenance
62. Air Training Report (6-SAC-T12) Section II, Wing Commander's Remarks
63. See this chapter, page 20, subtitle: Operations
64. Air Training Report (6-SAC-T12) Section II, Wing Commander's Remarks
65. Refueling Air Training Report (6-SAC-T12) Section II, Squadron Commander's Remarks

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Wing Radar Runs. During the month of December the Wing made a total of 258 radar ADC runs and 47 visual runs. The radar CEA was 4,696 feet and CEP was 2210 feet. The visual ADC CEA was 2435 feet and CEP was 1100 feet. In addition 85 malfunction runs were accomplished.

GROUND TRAINING

Despite holiday interference and the absence of the 32nd Air Refueling Squadron for the first ten days of December, most ground training requirements were met. The Syntactic Trainer program fell short of its intended goal, but special weapons, gunnery and ECM/ECD were accomplished as planned.

Psychological Training. Psychological training classes had to be cancelled on 3 December because of a breakdown in the altitude chamber. Repair was completed, and the chamber was back in operation before the end of the month, but the requirements for all of the squadrons could not be made up.

"A" Systems Training. The lack of instructors and an overcrowded activity schedule in force throughout the wing hampered successful "A" systems training, but AC&Ws and "K" maintenance men did receive a two weeks course in inflight maintenance. ACPs also completed a course fully a series of Loab systems and V-2 E Loran classes, with only one absentee who was flying on all the dates scheduled.

Survival Training. During the last days of November, prior to the 32nd Air Refueling Squadron's mission to Limestone and Goose Bay, Labrador, an extensive 60 hours of Arctic survival lectures and practical training, complete

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67. See this chapter, page 27, subtitle: Operations

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with demonstrations and exhibits, were crowded into the crew's already busy schedule.

Training Charts. B-47 COTS ground training charts, compiled in accordance with SAC Regulation 50-43 are inclosed as exhibit J. [68]

TRAINING

Emphasis in the 321st has been placed upon putting into operation a stable platform in the B-47s for the autopilot and "Q" system in an attempt to improve navigational scores. Experimentation was started by placing the autopilot in second station and utilizing the "Q" system in the bomb position for maintaining course. Results from this trial test have indicated that this will reduce the amount of error in aircraft heading from approximately 2½ degrees to .3 degrees. Whether or not this procedure is practical is yet to be proven, but if it is navigational scores should be considerably improved.

Trouble with periscopic sextants has deterred effective utilization of this instrument. Almost one-third of the Wing's periscopic sextants are out of commission, cutting training and keeping the observers from attaining a top degree of accuracy.

SPECIAL WEAPONS

Special Weapons Inspection. During the month, two officers from the Wing special weapons section attended an inspection of the 57th Air Division's special weapons activity at Fairchild AFB, Washington. This inspection was

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68. COTS Ground Training Charts. Exhibit J

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headed by the SAC Inspector and was attended by representatives from several bases. The special weapons team from Fairchild demonstrated a Wing's ability to carry out the Emergency War Plan.

Upon their return, action was initiated to prevent, if possible, the occurrence in this Wing of discrepancies noted during the inspection and to attain the level of technical proficiency that SAC Inspectors indicated was desired of special weapons activities throughout the command.

Atomic Training. As a result of this inspection a series of complete atomic training operations were initiated within the A & E Squadron to continue on a weekly basis. This training is in addition to the regular monthly special weapons training given to all A & E personnel.

B-47 Electrical Release. At the month ended, the Wing had 29 aircraft completely modified to the bombing configuration and capable of making electrical releases. In addition, seven more aircraft were modified to the bombardment configuration but not completely operational because of parts missing from the configuration kits. The necessary parts have been requisitioned.

Test Equipment Shortage. A shortage of special weapons test equipment (T-2) hampered the A & E Squadron in their regular weapons maintenance. This equipment is on automatic distribution, and should be forthcoming in adequate quantities to erase the deficit.

Training Accomplishments.[69] Training received in December included 1296 hours by combat crews and 73 hours by the A & E Squadron.

69. See this chapter, page 28, subtitle: Ground Training. Also Exhibit J, SAC Ground Training Charts.

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EXHIBITS

LIST OF EXHIBITS

Exhibit A	Roster of Key Personnel, 92 th Bombardment Wing, [illegible], March Air Force Base, California.
Exhibit B	92 th Bombardment Wing General Order 21, dated 21 December 1953, by which Colonel Ernest O. Eddy assumes temporary command of the 92 th Bombardment Wing.
Exhibit C	Excerpt from the Report of General Inspection, March Air Force Base, California, containing the comments and criticisms on 92 th Bombardment Wing functions made by the 15 th Air Force inspectors
Exhibit D	Unit Leadership and Morale Rating scores, with analysis prepared by the Office of the Comptroller, 92 th Bombardment Wing.
Exhibit E	Monthly Forecast and Analysis for December 1953.
Exhibit F	Illustrated article from the December 11 March Air Force Base Information Services Office publication "The Beacon" concerning "443d Bomb Sq. Conducts Dependent Briefing."
Exhibit G	Photographs with info lines describing the 92 th Field Maintenance Squadron's "supply cart project," an innovation designed to facilitate work on engine build ups.
Exhibit H	Photographs and explanation of trial cover assemblies for KC-97s.
Exhibit I	Flying Training accomplishments for the month of December 1953.
Exhibit J	C-124 Ground Training charts

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EXHIBIT "A"

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ROSTER OF KEY PERSONNEL

for

The 320th Bombardment Wing (H)

March Air Force Base, California

as of

31 December 1953

Commander	Colonel Loran D. Briggs
Deputy Commander	Colonel Ernest C. Eddy
Adjutant	First Lieutenant Ben G. Prigmore
Inspector	Major Frederick W. Grindle Jr.
Comptroller	Lieutenant Colonel James R. Irish
Director of Personnel	Lieutenant Colonel Kieth A. Whitaker
Director of Materiel	Lieutenant Colonel Clark A. Tate
Director of Operations	Colonel Edward M. Nichols Jr.
Commander, Headquarters Squadron Section	First Lieutenant Ben G. Prigmore
Commander, 320th Air Refueling Squadron	Lieutenant Colonel Russell F. Ireland
Commander, 320th Field Maintenance Squadron	Major Thomas A. Wacht
Commander, 320th Periodic Maintenance Squadron	Major Robert J. Dunn Jr.
Commander, 320th A & E Maintenance Squadron	Major Eugene L. Hudson
Commander, 441st Bombardment Squadron	Lieutenant Colonel David S. Pallister
Commander, 442d Bombardment Squadron	Lieutenant Colonel William A. Martin
Commander, 443d Bombardment Squadron	Lieutenant Colonel William J. Would
Security Officer	Major Warner W. Dick

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EXHIBIT "B"

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C-O-P-Y

HEADQUARTERS
320TH BOMBARDMENT WING, MEDIUM, (SAC)
March Air Force Base, California

GENERAL ORDERS)
NUMBER 21)

21 December 1953

ASSUMPTION OF COMMAND. — Under the provisions of Air Force Regulation 24-1, as amended, the undersigned hereby assumes command of the 320th Bombardment Wing, Medium (SAC) during the temporary absence of Colonel Loran D. Briggs, 4412A, USAF, effective 21 December 1953.

/s/ERNEST C EDDY
ERNEST C EDDY
Colonel, USAF
Commander

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C

EXHIBIT "C"

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IGI 333 Subj: (Unclassified) Report of General Inspection (FY 1954) of March Air Force Base, California

IV. 32DTH BOMBARDMENT WING

1. Operations and Training

a. Wing Director of Operations - The organization, management, and supervision of operations activities were satisfactory. Plans for implementing the interim training program were outstanding. Functional and organizational charts in all tactical squadrons should be reviewed by the wing staff in order that all squadron activities are standardized and manned as outlined in the applicable TO.

(1) Standardization Board - Although the wing and squadron standardization crews were among the most experienced and qualified combat crews within the wing, the aircraft commanders of these crews had not acquired sufficient first pilot time in B-47 aircraft to qualify as instructor pilots under the provisions of SAC Reg 60-7. As a result, these crews had been unable to administer any standardization checks, as required by SAC Reg 51-4. Satisfactory progress had been made, however, in formulating plans for future operations.

(a) Emergency procedure examinations had been devised and administered to the majority of combat crews and staff personnel and standardization charts and records had been reproduced in accordance with 15AFR 50-18.

(b) The aircraft commanders of the standardization board crews lacked only a minimum of training to qualify as B-47 instructor pilots and will have met the prescribed minimum prior to the wing becoming combat ready.

(c) Prior to "solo" flight by a combat crew, after successfully completing the requirements of SAC Reg 51-19, a comprehensive "safety of flight" check was administered by qualified instructor personnel. This was a complete check of all crew positions and consisted of three separate flights, totaling approximately 15 hours of flying time.

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in SAC Manual 2 -1. A functional arrangement was provided which insured complete coordination of all plans and programs for utilization of facilities and flying time.

(a) Assigned personnel were considered well qualified and aggressive in the performance of their duties.

(b) Adequate training records were maintained and effectively utilized for monitoring and programming training activities.

(c) An aircraft scheduling committee was properly organized and functioning in accordance with the provisions of SAC Reg 60-9.

(d) First priority in the allocation of available flying time was for transition and check-out training.

(e) Mission accomplishment reports on file in the tactical squadrons, covering flights made during the 2 months prior to inspection, were examined and found to be generally satisfactory.

(f) The wing was behind schedule in bombing, gunnery, and inflight refueling training outlined in SAC Reg 50-43. From an examination of flying training records, it was evident that the wing would be unable to complete the 50-43 requirements by the established combat-ready date of 1 January 1954.

(g) The major factors adversely affecting the flying training program were:

1. Slippage in the original Air Training Command schedule of training crews in Phase III of the program.

2. The inability of maintenance to provide the required flying time in aircraft operationally capable of performing all aspects of a scheduled training mission.

3. Fifteen of the 45 aircraft possessed were in bombing configuration.

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(2) Flying Safety Program - The flying safety program was conducted in accordance with current directives. The wing and squadron flying safety officers were well qualified and energetic in the performance of their duties. (Par 1, Annex A)

(3) Control Room - The organization, management, and supervision of the control room activities were conducted in accordance with current directives.

b. Operations and Training Staff - This staff was satisfactorily organized in accordance with existing directives to accomplish the required functions as outlined in SAC Manual 20-1. Personnel were considered well qualified and aggressive in the performance of assigned duties.

(1) Operational Planning - The unit operational plan was being formulated at the time of the inspection with satisfactory progress indicated.

(2) War Planning - Necessary plans will be accomplished by the established target date. Target study facilities, for crew mission and target study, were considered adequate.

(a) Briefing Facilities and Procedures - The facilities within each squadron were more than adequate. Procedures employed in briefing crew personnel were in accordance with current directives and manuals.

(3) Evacuation Planning

(a) The SAC Alert and Evacuation Plan, 320th Bombardment Wing Operations Order 10-53, was in conformance with current directives. The present plan, however, was in need of revision for simplification and clarification.

(b) Weather Evacuation Plan, 320th Bombardment Wing Operations Order 106-53, Procedures for implementation and Recall of Personnel, was considered adequate.

(4) /CONFIDENTIAL/ Flying Training - The organization of the air training section to include flying training, ground training, and a tactical analysis or reports unit, was in accordance with the concepts contained

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a. Shortages of necessary equipment for boresighting the K-1 optical system, ground power equipment, and qualified AGE specialists.

(5) Ground Training - This section was satisfactorily organized to accomplish the functions outlined in SAC Manual 2.-1. Complete and detailed planning, with established priorities for training, had been drawn up for the periods before, during, and after conversion. Adequate records were maintained current to monitor progress and indicated a very high percentage of completion of the programs.

(a) It was recommended that this section monitor the conduct of OJT training, as it pertains to armament and electronics trainees, in the wing. A check of the actual training indicated it to be spotty, ineffective, and in some cases, nonexistant.

(6) Communications - The general activities of wing communications were considered to be satisfactory. Publications files were complete, training records were maintained on crews as required by current directives, the ground training program was monitored and conducted in an excellent manner, and the communications portion of operation orders were concise and explicit.

(7) Intelligence - The wing intelligence section is considered satisfactory. Facilities and presentation techniques used for wing briefings were outstanding. A degree of weakness was apparent in combat intelligence capability, primarily due to the inexperience of assigned personnel.

(8) Gunnery - Prior to 3 November 1953, the wing did not have a gunnery officer assigned. Consequently, very little emphasis had been placed on the accomplishment of gunnery training. At the time of inspection, only five crews had accomplished the air-to-air gunnery training required by SAC Reg 50-43. Since the above date, however, a qualified gunnery officer has been assigned and an effective gunnery training program has been established. All required gunnery training had been projected for completion by 1 January 1954.

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(9) Personal Equipment

(a) Job Analyses and Functional Charts were not available in the personal equipment sections of the 442d and 443d Bombardment Squadrons.

(b) The URC-4 radio sets on hand were not being issued to the crews for in-flight use as required by letter 311, CONFIDENTIAL, Hq 15AF, 13 Oct 53, subject, Use of URC-4 Radio Set.

(c) Some personnel assigned had not been converted to the survival field AFSC. (AFR 35-42d)

(10) Administration - Tactical Squadron Operations
Organizational and functional charts were in need of standardization.

(a) Form 5 Section - This activity was organized and supervised as required by current directives; however, the following discrepancies were noted:

1. Air Force Forms 1 were not being maintained in accordance with par 5b, Sec IV, TO 00-2 A-1.

2. Flying time was not being maintained on the AF Form 5, to the nearest 5 minutes, in accordance with par 22, AFR 60-29A.

3. Pilots were logging hood time without using the hood, in violation of AFR 60-4 and 60-2.

4. Certificates in the individual flight records, relative to proficiency checks, were not in conformance with SAC Reg 51-19, and in some instances, the certificates were not complete.

5. Annual physical certificates were not current, in all instances, in the individual flight records of rated personnel.

6. Officer signing the AF Form 5, in the 443d Bombardment Squadron, was not on orders as operations officer or assistant operations officer, as required by AFR 60-29.

(11) Special Weapons Training - Adequate special weapons training facilities were available, and well qualified

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personnel were assigned. In anticipation of the date the wing would be required to train under the provisions of SAC Reg 50-8, a 32-hour course of instruction had been organized for combat crews, patterned after the requirements of SAC Reg 50-8. At the time of inspection the majority of the combat crews had accomplished this training. Accurate charts and records of training accomplished were maintained.

11. Personnel and Administration

a. 320th Bombardment Wing Director of Personnel - This activity was well organized, properly established and the assigned personnel were well qualified. Adequate charts, reports, and studies were presented personnel accounting statistics in useable form. Evidence was noted of emphasis and aggresive staff action on the personnel aspects of effective utilization of personnel resources. Classification assignment and OJT activities were closely supervised and the program was particularly effective. Close coordination and supervision of classification and training requirements activities were effected with squadron counterparts.

b. 320th Bombardment Wing Adjutant - A definite improvement was noted in the operation of this section over the last general inspection. Positive and effective corrective action had been taken in the control of classified documents. This activity is now one of the best wing classified document sections noted in recent general inspections. Effective control procedures had been established for the operation of the wing message center. The wing central files had been organized on a sound basis. The publication files were unsatisfactory. These files were not maintained in accordance with 15AFM 5-1. The files were incomplete, requisitioning was inadequate, and posting was not current. The forms control program was ineffective.

c. 320th Bombardment Wing Comptroller - The comptroller activity rendered adequate analytical data affecting the accomplishment of command objectives.

d. Inspector - 320th Bombardment Wing - This activity was outstanding. It was well organized and manned with qualified personnel. The wing inspection system was established in a wing regulation. Inspections were planned and appeared to be comprehensive. Follow-up on replies to inspections were closely monitored administratively and by reinspection. An inspection check list was on file for each activity inspected. The factor which makes this wing inspection section outstanding when compared to other wing inspection sections is that through organization, planning, briefing, and effective administrative preparation, the elements of the staff sections assisting in inspections had been welded into a coordinated inspection activity and team.

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e. Squadron Administration - Marked improvement has been made in squadron administration and in the maintenance of personnel records since the last general inspection. This improvement is attributed, to a very large degree, to command and staff emphasis exercised through the media of inspections, staff visits and follow-up actions to observe the adequacy of corrective measures taken on irregularities and deficiencies. The level of experience of supervisory personnel assigned to orderly rooms is not high, as indicated by the results of the personnel and administrative examination given during the inspection. Units have experienced a large turnover in first sergeants and personnel officers. In the majority of units, the supervision of orderly room activities by the first sergeants was inadequate. The duties and responsibilities of the first sergeants, including the supervision of orderly room activities, are specifically stated in AFM 35-1. These duties, contrary to AFM 35-1, had been delegated to a chief clerk, which in most units is an unauthorized position. It is recommended that the unit orderly rooms be organized as outlined in 15AFM 35-1 and that the first sergeant's duties be made to include those prescribed in AFM 35-1. This will insure continuity to the accomplishment of day-by-day administrative requirements. The irregularities and deficiencies noted in squadron administration are listed in par 4, Annex B, this report

(1) Examinations. An examination was given the squadron personnel officers and first sergeants of the wing. Seventy per cent was considered passing. The results are as follows:

	Officers	Airmen
Number examined	7	9
Number passed	1	6
High Grade	72%	76%
Low Grade	33%	39%
Average Grade	57%	66%

12. Director of Materiel - The operation of the wing supply activities were generally found to be in conformance with fundamental concepts although some refinements in functional procedures are required. Various weak areas and soft spots are detailed in the annex to this report. Command emphasis and support will be required to correct the unsatisfactory condition which exists throughout the wing in the control of 72-hour hand receipts and in the delinquency of returning reparable aircraft parts to reparable processing channels. Immediate and aggressive action is required by maintenance control to assume more positive control over all phases of the maintenance effort. Areas of definite weakness were:

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IGI 333 Subj: (Unclassified) Report of General Inspection (FY 1954) of March Air Force Base, California

Ineffectual dispatch and control of specialists in the armament and electronics and the field maintenance shops; poor supply discipline on the flight line; unacceptable condition of aircraft forms; and deviations from procedures outlined in SAC Manual 66-12.

a. Wing Supply Section - A comprehensive program of supply spot checks was currently in operation, as outlined in 15AFL 67-3, although it was noted that the requirement for a weekly spot check had not been fully complied with. The results of the wing's monioting action over subordinate units has had a salutary effect upon all of the unit supply sections. However, several weak areas and trends were noted in the supply sections which will require continued emphasis and guidance by the Director of Materiel. The operation of 443d Bombardment Squadron Unit Supply Section was considered to be outstanding.

b. Logistics Section - This section was functioning with a total complement of one newly assigned airman and as a consequence was deficient in the various responsibilities as outlined in 15AFL [illegible]-2.

c. Unit Supply Examination - An examination was given to unit supply supervisory personnel of the wing. Analysis of the results from this test indicated that there is a substantial requirement for further training of all supervisors, particularly in the revised portions of AFM 67-1. The following is a summary of the examination:

	Officers	Airmen
Number Examined	7	8
High Grade	88%	87.5%
Low Grade	[illegible]%	62.5%
Average Grade	65.4%	72.2%

d. Supply Unit - The operation of the 72-hour hand receipt program, in controlling and effecting return of like reparable items in exchange for items issued, was found to be unsatisfactory. Bench stocks exhibited evidence of deficient supply discipline and lack of attention by both maintenance and the supply unit. Cannibalization slips, in some instances, were not being signed as approved by the wing commander or the chief of maintenance. No standard operating procedures had been published to govern the accounting and control of preissue items within the various shops. Anticipated replacement component list (time change items) were not utilized in such a manner as to insure supply follow-up action so as to avoid priority supply action on not-in-stock parts.

e. Chief of Maintenance - Officer was considered well qualified to supervise and control the maintenance organization. Increased command attention is required in a number of areas. These areas of deficiency have developed because of a lack of full acceptance, understanding, and compliance with the provisions of SAC Manuals 66-12, 66-13, and 66-14.

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f. Maintenance Control and Subunits

(1) The Maintenance Standardization Team was not fully accomplishing the functions outlined in sec V, SAC Manual 66-12.

(2) The Quality Control Unit was providing inspectional coverage as required by pars 29f(6) and (8), SAC Manual 66-12; however, areas of recurring deficiencies were not brought to the attention of the chief of maintenance with recommendations for increased emphasis on corrective action or supervision by the standardization team. (Par 29f(10), SAC Manual 66-12. The unsatisfactory report program requires increased command emphasis.

(3) The Control Unit was divided into two branches as directed by par 31c, SAC Manual 66-12. The Reports and Analysis Branch was not sufficiently manned to accomplish all the allotted functions and the Job Control Branch was not fully complying with the procedures established by SAC Manuals 66-19 and 66-12.

(4) The Aircraft Records Unit was not accurately processing the aircraft historical records of wing assigned aircraft as required by par 44, SAC Manual 66-12.

g. Flight Line Maintenance Engineering

(1) Control and utilization of personnel were generally satisfactory.

(2) Technical inspections were accomplished on two B-47 and one KC-97 aircraft. One aircraft, B-47 No. 51-2262, assigned to the 441st Bombardment Squadron, was considered unsatisfactory because an engine change was required (due to nicked rotor blades) and the installed armament and electronics equipment was maintained below acceptable standards. Experience level of the sections was low at the time of the inspection. Closer supervision was required to correct the deficiencies noted on parts II, III, and IV, AF Forms I.

h. Periodic Maintenance - The specialized maintenance organization efforts toward increasing the maintenance output of the wing were satisfactory.

i. Field Maintenance - Efficient utilization of personnel, equipment, and facilities of this unit had exerted a great influence on the over-all wing maintenance capabilities. Facilities were inadequate in

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most cases. A few shops were crowded for space and other shops were dispersed over such a wide area that complete control and utilization was hampered.

j. Armament and Electronics - The over-all operation of this activity was found to be unsatisfactory; primarily, due to a lack of centralization, uncontrolled cannibalization, personnel shortages, and lack of command emphasis on A&E activities.

k. Maintenance Examination - An examination was given to maintenance supervisory personnel. Seventy per cent was considered a passing grade. Listed below are the results of the examination:

	Officers	Airmen
Number examined	8	26
High Grade	92%	84%
Lo Grade	71%	50%
Average Grade	84.7%	71.5%
Number Passed	8	16

l. Security - 32nd Bombardment Wing

a. Unit Security Officers

(1) Selection of Unit Security Officers was not being made in accordance with the prerequisites established by SAC Reg 205-11. In addition to this factor, the lack of stability of assignment of officers selected to perform unit security officer duties was reducing the effectiveness of security programs.

(2) Seven unit security officers were tested during the inspection. Average score was 83.4%, which is only slightly below the average score (83.7%) recorded for other commands of Fifteenth Air Force.

b. Security Indoctrination - Implementation of the Security Indoctrination Program was unsatisfactory in all units except the Headquarters Squadron. Numerous personnel were being granted interim clearances without having commenced Phase I Indoctrination. Other personnel were being granted final clearance prior to completion of Phase I Indoctrination.

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c. Security of Tactical Aircraft - The security afforded tactical aircraft during duty hours was unsatisfactory. Maintenance personnel on duty were not requiring visitors arriving at aircraft to identify themselves or to justify their presence, and permitted inspectors to have unauthorized access to aircraft.

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EXHIBIT "D"

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OFFICE OF THE COMPTROLLER
HEADQUARTERS 320TH BOMBARDMENT WING (M)
March Air Force Base
California

320 AC 16 January 1954

SUBJECT : Analysis of the Unit Leadership Effectiveness and Morale Ratings

TO: Commander
320th Bombardment Wing (M)
March Air Force Base
California

I. General

An analysis covering a three month period, October, November and December has been prepared by this office. The figures have been compiled and recorded under the provisions of 12th Air Division letter Subject: "Unit Leadership and Morale Rating" dated 1 February 1953. Ratings are based on a maximum of 950 points. December ratings are also based on a one month and a combination of October-November-December which is a three month moving average. The scores are based on a percentage of maximum points obtainable.

II. Analysis

- WING HEADQUARTERS

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
October	81.8	84.9	15	21	6	7
November	84.3	84.3	18	17	6	7
December	76.3	80.6	21	12	8	7

441ST BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
October	90.5	90.0	7	10	3	3
November	89.7	87.5	9	12	4	4
December	86.9	89.0	4	2	1	1

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

442ND BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
October	53.6	73.4	31	29	9	9
November	89.5	72.8	11	28	5	9
December	84.2	75.8	9	18	5	9

443D BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
October	78.4	88.3	21	14	7	4
November	81.5	85.5	20	14	8	6
December	84.3	81.4	8	11	4	6

320TH AIR REFUELING SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
October	85.4	86.2	14	18	5	6
November	90.9	85.8	4	13	2	5
December	82.2	86.2	12	7	7	4

320TH ARMAMENT AND ELECTRONICS MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
October	94.6	86.2	3	17	3	5
November	81.8	89.2	19	9	7	3
December	84.3	86.5	7	5	3	3

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

320TH FIELD MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
October	85.4	92.3	13	5	4	2
November	93.3	90.3	2	7	1	2
December	85.8	87.8	5	4	2	2

320TH PERIODIC MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
October	75.5	84.7	25	22	8	8
November	73.5	79.1	27	22	9	8
December	83.1	77.3	10	16	6	8

320TH MEDICAL GROUP

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
October	100.0	94.8	1	1	1	1
November	90.0	96.7	6	1	3	1
December	71.1	86.1	22	8	9	5

III. Comments

The Wing one month overall average amounted to 82.8% for October, 86.1% for November and 82.0% for December. The Wing overall three month average amounted to 86.7% for October, 85.7% for November and 83.4% for December. Reenlistment Rate and NCO Membership are presently under study by Base to be excluded from the system. The following is computed on a maximum of 770 points, Reenlistment 150 points and NCO Club Membership 30 have been excluded:

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

III. Comments (Cont'd)

	Standing in Base	Standing in Wing
Hq Sq Sec	12	5
441st Bomb Sq	11	4
442nd Bomb Sq	16	8
443d Bomb Sq	14	6
Air Refueling Sq	15	7
Field Maint Sq	1	1
Periodic Maint Sq	6	3
A & E Maint Sq	4	2
Medical Group	19	9

Other than the points lost on Reenlistment and NCO Club Membership a total of 690 points were lost, 64.9% were attributable to the following offenses:

Offenses	Points Lost	% of Total
AWOL (3 offenses)	130	18.8%
Drunk &/or Disorderly (12 offenses)	198	28.7%
Moving Traffic Violations (12 offenses)	120	17.4%

There were 24 squadrons competing in the three month period.

JAMES R. IRISH
Lt. Col., USAF
Comptroller

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LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM

AWARD SHEET FOR DECEMBER 1953

12th AD Assigned Units	% of Possible Score	12th AD Tenants	% of Possible Score
First Place-Hq Sq Sec 807th ABGp	90.67	3933d MBS Sq	88.89
Second Place-441st Bomb Sq	89.04		
Third Place-320th Fld Maint	87.85		

Greatest Improvement
Hq Sq Sec, 807th ABGp — 13.14 percentage points improved

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM	PAGE 1	1 Hq Sq Sec 807th AB Gp		2 3933 RBS		3 523rd Band		4 441st Bm Sq		5 320th Fld Maint		6 42 Air Rescue		7 320th A & E		8 443rd Bm Sq		9 442nd Bm Sq	
CATEGORY	PFD Str	438		49		50		251		391		143		385		253		259	
Part I Disiplinary Offenses	Pts Altd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60		60		60		60	1	54		60		60	1	60	1	54		60
b. AWOL	130		130		130		130		130		130		130		130		130	2	45.5
c. Serious Incidents	90		90		90		90		90		90		90		90		90		90
d. Drunk and/or Disorderly	60		60		60		60	3	12		60		60	1	60	3	12		60
e. Uniform Violations	20		20		20		20	1	16		20		20		20	1	16	1	16
Part II Ground Safety																			
a. Minor Accidents (Other)	20	1	20		20		20		20		20		20		20		20	1	20
b. Major Accidents (Other)	50		50		50		50	1	23		50		50		50		50		50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50		50		50		50		50	1	50		50	1	50	3	20	3	20
b. Driving Drunk	90		90		90		90		90		90		90		90		90		90
c. Major Accidents Vehicle	50		50		50		50		50		50		50		50		50		50
d. Minor Accidents Vehicle	20		20		20		20		20		20		20		20	1	12	1	12
Part IV Reenlistments		D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R
a. Regular	150	2	2 150		NR		NR		NR	2	0 15	4	0 15	1	0 15		NR	2	NR
Part V NCO Mess		E	M	E	M	E	M	E	M	E	M	E	M	E	M	E	M	E	M
a. Members NCO Mess	30	126	156 30	20	20 30	17	16 12	31	20 0	66	74 30	46	47 30	63	68 30	26	23 0	25	26 30
Part VI Administration																			
a. Delinquent MPO's	60		60	2	0		60		60	1	60		60		60		60		60
b. Morning Report Errors	70	3	49		NR	1	14		70	1	70		NR	2	56		70		70
% of Max Score (3 Mo. Avg.)			90.67%		88.39%		72.56%		89.01%		87.85%		77.81%		86.48%		81.38%		75.77%
TOTAL POSSIBLE SCORE DECEMBER			950		730		800		800		950		880		950		800		800
SCORE ERND			929		670		726		695		815		745		801		674		673.5
% OF MAX SCORE			97.80		91.78		90.75		86.88		85.79		84.66		84.32		84.25		84.19

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM PAGE 2		10 320th Pdc Maint		11 22d Med Group		12 320th Air Rflg Sq		13 March Flt Sv Sq		14 9th Wea Sq		15 807th Mtr Veh Sq		16 510th Avn Sq		17 1907-7 AACS		18 807th AP Sq	
CATEGORY	PFD Str	245		219		319		63		64		159		44		203		259	
Part I Disciplinary Offenses	Pts Altd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	1	54		60	2	30		60		60		60		60		60		60
b. AWOL	130		130	1	84.5		130		130		130	1	58.5	1	0		130		130
c. Serious Incidents	90		90	1	50		90		90		90		90		90		90		90
d. Drunk and/or Disorderly	60		60		60	3	18		60		60	2	12		60	2	18	3	12
e. Uniform Violations	20		20		20		20		20		20		20		20		20		20
Part II Ground Safety																			
a. Minor Accidents (Other)	20		20		20		20		20		20		20		20		20		20
b. Major Accidents (Other)	50		50		50	1	33		50		50		50		50		50		50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	2	30		50		50		50		50	1	35		50		50		50
b. Driving Drunk	90		90		90		90		90		90		90		90		90		90
c. Major Accidents Vehicle	50		50		50		50		50		50		50		50		50		50
d. Minor Accidents Vehicle	20		20		20		2		6		20		20		20		20	4	2
Part IV Reenlistments		D R		D R		D R		D R		D R		D R		D R		D R		D R	
a. Regular	150	1 0	15		NR	2 1	90	1	15	1 0	15		NR		NR	1 0	15	1 0	15
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	31 33	30	47 46	24	67 66	24	23 13	0	18 5	0	38 43	30	15 15	30	60 47	0	64 67	30
Part VI Administration																			
a. Delinquent MPC's	60	1	60		60		60		NR	1	24		60		60		60		60
b. Morning Report Errors	70		70	3	21	0	70		NR		NR	2	28	1	14		NR	2	42
% of Max Score (3 Mo. Avg.)			77.33%		86.40%		86.16%		82.55%		79.77%		76.90%		82.66%		77.80%		72.52%
TOTAL POSSIBLE SCORE DECEMBER			950		800		950		820		880		800		800		880		950
SCORE ERND			789		659.5		781		655		679		623.5		614		673		721
% OF MAX SCORE			83.05		82.44		82.21		79.88		77.16		77.94		76.75		76.48		75.90

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UNIT LEADERSHIP I FECTIVENESS AND MORALE RATING SYSTEM PAGE 3

CATEGORY	PPL Str Pts Ltd	19 807th Insts No	Points	20 807th Ops Sqdn. No	Points	21 Hq Sq 320th Bm Wg. No	Points	22 320th Med Group No	Points	23 807th Fd Sv Sq. No	Points	24 807th Supply Sq. No	Points	NR Det 1 22d BWg No	Points	No	Points	No	Points
		222		524		166		110		312		431		304					
Part I Disciplinary Offenses																			
a. Security Violations	60		60		60		60		60		60		60	3	18				
b. AWOL	130	1	84.5		130		130		130	13	0	11	0						
c. Serious Incidents	90		90	2	20		90	1	50		90		90	1	50				
d. Drunk and/or Disorderly	60	3	12	4	24		60		0	12	0	10	0	2	30				
e. Uniform Violations	20	2	8		20		20		20		20		20	4	2				
Part II Ground Safety																			
a. Minor Accidents (Other)	20		20		20		20		20	6	2	1	20	3	8				
b. Major Accidents (Other)	50	#	50		50		50		50		50	1	33	1	33				
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	1	45	4	30		50	2	10	1	50	4	25	4	20				
b. Driving Drunk	90		90		90		90		90	1	63		90		90				
c. Major Accidents Vehicle	50		50		50		50		50		50		50		50				
d. Minor Accidents Vehicle	20	1	10		20		20		20	2	6	1	20		20				
Part IV Reenlistments		D R		D R		D R		D R		D R		D R		D R		D R		D R	
a. Regular	150	4 1	45	1 1	150	1 0	15	1 0	15		NR	2 0	15		NR				
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	30	41 48	30	212 184	0	64 63	24	17 17	30	57 67	30	127 127	18		NR				
Part VI Administration																			
a. Delinquent MIO's	60		60	14	12	3	18		60	1	60	2	54		60				
b. Morning Report Errors	70	1	63	6	35	2	28		70		70	3	49		NR				
% of Max Score (3 Mo. 1 vg.)			73.39%		63.32%		80.59%		86.09%		65.67%		66.05%						
TOTAL POSSIBLE SCORE DECEMBER			950		950		950		950		800		950		700				
SCORE EARND			717.5		711		725		675		551		544		511				
% OF MAX SCORE			75.53		74.85		76.32		71.05		68.88		57.27		NR				

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EXHIBIT "E"

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CLASS: SECRET
AUTH : CO 320BW
DATE : 15 Jan 54
INITS:

320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

320 AC 15 January 1954

SUBJECT: Monthly Analysis for December 1953 (RCS: 15-U2)

TO: Commander
Fifteenth Air Force
March Air Force Base
California
Attention: COMA

SECTION I

FORECAST OF SAC MANAGEMENT CONTROL SYSTEM SCORES

Personnel	Max Score	Wing % Max Score December	Wing Score December	SAC Ave Score November
1. Manning in Req Spec				
a. Officers	25	60	15.0	16.1
b. Airmen	45	10	4.5	18.0
2. AWOL Rate	30	100	30.0	27.9
3. Ground Safety	25	100	25.0	17.2
4. Reenlistment Rate	40	40	16.0	NR
5. Personnel Records	15	100	15.0	14.8
6. MTD Utilization	20	80	16.0	18.8
	200	60.7%	121.5	115.7
Materiel				
1. Sorties Del As % of Required	60	68.8	41.3	52.2
2. Report of Survey	40	70.0	28.0	34.0
3. Flyaway Kits	40	10.0	4.0	29.7
	140	52.4%	73.3	115.9
USCM & Flying Safety				
1. USCM	80	NR	NR	63.8
2. Flying Safety	40	100	40.0	34.9
	120	100	40.0	80.4

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Subject: Monthly Analysis for December 1953

Operations	Max Score	Wing % Max Score December	Wing Score December	SAC Avg Score November
1. Training Minimums				
a. Bombardment	150	NR	NR	63.5
b. Tanker	50	NR	NR	32.7
2. RBS Radar Bomb Acc	40	NR	NR	34.6
3. RBS Visual Bomb Acc	25	NR	NR	21.8
4. Night Cel Nav Prof	20	10	2.0	17.3
5. GCM Proficiency	40	NR	NR	37.0
6. Cruise Control Prof	15	100	15.0	14.2
7. Camera Gunnery Prof	NA	NR	NR	NR
8. Air Refueling Prof				
a. Net Hookups	20	100	20.0	19.1
b. Radar Rendezvous	20	100	20.0	18.9
9. Scored Crews				
a. Bombardment	40	NR	NR	30.8
b. Tanker	10	NR	NR	9.2
10. Combat Ready Crews				
a. Bombardment	40	5	2.0	18.3
b. Tanker	10	85	8.5	3.5
11. Physical Conditioning	20	NR	NR	20.0
	500	54.0%	67.5	265.4

SECTION II

1. Grand Total (Max Score 505)(302.3 points earned)

a. The Wing scored a total of 302.3 points (59.9%) of a possible 505 points, Comparative scoring for November and December is shown below:

CATEGORY	NOVEMBER Points	NOVEMBER % of Total	DECEMBER Points	DECEMBER % of Total
Personnel	118.0	35.4%	121.5	40.2%
Materiel	95.4	28.7%	73.3	24.3%
Flying Safety	40.0	12.0%	40.0	13.2%
Operations	79.5	23.9%	67.5	22.3%

b. The personnel section experienced a gain of 3.5 points over last months score. This was due to a slight increase in Officers MIRS and Ground Safety. This was offset somewhat by the new method of rating MTD Utilization in which the Wing lost 4.0 points compared to last months score. Although the percent Airmen MIRS increased, the increase was not sufficient to allow for an increase in the number of points earned.

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Subject: Monthly Analysis for December 1953

1. (Cont'd)

c. The loss of points in the Materiel category is due to Flyaway Kits. A slight gain was made in the Sorties Delivered as a Percent of Required (5.9 points). This gain was offset by the loss of 36.0 points in the Flyaway Kits Section. The reason for heavy loss of points in this section is explained in the text.

d. The Wing experienced zero (0) aircraft accidents during the quarter ending 31 December 1953, therefore netting 100% of the score in the Flying Safety Category.

e. The Wing lost 12.0 points as compared to last months score. The Night Celestial Navigation Proficiency accounted for this loss. It is felt, that due to the tremendous speed of B-47 aircraft, that a new table should be published increasing the minimum CEA to approximately 18 to 20 miles.

PERSONNEL

1. Manning in Required Specialities

a. Officers (Max Score 25)(15.0 points earned)

(1) The status of Officer manning as of 30 November and 31 December 1953 was as follows:

	30 November	31 December
No. Officers Required	381	381
No. Officers Assigned	356	366
No Officers "IRS"	332	336
Percent "IRS"	87.1%	88.2%
Score	12.5	15.0

(2) Officer MIRS is expected to remain at its present level inasmuchas the only projected input is three (3) supply officers and two (2) intelligence officers for the next few months.

b. Airmen (Max Score 45)(4.5 points earned)

(1) The status of Airmen manning as of 30 November and 31 December 1953 was as follows:

	30 November	31 December
No. Airmen Required	1670	1670
No. Airmen Assigned	2012	2087
No. Airmen "IRS"	1111	1224
Percent "IRS"	66.5%	73.3%
Score	4.5	4.5

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b. Airmen (Cont'd)

(2) Shortages continue to exist in the "K" Systems Personnel career field. Advance orders have been received assigning twelve (12) three level personnel and one (1) seven level airman to the Wing in January 1954. This will not increase the Wing MIRS until the 3 level personnel have been trained to a higher skill level.

2. AWOL Rate (Max Score 30)(30.0 points earned)

a. The comparative scoring for the calendar quarters ending 30 November and 31 December 1953 are as follows:

	30 November	31 December
Cumulative No. AWOL's	10	8
AWOL Rate (Cumulative	1.6	.84
Score	30.0	30.0

b. The Wing experienced three (3) AWOL's in October, three (3) in November and two (2) in December.

3. Ground Safety (Max Score 25)(25.0 points earned)

a. The comparative scoring for the calendar quarters ending 30 November and 31 December 1953 are as follows:

	30 November	31 December
Accident Cost Index (Cumulative)	5.29	1.32
Ground Safety Index (Cumulative)	3.95	4.20
Percent of Max Score	80%	100%
Score	20.0	25.0

4. Reenlistment Rate (Max Score 40)(16.0 points earned)

a. The comparative scoring for the calendar quarters ending 30 November and 31 December 1953 are as follows:

	30 November	31 December
Terminations Eligible to Reenlist	12	20
Number of Reenlistments	4	7
Reenlistment Rate	33.3%	35.0%
Percent of Score	40.0%	40.0%
Score	16.0	16.0

5. Personnel Records (Max Score 15)(15.0 points earned)

a. The percent completeness of Officers and Airmens Personnel Records for the month of December 1953 is as follows:

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Subject: Monthly Analysis for December 1953

5. Personnel Records (Cont'd)

	31 December
Percent Complete Officers Records	99.97%
Percent Complete Airmens Records	99.99%
Percent Max Score	100.0%
Score	15.0

Mobile Training Detachment Utilization (Max Score 20)(16.0 pts earned)

a. The Wing manhour utilization of MTD (B-47 and KC-97) for the quarter ending 31 December 1953 was as follows:

3 mo. Avg	31 December
Wing Required (B-47 & KC-97)	7000
B-47 Mech MTD	3500
B-47 Electronics MTD	303
KC-97 MTD	1801

$3500 + 303 + 1801 = \frac{5604}{7000} = 80.0\%$ or 16.0 points

MATERIEL

1. Sorties Delivered as a Percent of Required (Max Score 60)(41.3 pts earned)

a. The Wing had 260 B-47 sorties and 100 KC-97 sorties required for the month of December 1953. Maintenance delivered 268 B-47 sorties and 72 KC-97 sorties during the month of December 1953.

b. Computation is as follows:

$$\frac{\text{Sorties Required - B-47 - 260 + KC-97 - 100 = 360}}{\text{Sorties Delivered - B-47 - 260 + KC-97 - 72 = 332}} = 92.22\%$$

100.00% minus 92.22% = 7.78 x 4% = 31.12 minus 100.00% = 68.88% of score

c. The KC-97's did not meet its sorties requirements for the month of December due to an extensive TDY to Limestone AFB in support of another Wing, and grounding of aircraft for cracked engine nose sections.

2. Reports of Survey (Max Score 40)(28.0 points earned)

a. Computation covers the three month period ending 31 December 1953:

	# Surveys	Dollar Cost
October	3	$239.51
November	2	337.25
December	2	199.44
	7	$776.20

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2. Reports of Survey (Cont'd)

Average dollars per survey - $110.88

	Organization Population	
	Military EOM Asgd Strength	Civilian EOM Asgd Strength
October	2194	3
November	2433	3
December	2553	3
	7180	9

Report of Survey per 1000 population $\frac{7}{7189} \times 1000 = .97$

b. An average cost of $110.88 per survey and the average of .97 surveys per 1000 population nets the Wing 70% of the score or 28.0 points.

3. Flyaway Kits (Max Score 40)(4.0 points earned)

a. The percent completeness of the squadron Flyaway Kits as of 31 December 1953 are as follows:

441st Bomb Sq - 42.0%
442d Bomb Sq - 42.0%
443d Bomb Sq - 42.0%
320th AR Sq - 93.8%
219.8%

$\frac{219.8\%}{4} = 54.9\%$ or 10% of the score.

b. The bomb squadron kits have low percentage rates and consequently reduce the Wing score to the minimum for the following reasons:

(1) In November the Flyaway Kit Section received a TWX from 15th AF DM3BA 1877 dated 9 Nov 53 stating a new Flyaway Kit book was coming in and also listing approximately 600 new items.

(2) At this time the Flyaway Kit Section was required to concentrate all efforts on getting the 22d Bomb Wing Flyaway Kit up to date and in flyable condition for their impending TDY.

(3) In December another TWX was received from 15th AF DM2A 524 dated 22 Dec 53 stating the estimated date of receipt of the new book would be approximately 15 Jan 54. During the month of December the section has been inventoring the kits against the items listed in the original TWX. This inventory is not yet complete. The figures listed above are estimates of the percent completeness. Upon receipt of the new book and completion of the inventory the percent completeness of the bomb squadron kits will make a sharp increase.

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UNIT SIMULATED COMBAT MISSION AND FLYING SAFETY

1. Unit Simulated Combat Mission (Max Score 80)(Not Rated)

2. Flying Safety (Max Score 40)(40.0 points earned)

a. The Wing experienced zero (0) aircraft accidents for the quarter ending 31 December 1953 which nets the Wing 100% of the score.

OPERATIONS

1 Training Minimums (Max Score 200)(Not Rated)

2 RBS Radar Bombing Accuracy (Max Score 40)(Not Rated)

a. All RBS Radar runs made by the Wing during the month of December were practice runs. The Wing made 258 runs for a CEA of 4696 and a CEP of 2200 for these runs.

3 RBS Visual Bombing Accuracy (Max Score 25)(Not Rated)

a. All RBS Visual runs made by the Wing during the month of December were practice runs. The Wing made 47 runs for a CEA of 2435 and a CEP of 1100 for these runs.

4. Night Celestial Navigation Proficiency (Max Score 20)(2.0 points earned)

a. Computation covers one month (December) period only:

	Wing Total	T/C Sqs	AR Sq
Number of Missions	82	79	3
CEA	24.2	24.6	13.0
Score	2.0	2.0	16.0

b. To reduce the CEA in B-47 aircraft continued emphasis has been placed upon the necessity for a stable platform, and experimentation has been started to improve the platform by placing the auto-pilot in second station and utilizing the "K" System in the bomb position. Indications are that this will reduce the amount of wander in aircraft heading from approximately 2½° to .3° thereby considerably improving navigational scores.

5. ECM Proficiency (Max Score 40)(Not Rated)

6. Cruise Control Proficiency (Max Score 15)(15.0 points earned)

a. Computation covers one month (December) period for the Air Refueling Squadron only:

	ARS
Number of Missions	9
Average % Error	.00
Percent of Score	100%
Score	15.0

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Subject: Monthly Analysis for December 1953

7. Camera Gunnery Proficiency (NA)

8. Air Refueling Proficiency (Max Score 40)

a. Wet Hookups (Max Score 20)(20.0 points earned)

(1) Computation covers one month (December) period only:

Number Wet Hookups Attempted	- 224
Number Wet Hookups Successful	- 223
Percent Successful	- 99.5%
Percent of Score	- 100%
Score	- 20.0

b. Radar Rendezvous (Max Score 20)(20.0 points earned)

(1) Computation covers one month (December) period only:

Number Radar Rendezvous Attempted	- 77
Number Radar Rendezvous Successful	- 74
Percent Successful	- 96.1%
Percent of Score	- 100%
Score	- 20.0

9. Scored Crews (Max Score 50)(Not Rated)

10. Combat Ready Crews (Max Score 50)

a. Bombardment Crews (Max Score 40)(2.0 points earned)

Number Combat Ready Crews Auth	- 45
Number Combat Ready Crews Asgd	- 11
Percent of Score	- 5%
Score	- 2.0

b. Tanker Crews (Max Score 10)(8.5 points earned)

Number Combat Ready Crews Auth	- 20
Number Combat Ready Crews Asgd	- 19
Percent of Score	- 85%
Score	- 8.5

11. Physical Conditioning (Max Score 20)(Not Rated)

SECTION III

SOFT SPOTS

1. Negative.

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Subject: Monthly Analysis for December 1953

SECTION IV

SPECIAL ANALYSIS

1. Negative

SECTION V

COMMANDERS REMARKS

1. See Wing Commander's Remarks submitted on Air Training Reports for 320th Bombardment Wing (RCS: 6-SAC-T12A) and 320th Air Refueling Squadron (RCS: 4-SAC-T12).

Loran D. Briggs
LORAN D. BRIGGS
Colonel, USAF
Commander

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EXHIBIT "F"

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443d Bomb Sq. Conducts Dependent 'Briefing'

By M/SGT. NATHAN KIRKPATRICK

If you're a member of a tactical wing in SAC—whether you're a "jet jockey," racing through the air at the helm of a jet bomber, or whether you're a "jet jack," involved in the sometimes tedious task of keeping those jets in the air — you might take a tip from an affair held at March last Saturday by the 443rd Bomb Squadron.

The occasion was a "briefing for dependents" held in the 443rd's operations' lounge, briefing room and a section of the March flight line.

Background for the "briefing" is quite a long story. However, to make it short, remember that during the past few months the 320th Bombardment Wing, of which the 443rd Squadron is a part, has been going through its transition from B-29's to B-47's. You know what that means — treking about the country for special training; cramming your brain with a lot of new techniques and nomenclatures; constantly screening personnel to uncover those much-needed new specialists; and the many extra hours — the long briefings, maintenance demands, early-morning takeoffs, late-at-night landings.

"let's brief them"

Yes, you know what all those things mean. But how about your wife? your children? your friends? Sometimes it takes a lot of explaining to keep your loved ones in adjustment with your stepped-up activities, your friends from crossing you off their lists completely.

This situation was recognized, worried about, finally faced and an attempt made for a solution by the 443rd Bomb Squadron — "let's bring the family in — let's 'brief' them."

Under the guidance of their squadron commander, Lt. Col. William J. Would, energetic individuals set up the plan.

There were many details to be worked out — every effort had to be made to bring the families "in" on the true feeling of a mission, its importance and all the detailed work involved, and yet keep within the bounds of security regulations.

Details of setting up the affair were handled by the 443rd's operations officer, Maj. Richard M. Hoban, who worked with other squadron officers in arranging security controlled places in the squadron's flight line area where the briefing could be held. Guards were posted to keep unauthorized personnel from entering classified areas.

Over 150 wives and children showed up for the unique adventure. Their husbands acted as guides, showing them through the offices and the lounge and escorting them to the briefing room.

To give the occasion special significance, Col. Ernest C. Eddy, acting 320th Wing commander, was on hand with a word of greeting. Colonel Would welcomed them on behalf of the squadron.

Mission Briefing

Then, awe-eyed, the men's families sat through an actual mission briefing. They heard Major Hoban outline the significance of the mission (which was actually flown Monday) and set up the objectives. They heard Capt. John Meleky, the squadron intelligence officer, give more details on the flight. And they heard Capt. Donald M. Orth, squadron oberver, give his part of the briefing. Of course, again for security reason, there were deletions in the information — but the overall effect remained, they were getting a real briefing toward an actual training mission.

To bring them even closer to the duty their husbands and fathers perform in the Air Force, the dependents heard two additional features at the briefing session. The first of these was a talk — "The Big Picture" — given by the squadron information and education officer, Major Alexander N. Bebenin. He dramatically pointed out to his civilian audience the overall mission of the United States Air Force and the specific mission of Strategic Air Command. The second — also in the form of a lecture — was a special orientation on the importance of the B-47 as the "tool" of the 320th Bomb Wing, and why so much energy must be devoted to its care both on the ground and in the air. Capt. Frank Fowler, a senior B-47 instructor pilot made this speech.

Climax of the whole briefing, perhaps, came next. Wives and children were conducted out on the flight line and allowed to look the B-47 over at close range. This proved a real thrill for many, particularly the children.

From the worms-eye-view of the BEACON office here at March, the open-house and briefing for dependents takes on the aspects of a mighty important endeavor. Perhaps it's setting a new precedent, a new trend — who can tell?

THE WHOLE FAMILY showed up to get orientated on the service life of 1st Lt. Philip Wendt. They are his wife, son Billy (in mother's arms), Carol and Phil, Jr., (in daddy's arms). Lt. Wendt proudly points out some features characteristic of a B-47. This was part of the 443rd Bomb Squadron's "family orientation party.

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EXHIBIT "G"

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320TH FIELD MAINTENANCE SQUADRON
320TH BOMBARDMENT WING, MEDIUM
March Air Force Base, California

7 January 1954

To save floor space and to decrease motion loss caused by unnecessary trips for frequently used items on the R-4360 engine build up lines, ten carts were manufactured at a cost of $30.00 for material only. Size is 18" X 36" X 36" as shown in photograph 1577.

While one cart is being used at each of five build-up stations, the other is in supply for restocking. Items in cart are different, dependent upon the respective station. Note proximity of cart in photo # 1579.

The ten wooden bins, shown in photograph 1578, formerly held the seven day level of supplies and occupied 240 square feet. A savings of 217 ½ square feet is obtained because five carts cover a total square footage of 22½ square feet.

The real saving, not yet calculated, is saving of time through trips to bins, decentralization of parts and responsibility, better control over items, allowing supply personnel to replenish bins at their leisure, and precluding overstocking beyond seven day level.

This plan has been in operation for ninety days and will be implemented on the J-47 build-up line in the future.

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1577 G807 ABG 22 DEC 53 PORTABLE BIN SUPPLY CART
MARCH AFB CALIF.

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EXHIBIT "H"

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320TH FIELD MAINTENANCE SQUADRON
320TH BOMBARDMENT WING, MeDIUM
March Air Force Base, California

7 January 1954

COVER ASSEMBLY FOR KC-97 AIRCRAFT

A/1C Clarence J. Robinson, AF 15 437 190, of the 320th Field Maint Sq Sheet Metal Shop manufactured a cover assembly to fit over the wiring and generator above the manual control for KC-97 flaps to prevent the crank handle from shorting out the wiring. This was submitted to Air Force for approval one year ago but no work has been received to date. Only one aircraft has this modification.

The original item required sixteen hours of labor but if more were to be manufactured, four to five hours per item would be sufficient.

The attached photographs show the cover assembly and position of installation in aircraft.

12 Incls (photos)
1. #1627
2. #1628
3. #1629
4. #1630
5. #1631
6. #1632
7. #1633
8. #1634
9. #1635
10. #1636
11. #1638
12. #1637

Exhibit #1

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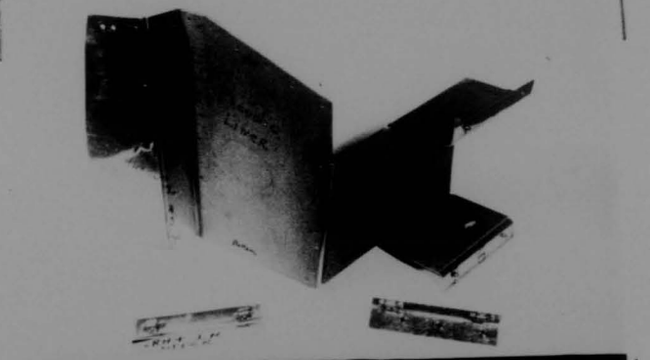
1627G BOTABG 17DEC52, COVER ASSY FOR KC 97 INTERIOR VIEW OF LEFT HAND COVER ASSEMBLY MARCH AFB CAL (REST)



1627G BOTABG 17DEC52, COVER ASSY FOR KC 97 INTERIOR VIEW OF RIGHT HAND COVER ASSEMBLY MARCH AFB CAL (REST)

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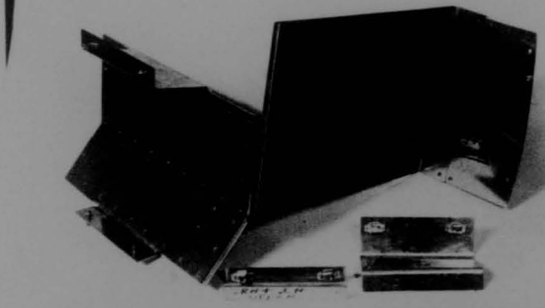
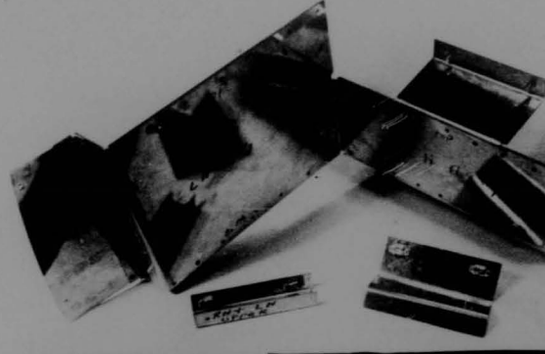


1629 G 807 ABG 17 DEC 52 COVER ASSEMBLY FOR KC 97, INTERIOR VIEW OF LEFT HAND COVER ASSEMBLY, MARCH AFB CAL (REST)



1630 G 807 ABG 17 DEC 52 COVER ASSEMBLY OF KC 97 LEFT HAND EXTERIOR VIEW OF COVER ASSEMBLY MARCH AFB CAL (REST)

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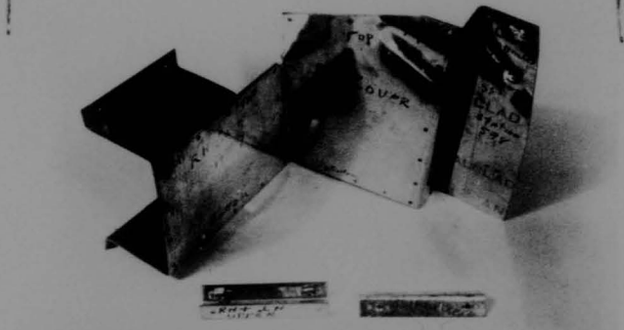
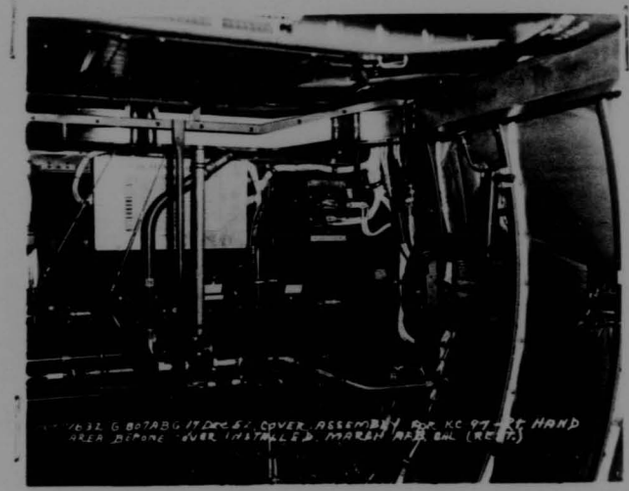


1631 G 807 ABG 17 DEC 62 COVER ASSEMBLY FOR KC 97 EITERIOR VIEW OF RIGHT HAND COVER ASSEMBLY MARCH AFB CAL (WEST)



1631 G 807 ABG 17 DEC 62 COVER ASSEMBLY FOR KC 97 [illegible] HAND AREA BEFORE COVER INSTALLED. MARCH AFB CAL (RECEIVED)

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16336 807ABG 170FC 52 COVER ASSEMBLY FOR KC-97 - RIGHT HAND COVER IN OPEN POSITION MARCH AFB CAL (CRESS)

16336 807ABG 170FC 52 COVER ASSEMBLY FOR KC-97 RIGHT HAND COVER INSTALLED AND LOCKED POSITION MARCH AFB CAL (CRESS)

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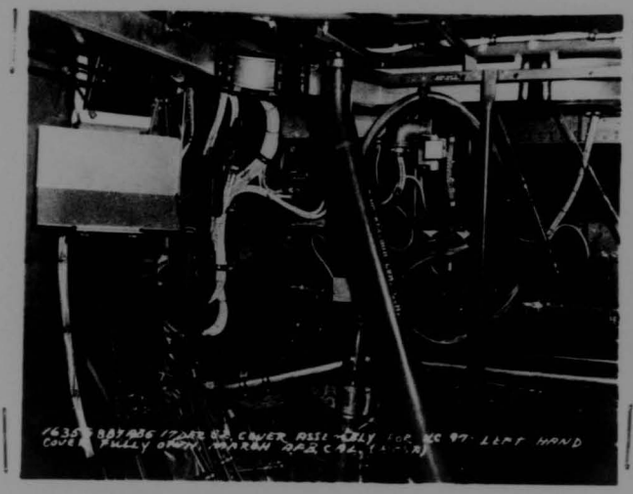

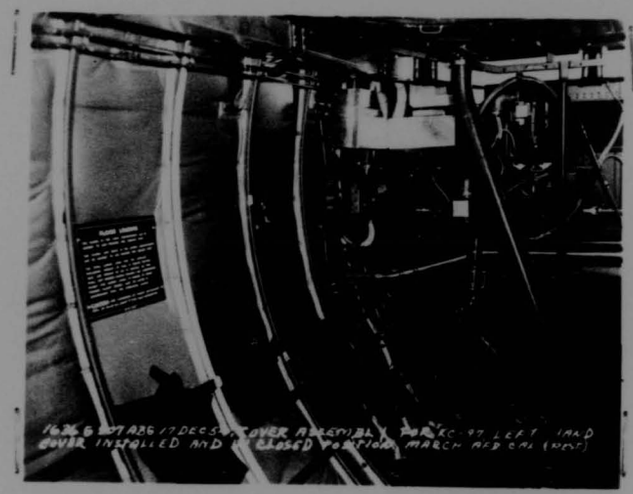

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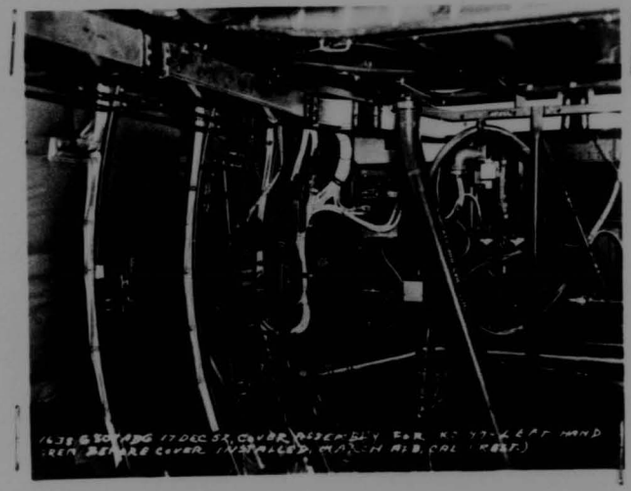

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EXHIBIT "I"

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FLYING TRAINING ACCOMPLISHMENTS

	KC-97	B-47
Total Flying Time	747:30	1474:50
Number Sorties	98	291
Number Practice Bombs	0	0
Number Scored Bombs	0	0
Radar Gross Errors	0	1
Radar Attacks (Camera Scored)	0	111
Radar Record Runs	0	0
Malfunction Runs	0	44
Visual Gross Errors	0	0
Visual Record Runs	0	0
Visual Attacks (Camera Scored)	0	0
Night Celestial Legs (quality)	3	0
Night Celestial Legs (quantity)	0	79
Day Celestial Legs	6	72
Grid Legs	0	0
Number of Lorans	0	0
Other Navigation Legs	14	128
Maximum Load Missions	0	0
Number Rounds Fired (a/a, A/G)	0	21,161
Number Scored Attacks	0	0
Hours Formation 3-8 Aircraft	0	46:00
Hours Formation 9 or More Aircraft	0	0
Formation Releases	0	0
Formation Assemblies	0	9
Long Range Cruise Control (Sup)	2	0
Long Range Cruise Control (Unsup)	8	0
Record Runs ADC	0	0
Record Runs SAC Simulators	0	0
Spot Jammings ADC	0	0
Hours Pilot Proficiency	20:15	52:40
Hours Depressurized Flying	29:00	139:00
Number SCA's	64	269
Number Maximum Weight Take-offs	40	0
Number Dry Hook-ups	457	424
Number Wet Hook-ups	107	116
Number of Rendezvous	51	23

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EXHIBIT "J"

J

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B-47 CCTS GROUND TRAINING

(SAC REG 50-43)

44 ST BOMB SQ

POSTED 31 DEC 53

BY SSG. TUTTLE

COMPLETED

INTRAINING

NOT REQUIRED

(NAME)	(CREW NO)	(POS)
MAJ TABOR	R01A	A / P O / P A B C
CPT DURHAM		
MAJ ERICKSON		
CPT REINERT	B46A	
CPT SMITH		
MAJ CHRISTENSEN		
MAJ MCCORMICK		
1/LT TROST		
CPT RICE		
CPT BEARINGER		
1/LT CABARISS		
1/LT HAMMOND		
CPT GORDON		
CPT SWEATT	N17A	
CPT MARTINICH		
CPT ALLEN		
1/LT SHERIDAN	N18A	
1/LT THOMPSON		
CPT MILLER		
1/LT SIMPSON	N31A	
MAJ TIMMS		
CPT GOAD		
CPT BERGELIN	N30C	
1/LT STOLTENBERG		
1/LT HENSHAW		
1/LT GALLAHER	N23A	
CPT HOBSON		
CPT OTIER		
1/LT CLARE	N24B	
CPT GAUFFEL		
MAJ HARPSTER		
CPT NELSON	R13A	
CPT SVEET		
MAJ GARVIN		
CPT GUELHAUG	N33A	
MAJ GOODSON		
CPT ADAMS, G		
1/LT HARRINGTON	N05A	
1/LT STAPLES		
CPT O'BRIEN		
MAJ CLAYBAUGH	B14A	
CPT LIEN		
MAJ HIGHT		
CPT MARTINEZ	N32B	
MAJ FREDRICK		
MAJ GRINER		
LT/COL LENEVE	B41B	
1/LT LUTTMANN		
CPT		

PHASE I

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441ST BOMB [illegible]

B-47 CCTS TRAINING

PHASE I ADVANCE

31 DEC. 53

336. TUTTLE

CREW NO.	NAME	RANK	DATE ENTERED PHASE	BY INSTRUMENT TOTAL 68:00 REQ	BY INSTRUMENT NIGHT REQ																			
R01A	TABOR	MAJ																						
	DURHAM	CPT	GREW COMPLETED PHASE I AT WICHITA 15 JUL 53																					
	ERICKSON	MAJ																						
M46A	REINERT	CPT	2DEC53	26:40	5:00																			
	SMITH	CPT	2DEC53	26:40	6:30	8:30	5:00			2	2	14:20	9:50		3	2	2	1/2	5		6	3	3:00	
	CHRISTENSEN	MAJ	2DEC53	21:45	6:30																			
	MCCORMICK	MAJ																						
	TROST	1/LT																						
	RICE	CPT																						
	BERNINGER	CPT																						
	CABANISS	1/LT																						
	HAMMOND	1/LT																						
R17A	GORDON	CPT	15SEP53	65:00	16:30																			
	EWEATT	CPT	15SEP53	65:00	16:30	9:30	8:30	10	2	11	3	13:55	13:15		12	33	2	4	1/2	5	2	15	15	12:20
	MARTINICH	CPT	15SEP53	68:00	16:30																			
R18A	ALLEN	CPT	16SEP53	63:00	16:30																			
	SHERIDAN	1/LT	16SEP53	65:00	16:30	9:30	8:30	10	2	11	3	19:30	19:00	2	12	33	2	4	1/2	5		15	17	21:00
	THOMPSON	1/LT	16SEP53	63:00	16:30																			
N41A	MILLER	CPT	20OCT53	65:00	16:30																			
	SIMPSON	1/LT	20OCT53	65:00	16:30	9:30	8:30	10	2	5	3	22:35	21:05	4	7	17	2	4	1/2	5		15	9	8:00
	TIBBS	MAJ	20OCT53	65:00	16:30																			
N30C	GOAD	CPT	20OCT53	65:00	6:40																			
	BERGELIN	CPT	20OCT53	62:35	1:80	9:30	8:30	8	2	11	3	26:55	15:35			11	2		1/2	4	2	11	7	7:00
	STALTENBERG	1/LT	20OCT53	58:30	1:50																			
N23A	HENSHAW	CPT	29SEP53	65:00	16:30																			
	BALLAHER	1/LT	29SEP53	65:00	16:30	9:30	8:30	10	2	11	3	48:45	37:30		7	33	2	4	1/2	5		15	16	21:20
	HOBSON	CPT	29SEP53	65:00	16:30																			
	OTHER	CPT	29SEP53	65:00	16:30																			
N24B	CLARE	1/LT	29SEP53	27:35	15:00	9:30	4:00	10		11		26:15	2:00			18	2	4	1/2	5	2	15	13	12:00
	CAUFFIEL	CPT	29SEP53	65:00	16:30																			
	MARFUTTER	MAJ	16SEP53	65:00	16:30																			
R13A	NELSON	CPT	16SEP53	65:00	16:30	9:30	8:30	10	2	11	3	6:00	6:00	8	12	33	2	4	1/2	5	2	15	22	16:00
	SWEET	CPT	16SEP53	65:00	16:30																			
N32A	GAVIN	MAJ	21OCT53	65:00	16:30																			
	KELLY	CPT	21OCT53	58:15	16:30	9:30	8:30	3	2	8	1	18:20	14:30			4	2	4	1/2	5		7	6	2:00
	BOSCH	MAJ	15OCT53	58:45	16:30																			
R05A	ALLEN	CPT	14SEP53	65:00	16:30																			
	HAMMERTON	1/LT	14SEP53	65:00	16:30	9:30	8:30	10	2	11	3	9:30	7:30	6	12	33	2	4	1/2	5	2	15	14	14:00
	STAPLES	1/LT	14SEP53	68:00	16:30																			
Y14A	O'BRIEN	CPT	28OCT53	63:00	16:30																			
	CLAYBAUGH	MAJ	27OCT53	65:00	16:30	9:30	8:30	10	2	11	3	25:35	18:40			27	2	4	1/2	5	2	15	17	15:20
	LIEN	CPT	27OCT53	65:00	16:30																			
Y22B	WIGHT	MAJ	19OCT53	65:00	16:30																			
	MARTINEZ	CPT	19OCT53	68:00	13:15	9:30	8:30	7	1	11		23:10	21:00			12	2	2	1/2	5		12	7	15:30
	FRIEDRICH	MAJ	19OCT53	65:00	16:30																			
	GRINER	MAJ	22OCT53	65:00	13:20																			
Y41B	LENEVE	1/LT	22OCT53	50:15	12:00	9:30	8:30	3	2	11	2	36:40	24:45		1	5	2	3	1/2	5		12	6	8:00
	LUTTMANN	CPT	22OCT53	50:20	16:00																			

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KODAK SAFETY FILM

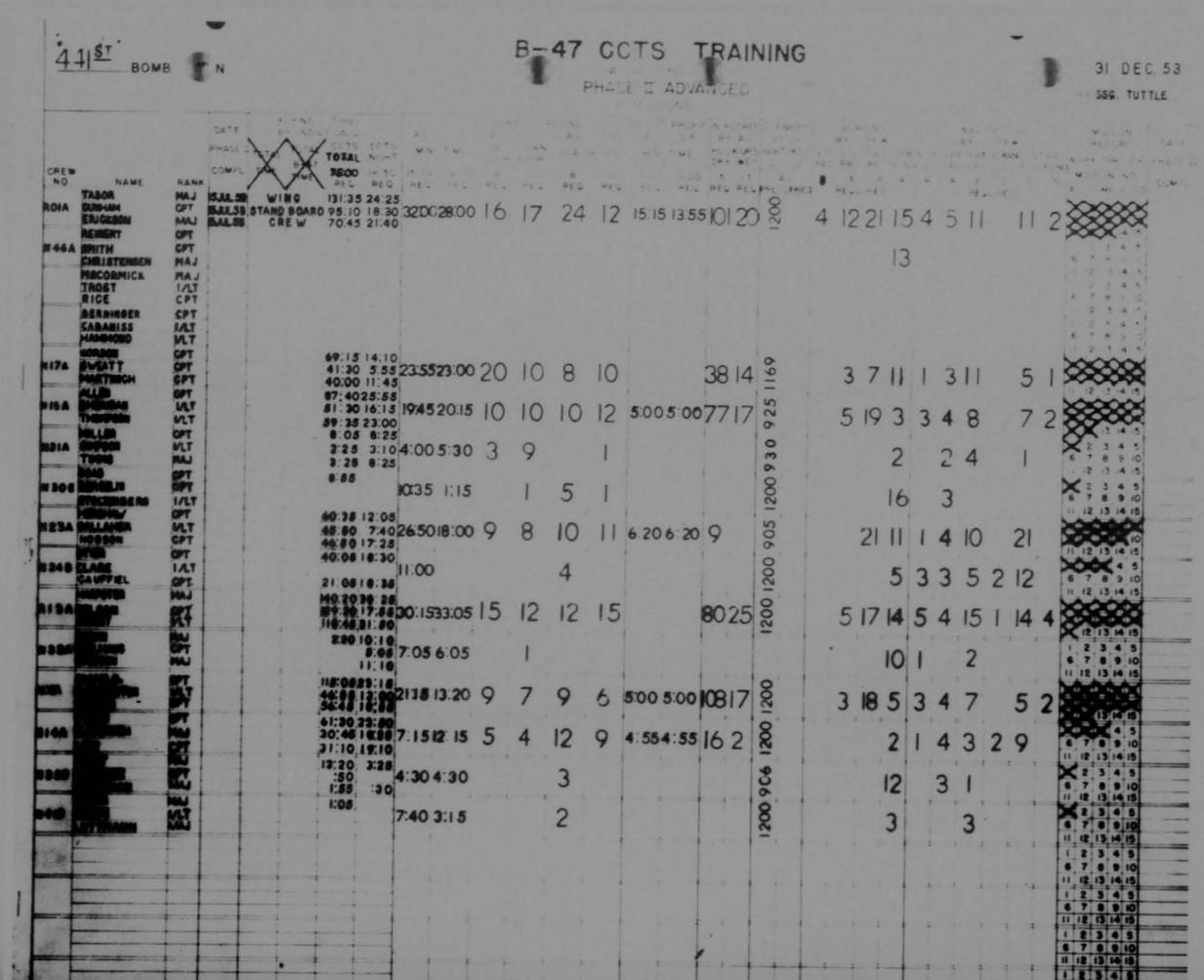
441ST BOMB N

B-47 CCTS TRAINING

PHASE II ADVANCED

31 DEC. 53

SSG. TUTTLE



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B-47 CCTS GROUND TRAINING

(SAC REG 50-43)

442ND BOMB SQ

POSTED 31 DEC. 53

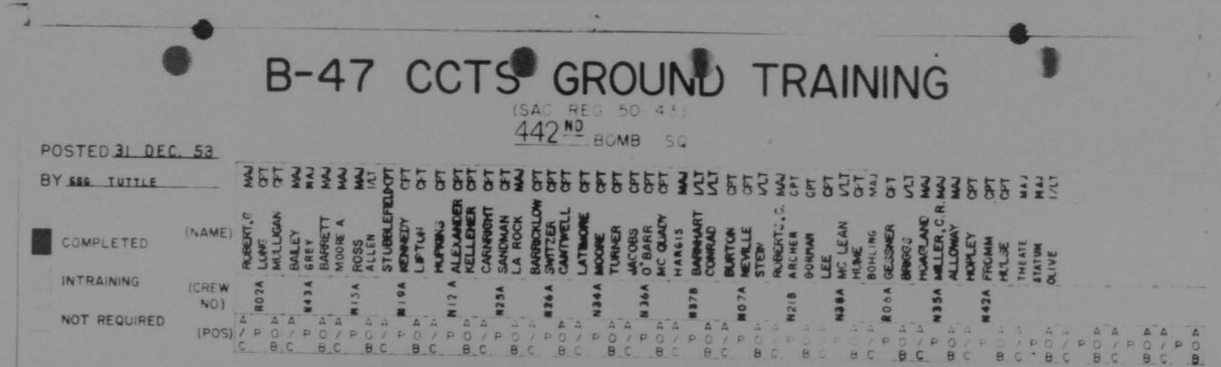
BY SSG TUTTLE

■ COMPLETED

INTRAINING

NOT REQUIRED

(NAME) (CREW NO) (POS)


MAJ OPT OPT MAJ MAJ MAJ MAJ OPT OPT OPT OPT OPT OPT MAJ OPT OPT OPT MAJ VALT VALT OPT OPT MAJ CPT OPT OPT VALT OPT MAJ OPT VALT MAJ MAJ OPT OPT OPT MAJ MAJ
ROBERT,C LUNT MULLIGAN BAILEY GREY BARRETT MOORE A ROSS ALLEN STUBBLEFIELD KENNEDY LIFTUM HUFFMAN ALEXANDER KELLEHER CARNRIGHT SANDMAN LA ROCK BARBICKLOW SMITZER CARTWELL LATIMORE MOORE TURNER JACOBS O'BARR MC QUADY HARRIS BARNHART CONRAD BURTON NEVILLE STERN ROBERTS,C. ARCHER GORMAN LEE MC LEAN HUME BOHLING GESSNER BRIGGS HOAGLAND MILLER,C.R. ALLOWAY HOPLEY FRIGNIA MCLUSE THEATE STATON OLIVE
R07A N43A B15A N19A N12A N25A N26A N34A N36A N37B R07A N21B N38A R06A N35A N42A
A/C P O/P P O/P P O/P

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442ND BOMB SQDN

B-47 CCTS TRAINING

(SAC REG 50-43)

PHASE I ADVANCED

12 MISSIONS

POSTED 31 DEC. 53

BY SGT. TUTTLE

CREW COMPLETED PHASE I AT WICHITA 15 JUL 53

CREW NO.	NAME	RANK	DATE PHASE I ENTERED	FLYING TIME BY INDIVIDUAL: TOTAL TIME	TOTAL P-47 TIME	CCTS TOTAL REQ 65:00	CCTS NIGHT REQ 15:30	INSTRUMENT FLYING: AC CP MIN 9:30 REQ TIME 8:30 REQ	AC CP LET LOW 10 REQ	AC CP DOWN APPR 2 REQ	AC GCA OR ILS 11 REQ	CP 3 REQ	FORMATION AC CP 3:00 REQ 2:30 REQ	PILOT PROFIC AC CP MIN 6:00 REQ TIME 6:00 REQ	BOMBING BY CREW VIS REL 8	VIS RBS 12 REQUIRED	RAD RBS 33	CAM RUNS 2	NAVIGATION BY CREW NITE CEL 4	DAY CEL 3/2 REQUIRED	RAD LEG 5	LORAN 2	CONT ETA 15	2ND PILOT 8 MSNS REQ	OXY TK 3 HRS REQ	MISSION RECORD MARK THRU THE MSN NO AS COMPL
R03A	[illegible]	[illegible]																								
	[illegible]	[illegible]																								
	BAILEY	MAJ	26 NOV 53			19:10	2:40	4:00	4		5			11:50				2		2/	1		1			
N43A	[illegible]	MAJ	26 NOV 53																							
	BARRETT	MAJ	26 NOV 53			16:30	2:40																			
	[illegible]	[illegible]				65:00	16:30																			
N15A	[illegible]	[illegible]				65:00	16:30	9:30	8:30	10	2	11	3	6:00	6:00		4	33	2	4	3/2	5	2	15	12	8:00
	ALLEN	1/LT				65:00	16:30																			
	[illegible]	[illegible]				65:00	16:30																			
N19A	[illegible]	[illegible]				65:00	16:30	9:30	8:30	10	2	11	3	6:30	5:30		9	16	2	4	3/2	5	1	15	13	12:30
	[illegible]	[illegible]				65:00	16:30																			
	[illegible]	[illegible]				65:00	16:30																			
N12A	[illegible]	[illegible]				65:00	16:30	9:30	8:30	10	2	11	3	10:20	10:20		12	33	2	4	3/2	5		15	20	13:45
	[illegible]	[illegible]				65:00	16:30																			
	[illegible]	[illegible]				65:00	16:30																			
N25A	[illegible]	[illegible]				65:00	16:30	9:30	8:30	10	2	8	2	7:00	6:30		7	33	2	4	3/2	5		15	12	11:00
	[illegible]	[illegible]				65:00	16:30																			
	[illegible]	MAJ	[illegible]			65:00	16:30																			
N26A	[illegible]	CPT	[illegible]			65:00	16:30	9:30	8:30	10	2	11	3	6:05	6:00		7	9	2	2	3/2	5	2	15	9	7:00
	[illegible]	CPT	[illegible]			64:10	16:30																			
	[illegible]	[illegible]				65:00	11:10																			
N24A	[illegible]	CPT	[illegible]			64:35	9:25	9:30	8:30	9	2	9	3	11:30	6:00		4	7	2	4	3/2	5	2	11	10	7:00
	[illegible]	CPT	[illegible]			65:00	11:10																			
	JACOBS	CPT	16 NOV 53			39:45	11:05																			
N26A	O'BARR	CPT	26 NOV 53			29:15	6:00	6:00	8:30	5	1	6	2	10:50	7:55		2	1	2	2	3/2	4		5	3	3:00
	MC QUADY	CPT	26 NOV 53			34:50	11:05																			
	[illegible]	[illegible]				49:00	11:45																			
N37B	HARRIS	MAJ	6 OCT 53			44:35	11:45	9:30	8:30	9	2	11	3	15:35	12:15			2	2	4	3	4	2	6	2	2:00
	BERNHART	1/LT	6 OCT 53			44:35	11:45																			
	CARRAD	1/LT	6 OCT 53			44:40	12:40																			
	[illegible]	[illegible]				65:00	16:30																			
N07A	[illegible]	CPT	[illegible]			65:00	16:30	9:30	8:30	10	2	11	3	11:10	11:10		5	33	2	4	3/2	5	2	15	18	16:30
	[illegible]	CPT	[illegible]			65:00	16:30																			
	[illegible]	1/LT	28 SEP 53			65:00	16:30																			
	[illegible]	MAJ	19 OCT 53			65:00	16:30																			
121B	ARCHER	CPT	19 OCT 53			65:00	16:30	9:30	8:30	10	2	11	3	7:55	7:55		2	14	2	4	3/2	5		15	7	7:00
	GORMAN	CPT	19 OCT 53			34:00	16:30																			
	LEE	CPT	16 NOV 53			51:00	16:30																			
N38A	MC CLEAN	1/LT	16 NOV 53			36:35	16:30	9:20	7:20	7	2	9	3	17:50	7:40			16	2	4	3/2	5		8	5	5:00
	HUME	CPT	16 NOV 53			47:50	16:30																			
	BOWLING	MAJ	9 SEP 53			65:00	16:30																			
R06A	BERERNER	CPT	9 SEP 53			65:00	16:30	9:30	8:30	10	2	11	3	9:45	3:00		3	33	2	4	3/2	5	2	15	17	16:40
	BRIGGS	1/LT	9 SEP 53			65:00	16:30																			
	HOAGLAND	MAJ	24 OCT 53			37:05	12:25																			
N35A	WILLEB C.R.	MAJ	24 OCT 53			27:00	11:25	7:00	4:00	4	1	4	2	7:25	6:15		3	3	2	1	1/	5	1	5	3	1:00
	ALLOWAY	MAJ	24 OCT 53			32:20	13:25																			
	HOPLEY	CPT	19 NOV 53			24:45	5:05																			
V42A	FROMM	CPT	19 NOV 53			10:00	5:05	4:00	1:00	4		8	3	15:00	4:35				2			1		1	1	1:00
	HULBE	CPT	19 NOV 53			19:40																				
	THEATE	MAJ																								
	STATUM	MAJ																								
	OLIVE	1/LT																								

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442ND BOMB SQDN

B-47 CCTS TRAINING

PHASE II ADVANCED

TED 31 DEC. 53

BY SSG. TUTTLE

CREW NO	NAME	RANK	DATE PHASE II COMPL	FLYING TIME BY MONTHS TOTAL	TOTAL NIGHT	NOVEMBER PIC	NOVEMBER SIC	OCTOBER PIC	OCTOBER SIC	SEPTEMBER PIC	SEPTEMBER SIC	AUGUST PIC	AUGUST SIC	JULY PIC	JULY SIC	BATTERY BY CREW POSITION PIC	BATTERY BY CREW POSITION SIC	NAVIGATION BY PILOT DAY	NAVIGATION BY PILOT NIGHT	NAVIGATION BY PILOT INSTRUMENT	NAVIGATION BY PILOT LEADERSHIP	NAVIGATION BY PILOT TRAINING	NAVIGATION BY PILOT REQUIRED	MISSION RECORD MISSIONS THROUGH	MISSION RECORD MISSION NO. (AS COMPLETED)	DATE PHASE II COMPL
	ROBERTS, G.	MAJ.	5 JUL 53	STARBOARD CREW	185:15	46:45																				
R02A	LONG	CPT.	5 JUL 53		133:20	40:15	29	30	18	40	38	24	21	13	24	55	4:20	88	19		10	7	34	7	9	4	13	1	25	3
	MULLIGAN	CPT.	5 JUL 53		137:30	46:00																	1						
	BAILEY	MAJ.																											
N43A	GREY	MAJ.																											
	BARRETT	MAJ.																											
	MOORE	MAJ.																											
N13A	ROSS	MAJ.																											
	ALLEN	1/LT.																											
	STUBBLEFIELD	CPT.																											
N19A	KENNEDY	CPT.																											
	LIPTON	CPT.																											
	HOPKINS	CPT.																											
N12A	ALEXANDER	CPT.																											
	KELLEHER	CPT.																											
	CARNRIGHT	CPT.																											
N25A	SANDMAN	CPT.																											
	LA ROCK	MAJ.																											
	BARRICKLOW	CPT.																											
N26A	SWITZER	CPT.																											
	CANTWELL	CPT.																											
	LATIMORE	CPT.																											
N24A	MOORE	CPT.																											
	TURNER	CPT.																											
	JACOBS	CPT.																											
N36A	O'BARR	CPT.																											
	Mc QUADY	CPT.																											
	HARRIS	MAJ.																											
N37B	BARNHART	1/LT.																											
	CONRAD	1/LT.																											
	BURTON	CPT.																											
107A	NEVILLE	CPT.																											
	STEIN	1/LT.																											
	ROBERTS, C.	MAJ.																											
N21B	ARCHER	CPT.																											
	GORMAN	CPT.																											
	LEE	CPT.																											
N38A	Mc CLEAN	1/LT.																											
	HUME	CPT.																											
	BOWLING	MAJ.																											
R06A	GESSNER	CPT.																											
	BRIGGS	1/LT.																											
	HOAGLAND	MAJ.																											
N35A	MILLER, C. R.	MAJ.																											
	ALLOWAY	MAJ.																											
	HOPLEY	CPT.																											
N42A	FROMM	CPT.																											
	MULSE	CPT.																											
	THEATE	MAJ.																											
	STATUM	MAJ.																											
	OLIVE	1/LT.																											

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B-47 CCTS GROUND TRAINING

(SAC REG 50-43)

443RD BOMB SQ.

POSTED 31 DEC. 53

BY SSG. TUTTLE

COMPLETED

INTRAINING

NOT REQUIRED

(NAME)	LINGER	FARRIS	KUDIBURGH	SPREAR	SEDIVEC	HERRINGTON	FOWLER	BICE	WEBOT	COGGIN	GAUCHE	HUSKEY	STARNES	HUGHES	ALNACK	ADAMS	OWENS	ESTES	KAMP	BOARE	KAPPE	STEVENS	WEEDMAN	FORNES	PASCOE	BEBENIN	ROTHERS	LANDIS	BYRUM	CATO	WHYTE	HARRIS	MELEXY	HODGE	GRAY	OLIN	BAKER	BRADLEY	MC KINNEY	RIDENOUR	TURNER	MARTIN	CAPPS	BROWN, B	LAUSTUP	CHALIFOUX	SCHROLL	HOLCOMB	JOHNSON	MACARMICHAEL	BROWN, E.
(CREW NO)		R03A			R04A						R08A			N22B			N30A			K278			R09A			N28A			N39B			N10B			R11A			N29A			N16A			N45A			R44A			M46A	
(POS)	A/C	P	A OB	A/C	P	A OB	A/C	P	A OB	A/C	P	A OB	A/C	P	A OB	A/C	P	A OB	A/C	P	A OB	A/C	P	A OB	A/C	P	A OB	A/C	P	A OB	A/C	P	A OB	A/C	P	A OB	A/C	P	A OB	A/C	P	A OB	A/C	P	A OB	A/C	P	A OB	A/C	P	A OB

PHASE I

- GENERAL BRIEFING (12 HOURS A/C P AOB)
- MISSION PREPARATION (24 HOURS A/C P AOB)
- PRE. T.O. BRIEFING & FLT. PLN (24 HOURS A/C P AOB)
- DEBRIEFING (3 HOURS A/C P AOB)
- CRITIQUES (24 HOURS A/C P AOB)
- MINOR MAINTENANCE (36 HOURS A/C P AOB)
- CREW CO-ORD TRAINING (7 MISSIONS A/C P AOB)
- TARGET STUDY (36 HOURS AOB)
- PILOTS SPECIALIZED BRIEF (12 HOURS A/C P)

PHASE II

- INFLIGHT REFUELING (16 HOURS A/C P)
- SPECIAL WEAPONS (REF 50-8 SUPPL XIV)
- GUNNERY (6 HOURS P)

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B-47 CCTS TRAINING

PHASE I ADVANCED

POSTED 31 DEC. 53
BY SGT. TUTTLE

CREW NO.	NAME	RANK	DATE PHASE I ENTERED	FLYING TIME BY INDIVIDUAL TOTAL	FLYING TIME BY INDIVIDUAL BOTH PILOT TIME	FLYING TIME BY INDIVIDUAL CCTS TOTAL	FLYING TIME BY INDIVIDUAL CCTS NIGHT	INSTRUMENT AC MIN	INSTRUMENT CP TIME	INSTRUMENT AC LET DOWN	INSTRUMENT CP LET DOWN	FORMATION AC MIN	FORMATION CP TIME	MISSION RECORD
				68:00 REQ	16:30 REQ			9:30 REQ	8:30 REQ	10 REQ	2 REQ	11 REQ	3 REQ	
	LINIGER	MAJ												
R03A	FARRIS	MLT		CREW COMPLETED PHASE I AT WICHITA 15 JUL 53										
	HUDSBURGH	MAJ												
	GREEAR	CPT												
R04A	REDIVEC	MLT		CREW COMPLETED PHASE I AT WICHITA 15 JUL 53										
	PHOORNOKE	CPT												
	FOWLER	MAJ												
	BICE	CPT												
	WERDT	J/LT												
	COBBIN	CPT	6SEP 53	68:00	16:30									
R08A	GAUGHE	CPT	6SEP 53	65:00	16:30	9:30	8:30	10	2	11	3	2:10		14:35
	HUDSEY	CPT	6SEP 53	65:00	16:30									
	STARNES	CPT	28SEP53	65:00	16:30									
R05B	HUGHES	CPT	28SEP53	65:00	13:20	9:30	8:30	10	2	11	3	2:00	:30	11:25
	ALMACK	CPT	28SEP53	22:20	6:10									
	ADAMS	CPT	14SEP 53	65:00	16:30									
120A	OWENS	CPT	14SEP 53	65:00	16:30	9:30	8:30	10	2	11	3	2:15		14:45
	SATES	MLT	14SEP 53	68:00	16:30									
	KAMP	CPT	20SEP53	65:00	16:30									
R07B	CRABB	MLT	20SEP53	68:00	16:30	9:30	8:30	10	2	9	3	4:40	2:30	10:55
	KAPPE	CPT	20SEP53	65:00	16:30									
	STEVENS	CPT	1SEP 53	65:00	16:30									
R09A	KELLEHAR	CPT	1SEP 53	65:00	16:30	9:30	8:30	10	2	11	3	4:40	2:30	8:40
	FORBES	MLT	1SEP 53	68:00	16:30									
	PADGE	MAJ	21OCT53	62:10	16:30									
R28A	BERRON	MAJ	21OCT53	45:25	16:30	9:30	5:00	10	2	11	3			14:40
	MATHIAS	CPT	21OCT53	47:00	16:30									
	LANDIS	CPT	30SEP53	50:55	7:25									
R29B	BYRUM	CPT	30SEP53	34:45	6:55	8:30	3:30	10	2	11	1	2:10	2:30	22:40
	CATO	CPT	30SEP53	89:20	15:05									
	WHITE	CPT	1SEP 53	65:00	15:25									
R10B	HARRIS	MLT	1SEP 53	68:00	16:20	9:30	8:30	10	2	11	3	3:30		10:25
	MELSKY	CPT	1SEP 53	68:00	15:45									
	HODGE	CPT	15SEP53	65:00	16:30									
R11A	GUM	CPT	15SEP53	65:00	15:20	9:30	8:30	10	2	11	3	7:15	2:30	9:25
	OLIN	MLT	15SEP53	65:00	16:30									
	BAKER	MAJ	15OCT53	65:00	16:30									
R29A	SICKLEY	MAJ	15OCT53	65:00	16:30	9:30	7:40	10	2	10	3	2:10		10:10
	MCKINNEY	MAJ	15OCT53	65:00	16:30									
	RIDENOUR	CPT	23SEP53	65:00	16:30									
R14A	TURNER	CPT	23SEP53	65:00	16:30	9:30	8:30	10	2	11	3			18:10
	MARTIN	CPT	23SEP53	64:35	16:30									
	GAPPS	CPT	9DEC53	27:20	4:00									
N45A	BROWN,B.	CPT	9DEC53	9:25		4:25	2:00	2	1	3	1	2:00		15:05
	LAURITSEN	CPT	9DEC53	13:00	4:00									
	CHALIFOUX	CPT	29OCT53	60:50	16:30									
N44A	SCHROLL	CPT	29OCT53	64:30	16:30	9:30	8:30	9	2	11	3		2:30	15:35
	HOLCOMB	CPT	29OCT53	55:55	16:30									
	JOHNSON	CPT	26OCT53	65:00	16:30									
N40A	CARMICHAEL	CPT	26OCT53	65:00	16:30	9:30	8:30	10	2	11	3	2:15		14:25
	BROWN,E.	CPT	26OCT53	65:00	16:30									

CREW NO.	NAME	RANK	MISSION RECORD
	LINIGER	MAJ	
R03A	FARRIS	MLT	
	HUDSBURGH	MAJ	
	GREEAR	CPT	
R04A	REDIVEC	MLT	
	PHOORNOKE	CPT	
	FOWLER	MAJ	
	BICE	CPT	
	WERDT	J/LT	
	COBBIN	CPT	
R08A	GAUGHE	CPT	
	HUDSEY	CPT	
	STARNES	CPT	
R05B	HUGHES	CPT	
	ALMACK	CPT	
	ADAMS	CPT	
120A	OWENS	CPT	
	SATES	MLT	
	KAMP	CPT	
R07B	CRABB	MLT	
	KAPPE	CPT	
	STEVENS	CPT	
R09A	KELLEHAR	CPT	
	FORBES	MLT	
	PADGE	MAJ	
R28A	BERRON	MAJ	
	MATHIAS	CPT	
	LANDIS	CPT	
R29B	BYRUM	CPT	
	CATO	CPT	
	WHITE	CPT	
R10B	HARRIS	MLT	
	MELSKY	CPT	
	HODGE	CPT	
R11A	GUM	CPT	
	OLIN	MLT	
	BAKER	MAJ	
R29A	SICKLEY	MAJ	
	MCKINNEY	MAJ	
	RIDENOUR	CPT	
R14A	TURNER	CPT	
	MARTIN	CPT	
	GAPPS	CPT	
N45A	BROWN,B.	CPT	
	LAURITSEN	CPT	
	CHALIFOUX	CPT	
N44A	SCHROLL	CPT	
	HOLCOMB	CPT	
	JOHNSON	CPT	
N40A	CARMICHAEL	CPT	
	BROWN,E.	CPT	

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B-47 CCTS TRAINING

(SAC REG 50-43)

PHASE II ADVANCED

15 MISSIONS

PC 31 DEC. 53

BY MAJ. TUTTLE

CREW NO.	NAME	RANK	DATE PHASE II COMPL	FLYING TIME BY INDIVIDUALS TOTAL	TOTAL DAY	TOTAL NIGHT	CCTS TOTAL 9000 REQ	CCTS NIGHT 18:30 REQ	INSTRUMENT FLYING AC MIN	INSTRUMENT FLYING CP TIME	AC LET DOWN LOW REQ	CP LET DOWN APPR REQ	AC DCA OR ILS REQ	CP ILS REQ	PILOT PROFIC AC 9:00 REQ	PILOT PROFIC CP 9:00 REQ	IN-FLT REF BY AC HOOK-UPS DRY .5 REQ	IN-FLT REF BY AC HOOK-UPS WET 1.3 REQ	GUNNERY BY CP PART I	GUNNERY BY CP PART II AS PRESCRIBED	BOMBING BY CREW VIS REL	BOMBING BY CREW VIS RBS	BOMBING BY CREW RAD RBS	BOMBING BY CREW CAM PUNS 4 REQUIRED	NAVIGATION BY CREW NITE CEL 4	NAVIGATION BY CREW DAY CEL 4	NAVIGATION BY CREW RAD LEG 6	NAVIGATION BY CREW RANGE LEG 2	NAVIGATION BY CREW CONT ETA 3	NAVIGATION BY CREW RAD REMD 5 REQUIRED	MISSION RECORD MARK THROUGH AS COMPLETED	MISSION NO.	DATE PHASE II COMPL
R03A	LINGER	MAJ					214:10	44:38																									
	FARRIS	1/LT					159:20	31:15	42:50	35:30	27	21	34	18	31:25	4:45	12	22			11	8	44	19	9	6	27		31	8			
	HUGHBURGH	MAJ					159:20	47:25																									
	SPEAR	CPT					121:20	30:10																									
R04A	SERVED	1/LT					100:00	20:10	17:00	17:30	29	30	14	10	4:45	5:45	45	9			4	5	29	21	5	4	18		21	1			
	LINDBERGHE	CPT					92:10	25:55																									
	FOWLER	MAJ																															
	RICE	CPT																															
	WEST	1/LT																															
	CONNER	CPT					126:55	28:35																									
R08A	SAUCHE	CPT					97:35	18:40	18:15	16:00	16	21	21	23			71	10	1200		4	20	10		4	6	7		11	2			
	MURRAY	CPT					92:20	24:05																									
	STEVENS	CPT					37:18	:20																									
R22B	HUGHES	CPT					6:25		5:00	5:25	12	6	5	5	4:55	4:55	48	3					5										
	ALMACK	CPT																															
	ADAMS	CPT					110:55	30:55																									
R20A	OWENS	CPT					79:35	21:35	26:50	22:20	19	14	11	10	4:55	4:55	101	15	1200		4	28	9		5	5	15		13	3			
	BYERS	1/LT					83:15	26:45																									
	KAMP	CPT					74:40	13:20																									
R27B	EDDIE	1/LT					64:35	7:00	11:40	9:00	25	12	4	4	4:30	4:30	56	10	1200	1200		7	16		3	5	6		2	64			
	KAPPE	CPT					66:00	19:20																									
	STEVENS	CPT					116:35	29:35																									
R09A	BERGMAN	CPT					73:10	19:55	17:00	14:30	19	10	4				78	17	1200			22	14		4	5	10		9	1			
	FORNES	1/LT					67:10	22:55																									
	PABOOK	MAJ					10:55																										
R28A	BERMAN	MAJ					5:05		1:05		4	1	6	7								8			1								
	BOTHERS	CPT					10:55																										
	LANDIS	CPT																															
R29B	BYRUM	CPT									2	4	1		4:00	4:00						10			1	4							
	CATO	CPT																															
	WHYTE	CPT					56:45																										
R10B	HARD	1/LT					26:30	4:40	10:40	5:30	13	12	6	9			32	2				10			4	6							
	MALEKY	CPT					34:10																										
	HOOPER	CPT					50:35	:45																									
R11A	GRAY	CPT					24:25		10:15	8:00	12	11	3	2			28					2	9		1	2							
	OLIN	1/LT					24:40	:45																									
	BAKER	MAJ					42:15	21:25																									
R29A	BOXLEY	MAJ					25:50	16:50	2:00	/			3						1200	1200		14	5		2	2	5		1				
	MC KINNEY	MAJ					27:40	21:25																									
	RIDENOUR	CPT					13:00	8:00																									
R16A	TURNER	CPT					48:50	12:00	2:00	12:55	8	7	4	3												2							
	MARTIN	CPT						3:05																									
	DAPPS	CPT																															
R45A	BARNES	CPT															13					3											
	LAUNTRUP	CPT																															
	CHALIFOUX	CPT					4:25																										
R44A	SCHROLL	CPT					:05		2:00	1:30		3	1	3																			
	HOLCOMB	CPT					4:25																										
	JOHNSON	CPT					28:10	5:40																									
R40A	CARMICHAEL	CPT					16:25	2:40	7:50	6:50	3	3										7			4	3			1			
	BROWN, E.	CPT					21:15	6:40																									

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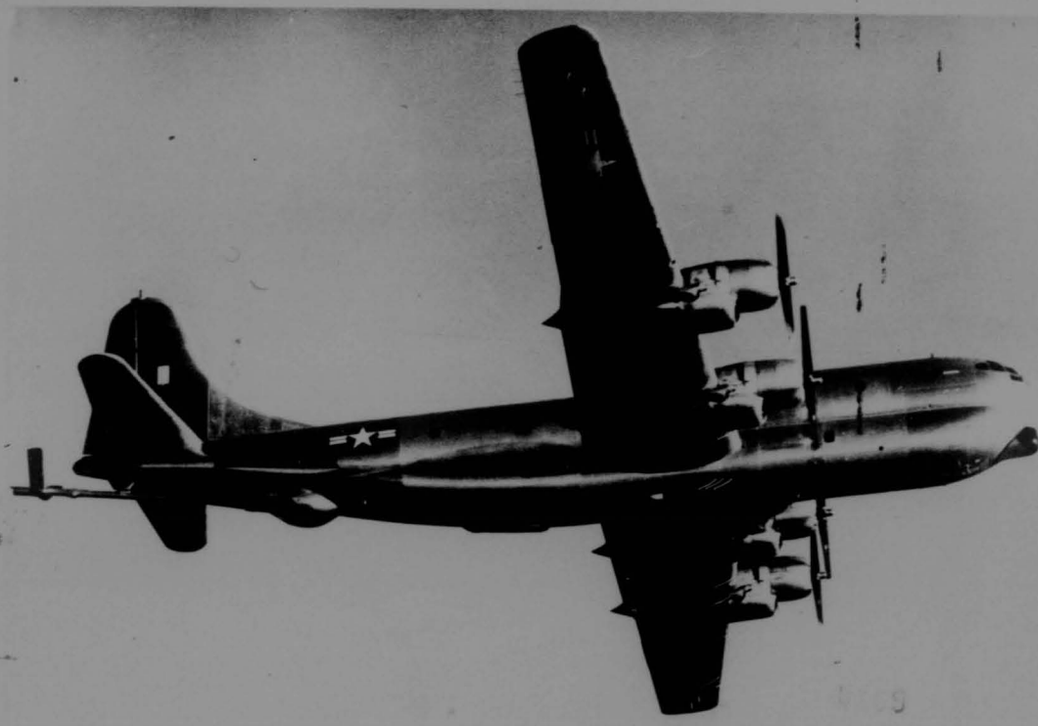
HISTORICAL REPORT

320TH

BOMB WING (MEDIUM)

JAN 54



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DATE: 15 [illegible]
INITS: [illegible]

HISTORY OF THE

320th Bombardment Wing (M)

JANUARY 1954

* * * * * * *

March Air Force Base, California

Prepared by A/2c Robert J. Stout in accordance with Air Force Manual 210-1 and Strategic Air Command Manual 210-1.

Loran D Briggs
LORAN D BRIGGS
Colonel, USAF
Commander

Ben G Prigmore
BEN G PRIGMORE
1st Lt, USAF
Adjutant

RSI Contl No
S05306

SECRET

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CHAPTER I

COMMAND

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MISSION

The mission of the 320th Bombardment Wing remained unchanged for the month of January 1954. A copy of 15th Air Force Regulation 20-4--Mission, 12th Air Division and Assigned Combat Units--is included as appendix item A. /1

CHANGE OF KEY PERSONNEL

Colonel Paul K. Carlton, 8693A, assumed the Director of Operations position effective 25 January 1954, replacing Colonel Edward M. Nichols Jr. Colonel Carlton came to this station from Strategic Air Command Headquarters, Offutt AFB, Nebraska, and was assigned to the Wing by 12th Air Division special orders 14, dated 20 January 1954. /2

AIR INSPECTOR

In the reply made to 15th Air Force on the Report of General Inspection 1953, /3 an account of the consolidation of A & E functions, listing the planned improvements and those already made, was included. This was in answer to the unsatisfactory rating given this materiel function by the inspectors. /4

Security violations were accounted for and explained. The granting of indoctrination clearances before Phase I procedures had been completed was deemed:

> " . . necessary due to the assignment of a large number of airmen personnel during the period immediately prior to this inspection, and the heavy workload which has been imposed upon this Wing in order to meet its combat readiness date."

1. 15th Air Force Regulation 20-4, dated 28 August 1953. Exhibit A.
2. 12th Air Division special orders no. 14, dated 20 January 1954, paragraph 6. Exhibit B.
3. Reply to the Report of the General Inspection. Exhibit C.
4. The 15th Air Force Report of the General Inspection was included as Exhibit B in the 320th Bombardment Wing history for December 1953.

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However, it was explained that this emergency is no longer in existence and Phase I indoctrination is now being provided all personnel before they are introduced to their duty assignments.

The shortages of personnel was given as the explanation for the "write-up" on tactical aircraft security laxity. The use of a post walking guard before each aircraft would provide the "only completely adequate security," but this number of men is definitely unavailable. The new perimeter system, which had been in effect only a month before the inspection, should fill the bill now, since crew chiefs and flight crews have become instilled with the idea that the responsibility of their individual planes "is their baby."

Most other major discrepancies were reported as corrected. The shortage of properly trained personnel and lack of required test equipment, both reported in the November and December 1953 histories, resulted in the flying safety discrepancies. The unsatisfactory hand receipt system has been corrected by the Director of Materiel's office in the outlying Materiel functions. Hood flights in B-47s have been considered flying safety risks, as the forward visibility from the rear cockpit is extremely poor.[5]

SECURITY

In view of the discrepancies noted by the Wing Security Officer, plus those shown in the 15th Air Force annual inspection, a rejuvenation of

5. See Operations and Training chapter, subtitle: Flying Safety

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the security program was instituted and results in January showed a great improvement over the security problem as it existed during the month of December.[6]

Efforts to improve the program were not only made to eliminate discrepancies formerly noted, but specific attention was given to the anticipated vulnerability test which was expected sometime between 1 January and 1 March. Meetings with squadron commanders and security officers to outline and discuss detailed actions and anticipated situations were held. During the month of January the increase in security consciousness of personnel throughout the Wing indicated security efforts were obtaining desired results.

LEADERSHIP AND MORALE

Security violations cost the Wing 220 points on the monthly Leadership Effectiveness and Morale Rating System score for January, causing a drop of four percentage points from December's score.[7] Five AWOLs, 22 moving traffic violations, and an increase in morning report errors, were other contributing factors. The 320th Field Maintenance Squadron was high on the monthly totem pole for January, and the Medical Group still retained their number one ranking on a base-wide, three-month level.

MONTHLY FORECAST AND ANALYSIS

An increase of almost 80 points in the Operations section of the

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6. Interview with Lt Col Ervin J. Tetiva, Wing Security Officer
7. Unit Leadership Effectiveness and Morale Ratings and Analysis. Exhibit D.

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monthly analysis for January brought the Wing a total score of 357.1 points, compared with December's 302.3.[8] Except for a loss in the flying safety column, the Wing showed a marked improvement.

RE-ENLISTMENT

Re-enlistment in the 320th Bombardment Wing tactical and maintenance squadrons is below the SAC average, the January analysis showed.[9] In the December 1953 history, a survey conducted in one 320th squadron showed 22% of the men eligible for discharge within the next six months were intending to make the Air Force their career. Reports from other squadrons were not as encouraging. A records and personnel screening revealed that, in most squadrons, less than 10% of the men eligible for re-enlistment were intending to continue their service life.

The principal reasons given for returning to civilian life were (1) more contentment and better adjustment to civilian occupations (especially self-employed vocations such as farming), (2) dissatisfaction with present military assignment, and (3) the feeling that there are "too many chiefs and not enough Indians."

"FOSTER FATHERS"

The often reiterated adage "the heart of the American serviceman is the biggest in the world"[10] was actively demonstrated by a recent project undertaken by the 320th Field Maintenance Squadron. They have decided to sponsor the St. Boniface School at Banning, California, a home for

8. Monthly Analysis for January 1954. Exhibit E.
9. Ibid
10. This quotation was recently used and repeated in connection with the Red Cross drives to build up their blood banks, wherewith it was stated "not only are their lives tied up with the defense of this country, but their hearts have proven once more their generosity which is American to the core. The heart of the American serviceman must

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children from broken homes and parentless orphans.[11] Using their squadron funds, normally devoted in most organizations to parties and on-base living condition improvements, the men of the Field Maintenance Squadron have become "foster fathers" for the children, and plans have been made to have squadron parties with them as guests, visit them at the home, take them out on weekends, write letters, and help them set up and operate a machine shop at the Banning site.

be the biggest heart in the world." Cancer Foundation drives, the American Heart Association, and Community Chest bids for funds have bourne further proof of this.

11. Thirty-two girls and 47 boys make the St. Boniface school their home.

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CHAPTER II

PERSONNEL

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B-47 CADRE PROGRAM

Planning. To put the training requirements of the cadre on a sound and concrete basis, a programming plan (12th Air Division Programming Plan 2-53) was publishedon the last day of December and distributed in January. It covers the responsibilities of the units connected with this, the first B-47 cadre within 15th Air Force. The 320th Bombardment Wing has been delegated the brunt of the training responsibility, especially with the absence of the 22d Bombardment Wing on TDY to the United Kingdom.

This training has been proceeding according to schedule, despite certain hardships that have restricted or hampered its effectiveness. The continual "hurry-up, hurry-up" of mobility preparations, the lack in some sections of qualified supervisory personnel, and the hectic days of converting reconnaissance type aircraft to the bomber configuration have taken their toll of manhours that otherwise could be devoted to training cadre.

Too gradual for day-to-day notice the cadre personnel have been fitting into "the swing of things." Since December when voices were raised that the cadre people were hampering more than helping,[12] the new men have slowly fitted into their maintenance and operations jobs with rapidly acquiring skills.

Cadre Manning. Sixteen officers and 220 airmen are now present

12. 320th Bombardment Wing history for December 1953, Personnel chapter, subtitle: Personnel Shortages (Supervisor Skill Shortages).

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for cadre duty, an increase of three officers and two airmen over December's end of the month total.[13]

SURPLUS PERSONNEL

The final disposition of surplus flight engineers was effected in January.[14] The two cases which aroused a mild furor in the 441st Bombardment Squadron have been transferred to Great Falls AFB, Montana, and the remaining FE personnel left over from B-29 days have been moved to the 320th Air Refueling Squadron, where they are undergoing training into boom operator and KC-97 flight engineer duties.

EXCESSIVE OVERTIME

The work rush reported in December's 320th Bombardment Wing history had levelled off into a steady, scheduled routine by the end of January. Many men, especially those assigned to the maintenance squadrons, were still putting in their share of overtime hours, but these were scheduled in advance to prevent severe hardships on any individual's part.[15]

PERSONNEL SHORTAGES

"K" Series System Personnel. Western Electric and Sperry Gyroscope Company technical representatives have been conducting in-flight maintenance classes for "K" series system personnel. The attendance at these classes has been sporadic and maximum accomplishments have not been realized.[16]

The addition of twelve assignments to this field brought the number present for duty closer to the authorized total. One-hundred and seven

13. Ibid. subtitle: B-47 Cadre Program (Cadre Manning).
14. 320th Bombardment Wing history for November 1953, Personnel chapter, subtitle: Surplus Personnel
15. Maintenance and flight personnel of any tactical outfits seem to draw certain amounts of normal off-duty time work, but this is nothing out of the ordinary.
16. See Operations and Training chapter, subtitle: Ground Training

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personnel are authorized, and 84 of these have now been filled. The deficiency was still the lack of supervisor and senior AFSCs, however, as 39 seven level slots are open and only eight are filled. Eight of the 62 five level openings are assigned, and six three level AFSCs are on the authorized list, but 68 men assigned here possess the apprentice level AFSC.

Officer Shortages. At the present time a critical shortage of adjutants and supply officers exists within the Wing.[17] The tactical and maintenance squadrons have been forced to deploy combat crew members or armament systems officers in these roles; in many cases the same officer is holding down both positions. As a result the officer is unable to keep up his commitments in either job. Two double-duty supply officer-adjutants are scheduled to leave the Wing in the near future, one PCS overseas and the other a release from active duty. With the approach of a mobility move by the 320th this shortage becomes increasingly acute.

Shortages continued to exist in the intelligence, personnel, and observer career fields, but these are slight and less pressing.

Jet Engine Specialist Shortages. Although new airmen have been assigned and a few have returned from technical training courses the shortage in the jet engine specialist career field remained serious at January's conclusion. OJT courses have been set up for those new mechanics not qualified in B-47 type aircraft.

PERSONNEL ACTIVITIES

Officer Manning. The following figures show the officer manning

17. Monthly Analysis, page 3. Exhibit E.

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(including the cadre and excluding the Air Refueling Squadron) as of 31 January 1954:

Authorized	327	Assigned	293
Body Manning	89.6%	MIRS	81%

The 320th Air Refueling Squadron, with 1.25 manning, showed:

Authorized	85	Assigned	92
Body Manning	1.08%	MIRS	97.6%

Airmen Manning. Airmen manning MIRS remained constant at 61% for January while body manning increased from 1875 to 1940 (excluding the Air Refueling Squadron).

Authorized	1703	Assigned	1940
Body Manning	113%	MIRS	81%

The 320th Air Refueling Squadron, with 1.25 manning, showed:

Authorized	229	Assigned	251
Body Manning	109%	MIRS	81%

Gains and Losses. A net gain of 17 officers and 72 airmen was recorded during January. A breakdown of transfer and personnel actions includes:

	Officers	Airmen
Strength as of 1 January 1954	374	2119
ZI transfers	4	8
O/S transfers	2	4
Separations	0	12
Total Losses	6	24
Total Gains	24	96
Strength as of 31 January 1954	391	2191

Reclassification. Twelve 320th Bombardment Wing NCOs received seven level AFSCs for the first time during January. Upgrading to five level job ratings was accomplished for 16 men, and one airman was granted his apprentice three level AFSC. Five men changed career fields, two had the suffix on their present AFSC changed, and an additional AFSC was awarded to one airman.

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CHAPTER III

MATERIEL

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MAINTENANCE

YRB-47 Conversion Program. Twenty-six YRB-47s had been converted from the reconnaissance phase on 31 January, and nine others were undergoing conversion processes as the first month of 1954 ended. The completion date for converting all Wing aircraft to the bombing configuration is estimated as 10 March 1954.

"K" System Maintenance. Improvement in the skill level of "K" maintenance personnel[18] has been slight but nevertheless noticeable. Gradual improvement over the past few months has not erased this low experience factor as the principal deterrent to effective bombing training. The use of marginal radar sets, causing higher scores and more malfunction runs, has been the result of the low quality maintenance.

The lack of quality radar scope photography for many of the target areas has also hurt.[19] In the Wing Commander's comments in the January Air Training Report (6-SAC-T12) Colonel Briggs informed higher headquarters:

> " . . considerable effort is being expended to obtain quality photography of all RBS targets. Considerable improvement has been made over previous months."

A service test has been initiated by the Armament and Electronics Maintenance Squadron on "K" System equipment in an attempt to reduce the amount of "K" System maintenance necessary. In conjunction with this service test, which began on 18 January, a calendar inspection system was inaugurated to reduce malfunctions in the "K" Systems by insuring

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18. See Personnel chapter, subtitle: "K" Series System Personnel
19. 320th Bombardment Wing history for December 1953, Operations and Training chapter, subtitle: Intelligence

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that components are neither over-inspected or under-inspected.

The shortage of A & E test equipment, a hold-over from December, registered little or no improvement during January. This has severely limited the Wing's ability to provide more in-commission "K" hours. An example of the acuteness of this shortage is demonstrated by the following figures:

		Authorized	On Hand
1660-212608821	Indicator Range and Azimuth IP-35/APS 42	4	0
1660-223885700	Synchronizer Radar SN 59/APS 42	2	0
7CAC-170276-245	Calibrator Range TS 1 2 A/AP	4	0
7CAC-170276-75	Calibrator Range AN-UPM-11	8	0
7CAC-112267	Bench Set	4	0
7CAC-269583	Delay Line MX 1340 UPM-11	8	0
7CAC-807700	Tester-Pilot Type W-1	1	0
7CAC-936160	Voltmeter Electronic ME-6A/U	15	1
8TAA-906000	Theodolite Transit	2	0
7CAC-801817-5	Tester Assy, Component Resolver	1	0

Equipment Shortages. Another deterrent to bombing training accomplishments during January was the complete lack of H-1 bomb hoists.[20] Three of these badly needed hoists were finally procured and put into use after the 25th, but by then their absence had already deeply cut bombing training time.

The Field Maintenance Squadron's welding shop, which was on a minimum operating schedule last month when the argon gas they use with the heli-arc equipment became unavailable, resumed operation early in January when the supply was replenished. In addition, facilities were made

20. See 320th Bombardment Wing history for December 1953, Materiel chapter, subtitle: Maintenance (Equipment Shortages).

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available to repair combustion chamber inner and transition liners on this station instead of sending them to nearby Norton Air Force Base. On the other side of the ledger, though, warpage of the face plate on the heavy duty heat treating oven has rendered that function temporarily inoperative.

The tool and equipment shortages in the sheet metal shop reported in the December history have not been cleared. On the "needed-but-not-on-hand" roster are insulation blanket welders, drill bits and sufficient tool boxes. To add to the difficulty, transportation has been increasingly difficult to obtain.[21]

Slowly but surely the apparatus on requisition by the maintenance sections is becoming available. The instrument shop received early in January a rectifier and inverter for testing electrical instruments using 115 VAC 400 cycle three-phase currents. These articles have been desired for several months.[22]

The shortages in the power plant branch, too, were probably not as acute as they have been during the past months. All the items drawn by the 22d Bomb Wing before their departure have been turned in to central receiving. Since the initial bench stock has not yet been approved, an accurate estimate of the shortages of supplies has not been made.

Test equipment for the repair of elevator power control units was reportedly "on the way," and should arrive before the tenth of February.

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21. Whether or not this is a base wide problem or isolated situation was not ascertained. Certain difficulty has been noticed in obtaining vehicles for the proposed mobility move, but no major complaints have been forthcoming from the majority of the Wing's maintenance and other work sections.
22. See 320th Bombardment Wing history for November 1953, Materiel chapter, subtitle: Maintenance

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Testing apparatus for the pneumatic section has also been requisitioned, but how long it will be before it becomes available is presently indeterminable.

The tools and equipment being used by the tire shop are "very inadequate."[23] The high torques required by the B-47s have been causing breakages and other damage to the standard equipment.[24] In spite of this hinderance, 41 B-47 and 22 KC-97 main wheel build-ups were completed.

Fuel Regulator Changes. The installation of B-2 type fuel regulators in all B-47 type aircraft was completed but hampered other work, since the tabbing program which this installation brought about occupied the run-up area. All compasses were to have been turned, but only one was completed.

Run-up Area Congestion. The need for another run-up area became apparent and urgent. As cited above, many routine maintenance tasks have not been accomplished because of the congestion. No progress has been made since December, when several specific cases of maintenance delays were recorded in the 320th Bombardment Wing history (Materiel chapter, under this same subtitle).

Gunlaying Unit. The maintenance capability of the 320th gunlaying unit should be increased by the recently inaugurated training program being conducted by a General Electric contractor technician. This course, set up for all flight line gunlaying personnel, started the last week

23. Quoted from 320th Field Maintenance Squadron unit historical report.
24. See 320th Bombardment Wing history for November 1953, Materiel chapter, subtitle: Tire Shop

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in January and will continue through February into the first week of March.

An erroneous fire-out percentage was reported in the December history. According to the Wing Gunnery Officer, the gunlaying unit's fire-out percentage was 56%, instead of the 62% reported by the Armament and Electronics Maintenance Squadron historian.

Bomb-Navigation Unit. Because of the heavy, uncertain workload, the bomb-navigation unit was obliged to increase its night crew for "K" system maintenance. The quality of "K" system maintenance has shown a steady increase as mechanics gain greater proficiency, the result of working with the equipment from month to month.[25]

Aero Repair. Pliocel repair kits were received by the new fuel cell repair sub-section,[26] and a Goodyear technical representative began instructing in the procedures of testing and repairing nylon pliocels.

KC-97 Magneto Drives. Fifteen KC-97 engines were changed to correct the magneto drive section. Ten aircraft had to be grounded for three weeks to perform these changes, four of which were still unflyable on 31 January. Approximately 300 flying hours were lost as a result.

Fluxgate Compasses. Strategic Air Command minimum training requirements were not met for grid missions because of the inability to unslave fluxgate and gyros from the auto pilot.[27] Simulated grid missions will be made possible, according to Lt Col Russell F. Ireland, 320th Air Refueling Squadron Commander, when N-1 type compass systems are installed.

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25. See this chapter, subtitle: "K" System Maintenance. This report, signed by Major Eugene L. Hudson (See Exhibit F, Roster of Key Personnel) is in slight contradiction with the page on "K" system maintenance, probably caused by the conclusions drawn by different individuals as they viewed the same situation.
26. The formation of this new sub-section of the aero repair section was recorded in the 320th Bombardment Wing history for December 1953

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Unsatisfactory Reports have been submitted on the present situation and the new systems are scheduled for installation early in 1954. In the interim, practice missions will have to be flown with the pilot's directional gyro, a procedure considered unsatisfactory because of the erratic precession readings.

APS-42 Radar Sets. Only five of the Air Refueling Squadron's KC-97s have been equipped with APS-42 radar sets. The other tankers are authorized APS-42s but none are available. Colonel Ireland, in the Refueling Air Training Report (6-SAC-T12), Comments and Recommendations, requested from higher headquarters to:

> ". . be relieved of radar navigation flights under SAC Reg 50-8 until such time as our KC-97 aircraft are equipped with additional APS-42 sets."

The remaining KC-97s possess APN-76 radar and APN transponders. In rendezvousing with bombers with the old type apparatus the refueler has to leave it up to the warplane to make the contact and zero in on the meeting location; with the APS-42 the KC-97 has the bomber image in its scope also, greatly facilitating the maneuver.

An additional problem involving radar has confronted personnel in the procurement of enough kits to complete the rendezvous equipment on the B-47s. "Aggressive action"[28] has been taken through supply channels to insure at least eight of the three tactical squadron's B-47s would be completely equipped.

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in the Materiel chapter (subtitle: Maintenance--Aero Repair).
27. See Operations and Training chapter, subtitle: Flying Training
28. Quote from the history of the 320th A & E Maintenance Squadron.

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KC-97 Engine Changes. Cracked nose sections necessitated 14 engine changes on KC-97 refuelers, resulting in many lost flying time hours for the ARS. [29]

Flyaway Kits. [30] The following table shows the percent completeness of the squadron flyaway kits as of 31 January 1954:

441st Bomb Squadron	55%
442d Bomb Squadron	56.4%
443d Bomb Squadron	55.6%
320th Air Refueling Squadron	98.5%
Wing Average	66.4%

Test Flight Control. In an effort to hold test flight aborts to an absolute minimum, a procedural practice was set up to schedule all test flights through the quality control section. "Trial and error" method in the past has proved a greater number of test flights are aborted if the organization of assignment is permitted to control such flights.

Maintenance Delays. The poor co-ordination between the tactical and maintenance squadrons, which due to widely dispersed locations [31] and limited run-up facilities [32] has been difficult at best, sometimes results in aggravating maintenance delays. The following is an excerpt from the Periodic Maintenance Squadron unit historical report:

> "Maintenance in all docks was greatly increased by failure of the tactical squadrons to perform maintenance which is normally their responsibility. Apparently due to the press of time, many items are indicated as happening during the last flight before the airplane enters the docks."

Radio Malfunctions. Most of the radio equipment currently being used

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29. See Operations and Training chapter, subtitle: Flying Training
30. Reply to the Report of theGeneral Inspection. Exhibit B, Annex C, paragraph I.,3.
31. See this chapter, subtitle: Facilities (A & E Consolidation).
32. See this chapter, subtitle: Maintenance (Run-up area Congestion).

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in the Wing is old and the recipient of many hard hours of service. As a result, an increasing number of malfunctions have developed. In addition, this Wing has had to assume the responsibilities of radio maintenance on nine T-33s. However, during January the problem reached a natural conclusion: the radio mechanics have become more skilled without too great a turnover of personnel and therefore are more capable of handling the extra work, and the civilian radio specialists assigned to the 22d Bomb Wing, temporarily placed with the 320th, have absorbed a large portion of the additional workload.

Portable Circuit Tester. A portable circuit tester has been designed and built to help mechanics not skilled in electricity to test J-47 engine circuits prior to engine installation.[33] Definitely a success, this tester removes the need of a skilled electrician in the power plant branch, leaving him free for assignment to a section where he is more vitally needed. Its utilization prevents installing an engine with electrical deficiencies.

Engine Rejections (Nicked Rotor Blades). In past months, tolerances had not been established for rejecting engines due to nicked rotor blades. Reply made to the Report of the General Inspection[34] said the shortages of properly trained A & E personnel and lack of required test equipment were the reasons for this remiss. Quality control inspectors have now been

33. Photographs and explanation of the new portable circuit tester developed in the power plant branch of the Field Maintenance Squadron. Exhibit G.
34. Exhibit B, Section IV, paragraph 11., g. (a).

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thoroughly briefed on this matter and damaged rotor blades will be cause for engine change.

SUPPLY

Loss of Man Hours. The recurring difficulties of procuring needed supplies in sufficient time to keep the maintenance program moving were still bothering the 320th in January. A portion of the supply problems resulted from failure of the tactical squadrons to anticipate or requisition replacements for time change items. Perplexing and somewhat puzzling is the yet unsolved problem regarding the excessive time required in many cases to determine whether supplies on hand are available for issue. Whether this is or is not an Air Force wide headache, a problem directly connected to the inception of B-47s in the 320th, or a fault of the present setup in the Wing supply squadrons, has not been determined. The need for an adequate solution is understandably urgent.

Mobility Issues. Throughout the Wing, squadron supply sections have been working with their respective mobility officer to inventory authorized and necessary equipment. Because of many ECL changes a number of not-on-hand supplies had to be obtained and a complete rephasing accomplished. All field equipment on hand was assembled in sets and issued to airmen for mobility purposes.

Pick-up of Reparable Parts. The inadequate number of personnel with the responsibility of picking up reparable parts for the various support agencies has resulted in a problem which was criticized by 15th Air Force inspectors.[35]

35. See 320th Bombardment Wing history for December 1953, Exhibit C.

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The men assigned this task, too few in number in the first place, haven't enough time from their other duties to devote to the adequate pick-up activity. The situation is undergoing serious consideration, but at the end of January no concrete conclusions had been reached.

Stock Revision. The maintenance squadron stock lists were revised to delete approximately 170 items for which there was little or no demand, and add about 173 new items for which experience has established a requirement.

Implementation of UPREAL Regulation (15th AFR 67-1). A monthly report of critical shortages on unit essential equipment has been required of organizational supply sections by 15th Air Force Regulation 67-1, published in November but received for implementation in this Wing on the 15th of January. A percentage of all UPREAL property on hand is also required by this new regulation.

Pre-Issue Items Control. A rigid accounting and control procedure has been established for pre-issue items[36], a discrepancy on the 15th Air Force Inspection Report.[37] Periodic spot checks will be conducted to insure no further violations come into existence and all portions of MIL 34 are complied with. A continuing month-by-month revision program for all pre-issue levels concerning B-47 aircraft was placed into effect.[38]

Unauthorized Cannibalization. Another item for which the 320th

36. Maintenance Instruction Letter 34, dated 12 January 1954. Exhibit H.
37. See 320th Bombardment Wing history for December 1953, exhibit C.
38. Reply to the Report of General Inspection. Exhibit C, Annex C, paragraph 4. a., b., and c.

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was criticized in the annual inspection report was the unauthorized cannibalization taking place among flight line maintenance functions. This has been remedied and cannibalization is now under rigid control.[39] The proper use of SAC Form 248 has been explained to all concerned personnel; the unauthorized procedures should not recur.

FACILITIES

Armament and Electronics Consolidation. By January eighteenth the long projected A & E consolidation move had been completed. The bomb-navigation unit was the first to move into the hangar designated for the project,[40] finishing their section transfer on the thirteenth. On successive days the maintenance supervision, gunlaying, weapons and release, radio, radar and status control, inspection and publications, camera, and auto-pilot units and flight line office moved into the spacious structure.

All moves were made with a minimum of upheaval.[41] Partitions were built by the wood shop[42] sectioning off each unit, and a loud speaker system was installed to insure that the status control personnel would be able to dispatch specialists quickly and efficiently.

After a certain amount of expected confusion during the first few days of operation, further hampered by a mass switch of telephone numbers under a new base-wide telephone change, the new flight line consolidation settled into a pattern of near normalcy. Maintenance supervision

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39. Ibid (paragraph 4.f.)
40. See 320th Bombardment Wing history for December 1953, Materiel chapter, subtitle: Maintenance (A & E Consolidation).
41. Quote from 320th A & E Squadron unit historical report.
42. See 320th Bombardment Wing history for December 1953, Materiel chapter, subtitle: Maintenance (Equipment Shortages).

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is now much closer to accomplishing its proper function. This span of closer control is expected to produce a marked increase in the overall efficiency of the A & E Squadron.

However the acme has not yet been reached. Major Eugene L. Hudson, A & E Squadron Commander, said:

> "In spite of the partial consolidation of the A & E Squadron, a real need still exists for the complete consolidation of the A & E organization in a building of its own. This should be a permanent building located on the flight line with all necessary power requirements and space available to house administrative, supply, and maintenance sections. Many manhours are still lost every day hauling men and equipment back and forth between the scattered squadron activities. Partial consolidation is certainly a step in the right direction, but it is still a country mile from a realization of an ideal A & E deployment of personnel and equipment. Some sober thought should be given to this problem. The austerity program notwithstanding, in the long run many thousands of dollars would be saved in manhours and increased efficiency by consolidating all A & E functions under one permanent roof."

Additional B-47 Dock. In an allout attempt to cut down the backlog of periodic inspections caused by the work hampering events of December,[43] an additional periodic maintenance dock was established. Although enough five level men are not available to man it, and it could not be supplied with the equipment normally used in dock type maintenance activities, its presence should enable the Periodic Maintenance Squadron to catch up on the backlog of work.

Dock Drain. As a time and labor saving device, an asphalt ridge was constructed between four PMS docks to facilitate washing the docks.

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43. Ibid. Personnel chapter, subtitle: Excessive Overtime

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Whereas previously all four docks had to be washed, now the water from the first dock drains and subsequently washes the other three in rotation.

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CHAPTER IV

OPERATIONS AND TRAINING

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TACTICAL OPERATIONS

The 320th Bombardment Wing participated in a series of missions evaluating an F-86D squadron from George AFB, Victorville, California, under simulated combat conditions, commencing on 27 January 1954. The last of these missions terminated 11 February.

Two KC-97s from the Air Refueling Squadron were involved in the first mission on the 27th. Each made three target runs at 25,000 feet, plane one flying from Bagdad Airfield, Arizona, over Barstow, California to the first target at the Sun Hill Ranch Airfield (Strike aircraft route Romeo)[44]. Phase two took this tanker from Big Sur, California over Lancaster and the target, George AFB (route Victor), and the third phase was flown on strike aircraft route Nectar from 33°23" North, 114°10" West to George. Enemy aircraft were encountered over all three targets.

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44. To simplify this report, the following list of strike aircraft routes flown under Operations Order 87-53 is included:
ROUTE NECTAR: From 33°23" North, 114°10" West, to George AFB
ROUTE OSCAR: From 33°28" North, 114°West to Cuddeback Lake, California
ROUTE PAPA: From 33°24" North, 113°45" West to Grey Butte Airfield
ROUTE QUEBEC: From Salome Airfield, Arizona, to Cuddeback Lake, California
ROUTE ROMEO: From Bagdad Airfield, Arizona, to Sun Hill Ranch Airfield by way of Barstow, California
ROUTE SIERRA: From 35°51" North, 113°30" West to Sun Hill Ranch Airfield
ROUTE TANGO: From 36°23" North, 113°50" West to El Mirage Airfield by way of Barstow
ROUTE UNION: From Mesquite, Nevada to George AFB by way of Baker, California
ROUTE VICTOR: From Big Sur, California, to George AFB by way of Lancaster, California
ROUTE WHISKEY: From Big Sur, California, to W. Tip of Harper's Lake by way of Delano and Inyokern Airfield, California
ROUTE EXTRA: From Salinas, California, to Grey Butte AFB by way of Bakersfield, California
ROUTE YANKEE: From Los Banos, California to Boran Peak
ROUTE ZULU: From Castle AFB, California, to Helendale Airfield.

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The second tanker flying this mission (the first involving the 320th but termed mission number seven in Operations Order 87-53) was not confronted by any defense fighters over its three target runs--Sierra, Whiskey, and Oscar.

Another day mission was flown on the 28th, taking two B-47s. Plane one zeroed in over El Mirage Airfield at 0815 at 36,000 (mach .74), then flew target routes Zulu (38,000--mach .81) and Quebec (39,000--mach .74). The sister plane was over George on route Union at 0830 hours, proceeding to targets Yankee and Sierra at approximate hour and fifteen minute intervals. Altitudes were 37,000 for the first two, 38,000 for the Sierra run, and mach of .74 for Phases I and II and .81 for Phase III.

A target time of 2000 hours over the Sun Hill Ranch Airfield (Sierra) started the first night mission on 30 January. Again two airplanes were involved, both B-47s. Aircraft one duplicated the Sierra altitude of 35,000 feet mach .74 over target Union, then flew at 38,000 mach .81 over target Yankee. The other B-47 hit Nectar (36,000--mach .74), Extra (36,000--mach .74) and Tango (37,000--mach .81).

The biggest concentration of aircraft came on 9 February when nine B-47s left for a day mission beginning at 0940. Divided into formations of five and four, the first Wing's first echelon flew a Union run for Phase I while their compatriots were hitting Quebec.[45] Phase II took

45. Altitudes were: Union--36,000 mach .74 and Quebec 37,500 mach .81.

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one group over target Victor, the other over Yankee, and Phase III found them flying in stepped down formation over targets Extra and Yankee respectively.[46]

A night flight by a pair of KC-97s concluded the 320th participation. Plane one's target time of 2015 over George AFB (route Nectar) was followed by sojourns to George by way of Big Sur and Lancaster (Victor) and Grey Butte (Papa). Plane two hit Sun Hill Ranch (Sierra) at 2000 and flew on to targets Extra and Tango.

Except for minor local communications procedures between the Wing and the Base message center, no difficulties were encountered.

INTELLIGENCE

Operational Intelligence. The first of the briefings outlined in December's history was conducted on 11 January, with emphasis placed on each topic and sub-topic as listed in that report. Previous information on hand regarding assigned targets gave briefing personnel an excellent opportunity to prepare route overlays, ROB, AOB, AAA locations and visual aids, which were quite helpful in making the briefings "very successful."

The limited space available for conducting these classified briefings caused difficulty for the target prediction team and operational intelligence personnel, who are forced to share use of the vault in routine, everyday duty.

46. Altitudes were: Victor 36,500 mach .81; Yankee 38,000 mach .74; Extra 37,000 mach .74 and Yankee 39,000 mach .74.

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New Use of 35mm Projector. The arrival of the 35mm film splicer necessary for editing and preparing O-15 film early in January[47] increased the valuability of that innovation. One of the 442d Bomb Squadron observers has undertaken the task of working with this, and spliced, edited and prepared three rolls of good film. The innovation has been a success, but the results thereof have not been overwhelming.

Target Intelligence. Basic radar deficiencies on the APS-23 sets have caused poor scope photography for radar runs. The scope presentation has been of poor quality as a result of inadequate power supply when in the track and bomb positions. Past emphasis has been placed upon increasing the training, and thereby the proficiency, of the observers, but the target intelligence people expect little or no material improvement until the power deficiencies have been overcome.

Of 29 specific RBS targets assigned, material for 21 was on hand at the end of January in the tactical squadrons. Target folders were complete for five. In order to expedite completion of the remaining folders by the first of March, assistant squadron observers were assisting the Wing Intelligence section in selecting the needed photography.

However, prediction plates are available for all the targets, although some are in need of repair.[48] The existing shortage of authorized photo interpretation has limited the capabilities of the prediction team in accomplishing the necessary repairs.

47. See 320th Bombardment Wing history for December 1953, Operations and Training chapter, subtitle: Intelligence
48. Ibid

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Combat Crew Intelligence Training. As usual, combat crew personnel received their regular amount of intelligence training. The highlight of January's lectures and film showings were actual gun camera film taken in Korea by USAF F-86s on sorties against Communist aircraft (including the MIG) and ground installations.

WING FLYING ACCOMPLISHMENTS

The following excerpt has been taken from the flying safety division of the Operations and Training section of the 320th Bombardment Wing reply to the Report of the General Inspection:

> "Even though maintenance capability was unable to meet operational requirements due to supply and test equipment shortages and lack of qualified personnel, flying time furnished is believed to have exceeded that flown by other units at similar stages of conversion to B-47 aircraft."

The 320th flew a total of 1616:45 hours of B-47 time and 501:05 hours in the KC-97s.[49] The average per plane time of each B-47 amounted to 36:14. A total of 307 B-47 and 94 KC-97 sorties were flown.

FLYING TRAINING

Combat Ready Status. Combat readiness date for the 320th has been set at 1 March 1954. Thirty-two crews are expected to be combat ready on or before that date. As of 31 January, gunnery and in-flight refueling training were on schedule, although bomb releases and visual bombing were behind their projected goal.

Air Refueling Training. According to the historian of the 320th Air

49. Flying Training Accomplishments. Exhibit I.

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Refueling Squadron, the following breakdown of KC-97 time was recorded:

Air Refueling Missions	297:10 hours
Instrument Checks	15:30
Long Range Navigation Missions	99:40
Pilot Proficiency Checks	34:05
Test Hops	27:05
Administrative Flights	32:25
TDY Trips	27:35
Weather Time	30:15
Night Time	155:30
Landings	144
Ground Controlled Approaches	89

Fourteen aborts were registered on KC-97 aircraft, only two of them air aborts. A low (40 PSI) torque and large oil leak on a number three engine aborted on takeoff, and another was stopped by a runaway turbo on the number four engine. Broken primer lines, engine nose section oil leaks, and hydraulic valve leaks were principal causes for the remaining aborts.

Wing Radar Runs. Two hundred and sixty-six radar RBS practice runs were accomplished in January, with a CEA of 3818 and CEP of 2185 recorded. Visual RBS practice runs totalled 28, with CEA 2113 and CEP 1275 attained. A CEA of 2395 and CEP of 1850 was reached on the 15 radar RBS record runs flown in January.[50]

Standardization Board. As of 25 January the Wing Standardization Board Aircraft Commander and one squadron standardization board aircraft commander were checked out as instructor pilots and were making standardization checks in compliance with existing regulations. The remaining

50. Compared with December's 258 RBS runs and 47 visual runs.

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two squadron standardization A/Cs are acquiring the time necessary to qualify themselves as instructors.

GROUND TRAINING

The shortage of properly trained personnel and lack of test equipment has thwarted proper ground and flying training, although a concentrated ground training program has been initiated and actively pursued through the past months in attempts to increase the potential of the Wing's maintenance personnel. Progress is limited however, for nothing can replace experienced personnel, and they are "just not to be had."

Air Refueling MTD Training. Probably the most successful ground training venture during January was the ARS MTD work. With attendance and co-operation at a premium, this detachment completed 1,654 hours of training during the 31-day period, consisting principally of in-flight refueling, electronics, and cruise control courses.

Scheduling Conflicts. Much valuable ground training was lost because of certain scheduling difficulties. Conflicting flying requirements, taking priority over MTD and other ground training work, have caused erratic attendance and even class cancellations. In order to make up requirements in "K" systems and synthetic trainer requirements, over-scheduling was necessary, causing more conflict.[51] In addition, special duty assignments such as Airdrome Officer, Assistant AO, Tower Officer, Officer of the Day, Wing and Squadron duty officer and "K" Acceptance

51. See 320th Bombardment Wing history for December, Operations and Training chapter, subtitle: Ground Training

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Officer took the time of commissioned personnel that otherwise could have been devoted to fulfilling ground training phases. The departure of the 22d Bomb Wing has almost doubled the 320th requirements for officer details.

MOBILITY

Mobility has suddenly become one of the most important and time consuming matters facing the 320th. A "thousand headed monster", it has made its presence known in every squadron, staff section and sub-agency in the Wing.

Physical preparations have become manifest. The crating, numbering, and painting of mobility boxes, the procurement and attempted procurement of those supplies deemed necessary for an overseas deployment, and the inspection and issuance of personal clothing and survival equipment have been points of concentration. Preparation of load lists in the individual sections, then compilation in the various squadrons have been completed or are in completion processes. Provisions have been made for everything from motor pool vehicles to expendable paper clips, depending on the duty section involved.

Master cargo lists have been prepared by the squadron mobility officers, itemizing the equipment by number, cube, weight, and phase by which they should be transported. The final shipping cargo had not yet been determined at the end of the month.

Personnel have been individually phased according to theirjob catagories. For instance, those officers, NCOs and airmen assigned a particular section have been divided into four phases, proper consideration

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having been devoted to the urgency of their arrival overseas, the maintenance of their ZI section after the first phases depart, and the anticipated workload on both sides of the Atlantic. Changes to the original list were pending a decision on whether or not all personnel, regardless of T/O strength vacancies, would be taken.

OBSERVER'S SECTION

> "The month of January marked the start of the SAC "K" Service Test. The observers of this squadron have entered this test with a general feeling of skepticism, especially those observers on combat ready crews. They had rather not "buy" a radar set which was pre-flighted by someone else, when they are to do "record" work. However, since it is a test they are co-operating." [52] [53]

SPECIAL WEAPONS

Deployment Surveys. Advance special weapons planning for a unit "strike" mission scheduled for mid-February took the Wing Special Weapons Officer and a 320th survey team on a tour of bases in the Eastern United States to determine installations capable of supporting the projected mission. Campbell AFB, Kentucky, Griffis AFB, New York, and Limestone AFB, Maine, were eventually selected.

A second survey team, including a special weapons officer, departed late in the month for overseas with prospective bases in mind for the forthcoming overseas deployment of the Wing.

Special Weapons Training. Combat crew training was continued with the objective of providing the Wing with combat ready crews, from the special weapons standpoint, by 1 February 1954. Forty-one crews completed

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52. Quote from Lt Wavel L Adams, 442d Bomb Squadron
53. For allied information see the December history of this Wing. The Observer's Section of the Operations and Training chapter covered the inauguration of this now-in-effect policy.

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the minimum training requirements by the end of the month to qualify for the combat ready special weapons status.[54] Both the 320th Armament and Electronics Maintenance Squadron and the 807th Air Base Group's Supply Squadron were considered combat ready in the atomic field by this Wing's special weapons officer.

FLYING SAFETY

B-47 Hood Flights. The poor forward visibility from the B-47 rear cockpit has made hood flights an extremely dangerous flying safety hazard.[55] Furthermore, the rear cockpits are not fully instrumented and effective instrument training cannot be accomplished by using a hood in this position. Manufacture of appropriate instrument hoods to enable these flights to be accomplished has started, and a firm policy in respect to instrument flying in the jet bombers was set down in compliance with Strategic Air Command desires.

Flying Safety Training. The survivor of a recent B-36 crash over the North Atlantic conducted a "very interesting"[56] talk on sea survival and the importance of good physical conditioning. For the benefit of the accident prevention people, he covered the details of the B-36 crash thoroughly.

Squadron flying safety meetings and lectures were continued for both rated and maintenance personnel. Topics stressed during January included: instrument procedures and ground checking of instruments; use of anti-stall

54. This was attained principally through the completion of eight hours of atomic operations schooling. The combat crews totalled 1016 hours of this training, and the A & E and Supply personnel registered 165 hours.
55. See Command chapter, subtitle: Wing Inspector
56. Wing Flying Safety section historical report.

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switches; care and use of drag chutes; techniques of go-around landings after the deployment of the drag chute; strange field landings; care of personal equipment; and pre-flight inspections.

COMMUNICATIONS

Base Switchboard Tie-ups. The shortage of off-base trunk telephone lines has, in the past, (noticeably December) caused delays in the contacting of key and important personnel during and immediately following alerts.[57] The installation of new switch board facilities at MAFB has deleted this problem.

New RBS Procedures. Voice communication procedures between aircraft and RBS sites was established in a standard operating procedure published 15 January.[58] It outlined the pilot's request for range clearance, aircraft true heading report while over the IP, and contact with the RBS station after each run.

GUNNERY

Fifteen air-to-air firing missions were performed during January, with nine expending the prescribed 75% of their ammunition for a total fireout percentage of 71.8%.[59] Six other missions were cancelled, four because of weather and the two others because of internal failures.

Two-fifths, or 40%, of the performed missions did not attain their 75% mark, an indication that proper pre-flight and adequate post-flight of the gunnery systems were not being performed.[60] To rectify this

57. This was commented on in the 15th Air Force General Inspection of the 320th Bombardment Wing, a copy of which is included in the December history (See Annex A, I. e.).
58. 320th Bombardment Wing SOP 100-56, dated 15 January 1954. Exhibit J.
59. 23,000 rounds of ammunition were loaded aboard the 21 planes; 12,929 were fired for a 55% expenditure of the ammo loaded.
60. Malfunctions were: gun charger leaks (2), gun charger improperly timed, cannon plug not connected to the gun charger, ammunition ejection

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situation the gunnery officer and NCOIC have prepared an "extensive"[61] re-training course on malfunction analysis and corrections for the A & E personnel whose responsibility it is to pre-flight, post-flight and repair the weapons. This course, to be administered early in February and probably continue through April, emphasizes gun charger pre-flight and operation, the "sore spot" in the Wing gunnery scene.

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chute jammed, and defective gun charger.

61. Quote Gunnery Section historical report.

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EXHIBITS

LIST OF EXHIBITS

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LIST OF EXHIBITS

Exhibit A	15th Air Force Regulation 20-4, dated 28 August 1953, subject: Mission, 12th Air Division and Assigned Combat Units. Only the extracts pertaining to the 320th are included.
Exhibit B	12th Air Division special orders 14, dated 20 January 1954. Paragraph 6 is excerpted, sending Colonel Carlton to the 320th.
Exhibit C	Reply to the Report of the General Inspection.
Exhibit D	Unit Leadership Effectiveness and Morale Ratings and Analysis for January 1954.
Exhibit E	Monthly Forecast and Analysis for January 1954.
Exhibit F	Roster of Key Personnel
Exhibit G	Photographs and description of the new circuit tester developed in the power plant branch to test J-47 engines before their installation.
Exhibit H	Maintenance Instruction Letter 34, dated 12 January 1954.
Exhibit I	Flying Training Accomplishments
Exhibit J	320th Bombardment Wing standard operating procedure 100-56, establishing a new RBS procedure.

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EXHIBIT "A"

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SAFETY FILM

15AFR 20-4
3 Pages
Page 1

REGULATION)
:
20-4)

HEADQUARTERS FIFTEENTH AIR FORCE
March Air Force Base, California
28 August 1953

E-X-T-R-A-C-T

ORGANIZATION - GENERAL

Mission - 12th Air Division and Assigned Combat Units

* * * * * * * * * * * * * * * * * *

c. The Commander, 320th Bombardment Wing, will:

(1) Man, train, and equip assigned units for the primary purpose of conducting long-range bombardment operations utilizing either atomic or conventional weapons, and the secondary purpose of conducting long-range reconnaissance operations.

(2) Develop and maintain the capability to engage in effective air refueling operations.

(3) Develop a mobility capability and train subordinate units to the degree required to permit overseas deployment and establishment of operations on short notice in any part of the world, as directed by higher headquarters.

(4) Support the Air Reserve and National Guard programs in accordance with instructions from higher headquarters.

(5) Be prepared to participate in disaster relief and other domestic emergencies.

(6) Perform such special missions as directed by higher headquarters.

* * * * * * * * * * * * * * * * * *

b. The Commanders of the 22d and 32 th Bombardment Wings are responsible for exercising command jurisdiction over, and conducting the operations and training of, assigned units in accordance with policies established by higher headquarters. In execution of these responsibilities, each wing commander performs the functions contained in SAC Reg 20-15.

BY ORDER OF THE COMMANDER:

C. A. HEIM
Colonel, USAF
Acting Chief of Staff

OFFICIAL:

JOHN M. CROSBY
Lt Col, USAF
Acting Adjutant

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EXHIBIT "B"

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HEADQUARTERS
12TH AIR DIVISION (SAC)
March Air Force Base
California

20 January 1954

SPECIAL ORDERS)
NUMBER 14) E X T R A C T

6. COL PAUL K CARLTON, 8693A, is rel fr asgmt w/Hq 807th AB Gp, this sta; asg Hq 320th Bomb Wg (M), this sta, RLAT Comdr NLT 20 Jan 54. PCA. No tvl involved. EDCSA: 25 Jan 54. AUTH: AFR 35-59.

BY ORDER OF THE COMMANDER:

/s/ MICHAEL J FITZGERALD
MICHAEL J FITZGERALD
Major, USAF
Adjutant

OFFICIAL:

/s/ JOHN J CONDE
JOHN J CONDE
2d Lt, USAF
Asst Adjutant

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EXHIBIT "C"

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IV. 320TH BOMBARDMENT WING

10. Operations and Training

a. Wing Director of Operations - Functional and organization charts have been reviewed and necessary standardization changes made. This will be a continuing subject for Wing Semi-Annual Inspections.

(1) Standardization Board - Squadron standardization crew aircraft commanders are rapidly acquiring necessary time to qualify as instructor pilots. As of 25 January 54 the Wing Standardization Board Commander and one (1) squadron standardization board aircraft commander were checked out as instructors and were engaged in standardization checks in accordance with SAC Regulation 51-4. By 15 March 54 the remaining two (2) squadron standardization aircraft commanders will have been checked out.

(a) No corrective action required.

(b) Noted. Two squadron standardization board aircraft commanders have not been checked as instructors. Reference par 10a(1) above.

(c) No corrective action required.

(2) Flying Safety Program - No corrective action required.

(3) Control Room - No corrective action required.

b. Operations and Training Staff - No corrective action required.

(1) Operational Planning - No corrective action required.

(2) War Planning - War plan operations orders have been completed and published.

(a) No corrective action required.

(3) Evacuation Planning - No corrective action required.

(a) A new dispersal base has been requested due to unsuitability of the presently assigned

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base for B-47 aircraft. Necessary revision and simplification of the 320th Bomb Wing Operations Order 10-53 will be accomplished within 15 days after receipt of approval or disapproval from Headquarters Fifteenth Air Force.

(b) No corrective action required.

(4) /CONFIDENTIAL/ Flying Training - No corrective action required.

(a) No corrective action required.

(b) No corrective action required.

(c) No corrective action required.

(d) No corrective action required.

(e) No corrective action required.

(f) Combat readiness date for the 320th Bomb Wing has been changed to 1 March 54 at which time 32 crews will be combat ready. Gunnery and in-flight refueling training are now on schedule, but bomb releases and visual bombing are still behind schedule. Major factors adversely affecting training progress are outlined in par 10b(4)(g) of basic report. In addition, no H-1 bomb dollies were available to this Wing during the month of December 53 and loading of practice bombs could not be accomplished. Bomb dollies have now been received and sufficient releases will be accomplished to qualify crews for combat readiness as scheduled.

(g) 1. Slippage was beyond the control of this Wing.

2. Even though maintenance capability was unable to meet operational requirements due to supply and test equipment shortages and lack of qualified personnel, flying time furnished is believed to have exceeded that flown by other units at similar stages of conversion to B-47 aircraft.

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3. Authority to convert all aircraft to the bombardment configuration was received in January 54. All aircraft will be converted by 10 March 54.

4. The shortage of properly trained personnel and lack of required test equipment has been repeatedly made known to higher headquarters through the medium of various reports submitted, however, no definite improvement has been experienced. A concerted training program has been actively pursued in an attempt to increase the maintenance potential of assigned personnel, and although definite progress has been made, no appreciable improvement in the situation can be realized until such time as additional experienced personnel are assigned.

(5) Ground Training - No corrective action required.

(a) A study has been initiated in the Wing concerning responsibilities for establishment of OJT requirements, conduct of training and staff supervision. A Wing regulation establishing specific responsibilities will be published by 1 March 54.

(6) Communications - No corrective action required.

(7) Intelligence - Inexperienced assigned personnel of Wing Intelligence Section are the newly assigned personnel. Losses to PCS and PCA have been heavy in the past for that Section. In the preceding six-months 85% turn-over of personnel made necessary the assignment of some inexperienced replacements. This weakness has been largely overcome by the recent assignment of qualified personnel together with increased emphasis on OJT.

(8) Gunnery - No corrective action required. Gunnery training is now ahead of the projected combat readiness dates for combat crews.

(9) Personal Equipment

(a) Job Analyses and Functional Charts are now available in the Personal Equipment Sections of the 441st and 442d Bombardment Squadrons.

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(b) URC-4 radio sets are on hand and now being issued to crews for each flight.

(c) Personal Equipment Specialists have been converted to survival field AFSC.

(10) Administration - Tactical Squadron Operations - Reference par 10a, above.

(a) Form 5 Section

* 1. Forms 1 now being maintained in accordance with par 5b, Sec IV, TO 00-20A-1.

* 2. Flying time now being maintained on Form 5 to nearest 5 minutes.

3. Due to the poor forward visibility from the rear cockpit of a B-47, it is considered extremely dangerous and an item of flying safety to utilize a hood or any obstruction to vision in the front cockpit for purposes of accomplishing hooded flights. The rear cockpit is not fully instrumented and effective instrument training cannot be accomplished by utilizing a hood in this position. Consequently, violation of the intent of AFR 60-2 and AFR 60-4 is considered justified. However, copies of the following messages from Headquarters Fifteenth Air Force were received 30 January 54: DOTF 23206; DOTF 23219. These messages establish a firm policy with respect to instrument flying in B-47 aircraft, and action is being taken to manufacture appropriate instrument hoods. March VFR Control and March GCA will be utilized to provide altitude separation for instrument training. Effective training in the rear seat will still be limited by lack of proper instrumentation. Installation of Omni Indicators should be expedited as rapidly as possible.

* 4. Conformance with SAC Reg 51-19 relative to certificates is complete as of 1 January 54.

* 5. All physical certificates are current as of 1 January 54.

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* 6. Operations Officer of 443d Bombardment Squadron now signing all Form 5's, and has been placed on orders.

NOTE: Items 1, 2, 4, 5 and 6 above will be specifically checked on all Wing Semi-Annual Inspections.

(11) Special Weapons Training - No corrective action required.

11. Personnel and Administration

a. 320th Bombardment Wing Director of Personnel - No corrective action required.

b. 320th Bombardment Wing Adjutant - Publication files are now being maintained in accordance with 15AFM 5-1. AF Form 91 (Publication Requirements Table) is being maintained on file and changes have been posted to indices as required by 15AFM 5-1. Posting is now up to date on all basic regulations. All missing publications have been requisitioned. A complete inventory has been made of all forms and all out-dated forms have been removed from file. A forms manager has been appointed and all proposed forms are coordinated with Base Forms Manager properly numbered, and filed.

c. 320th Bombardment Wing Comptroller - No corrective action required.

d. Inspector - 320th Bombardment Wing - No corrective action required.

e. Squadron Administration - All units have been instructed to insure that the duties and responsibilities of the First Sergeants conform with the requirements of AFM 35-1. A staff visit has been completed emphasizing the importance of this action to each unit, and to insure organizational and functional charts reflect appropriate assignment of responsibilities. This discrepancy is an outgrowth of a shortage, and high rate of turnover, of Adjutants and personnel type airmen. There is only one (1) fully qualified Squadron Adjutant presently assigned to the 320th Bombardment Wing. Personnel presently performing duty as Squadron Adjutants are becoming more familiar with their responsibilities and are absorbing many of the duties previously delegated to the First Sergeants. However, these officers are rated flying personnel and have themselves been absent approximately 50% of the time performing duty as aircraft crew members. The numerous responsibilities of a squadron commander require him to be away from his orderly room an average of 60% of normal duty hours. The only person left in the orderly room who

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cognizant of their responsibilities as outlined in 15AFL 400-2.

c. Unit Supply Examination - All supervisory supply personnel are continually being reminded of their responsibilities in maintaining supply proficiency. A proposed program is under study on establishing a Wing Supply School. The date this school will commence is dependent upon availability of qualified instructors and the tailoring of a workable curriculum.

d. Supply Unit - Corrective action on control of the 72-hour hand receipt program is contained in paragraph 12 above and paragraph 4f, Annex C.

e. Chief of Maintenance - Command attention is being given to all phases of maintenance. Special emphasis is being made in the weak areas reported hereon. Detailed corrective action is contained in paragraph 6, Annex C.

f. Maintenance Control and Sub-units

(1) The Maintenance Standardization Team - Corrective action contained in paragraph 7, Annex C.

(2) The Quality Control Unit - Corrective action contained in paragraph 8, Annex C.

(3) The Control Unit - Corrective action contained in paragraph 9, Annex C.

(4) The Aircraft Records Unit - Corrective action contained in paragraph 10, Annex C.

g. Flight Line Maintenance Engineering

(1) No corrective action required.

(2) At the time of the inspection tolerances had not been established for rejecting engines due to nicked rotor blades. During the inspection a letter dated 5 December 53 was received from AMC stating it was impossible to establish tolerances for damaged rotor blades. Quality Control inspectors have been thoroughly briefed on this matter and damaged rotor blades will be cause for engine change. The shortage of properly trained personnel in the Armament and Electronics Maintenance Squadron and lack of required test equipment has been repeatedly made known to higher headquarters through the medium of various reports submitted. Supply follow-up procedures as established by Strategic Air Command and Fifteenth

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Air Force has been followed; however, no definite improvement has been experienced. A concerted training program has been actively pursued in an attempt to increase the maintenance potential of assigned personnel, and although definite progress has been made, no appreciable improvement in the situation can be realized until such time as additional experienced personnel are assigned.

h. Periodic Maintenance - No corrective action required.

i. Field Maintenance - Corrective action contained in paragraph 12, Annex C.

j. Armament and Electronics - Note paragraph 12g(2) above and paragraph 13, Annex C.

k. Maintenance Examination - Corrective action contained in paragraph 7d, Annex C.

13. Security - 320th Bombardment Wing

a. Unit Security Officers

(1) During the period immediately prior to this inspection the 320th Bombardment Wing officer manning was exceptionally unstable due to requirements to send the majority of personnel on TDY to various training courses. This situation no longer exists and stability in assignment of security officers has been effected. This will make possible a more effective security program and closer compliance with requirements of SAC Letter 205-4 and SAC Regulation 205-11. This subject will be closely supervised by the Wing Security Officer and will be included in all future Semi-Annual Inspections.

(2) While average scores were only slightly below Fifteenth Air Force average at the time of this inspection it is believed that greater stability and additional emphasis will improve security officers' capabilities to a more satisfactory level. The Wing Security Officer will administer a similar type test on 1 March 54 to determine the effectiveness of this program.

b. Security Indoctrination - Granting of indoctrination clearances prior to starting Phase I indoctrination and final clearances

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prior to completion of Phase I indoctrination has been necessary due to the assignment of large numbers of airmen personnel during the period immediately prior to this inspection and the heavy workload which has been imposed upon this Wing in order to meet its combat-readiness date. Continuation of this policy is no longer necessary and Phase I security indoctrination is being provided all personnel prior to assignment to duty.

c. Security of Tactical Aircraft - It is believed that adequate security can be attained only by the use of a formal guard system incorporating armed guards at each aircraft with the sole duty of guarding that aircraft. Since personnel are not available for such duty, the only alternative is additional emphasis upon the system presently being utilized. The procedures presently prescribed are considered adequate, however, at the time of the inspection the new flight line security system establishing perimeter guards had been in effect only one month. Since this new system did not call for a formal exchange of responsibility for individual aircraft between the crew chiefs and Security Forces, a certain degree of laxity on the part of crew chiefs had developed. This situation has now been corrected and all maintenance personnel have been thoroughly indoctrinated in the fact that they are completely responsible for personnel allowed access to their aircraft. To maintain maximum security under the present system, continued emphasis will be placed upon enforcing the following policies:

Appearance before the Wing Commander or his Deputy by persons guilty of failure to discharge their security responsibilities.

Verbal or written reprimands will be administered in cases warranting such action.

In the case of gross and flagrant violations of security regulations and policies, action under the provisions of the Uniform Code of Military Justice will be instituted against persons responsible.

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ANNEX A

OPERATIONS

I. 320TH BOMBARDMENT WING

1. Flying Safety Program

a. SAC Form 105 is now being maintained in all cases. This item will be specifically checked on future Wing Semi-Annual Inspections.

b. Reference par 10b(10)(a)3, Section IV.

2. Evacuation Planning

a. Operations officers are now maintaining pilot's folders. This item will be checked on future Semi-Annual Inspections.

b. Removal of non-current publications and of duplicate charts will be made when Evacuation Plan is revised. Reference paragraph 10b(3)(a), Section IV of this report.

(1) Requisition of necessary let-down charts will be made when approval of new disposal base is received.

(2) Duplication of radio frequencies is deemed necessary as an aid for the aircraft commanders.

c. Emphasis will be placed on eliminating unnecessary pages and indorsing pilot's folder as much as possible when plan is rewritten.

(1) Note par c above.

d. All folders now have Forms 175 and necessary maps. Completeness of folders will be checked on future Semi-Annual Inspections and periodically by the Wing Combat Operations Section.

e. Delays have been caused primarily by shortage of off-base trunk telephone lines. This bottleneck has been relieved by the installation of new switch board facilities at March Air Force Base.

3. Flying Training

a. Noted.

b. Noted.

c. Noted.

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d. Noted.

e. Noted.

4. Intelligence

a. Organization and Personnel

(1) Two 2054's have been assigned to Squadron Intelligence functions. No additional 2044's have been assigned at Wing level.

(2) Noted. Overages have been eliminated.

(3) An OJT program for squadron airmen will be integrated into that of the Wing. Action will be taken by the Wing Intelligence Officer to eliminate gross misuse of Intelligence airmen in the 442d Bomb Squadron. A qualified 2054 and 20470 have been assigned.

(4) No corrective action required.

(5) The Wing Intelligence Officer now exercises direct functional, technical supervision over squadron Intelligence activities. All Intelligence personnel training will be conducted at Wing level to increase individual proficiency and to insure Intelligence activity standardization. Consideration will be given to consolidating all Intelligence activities at Wing level.

(6) EWP target materials are now filed in open folders which fit mobility crates. Additional boxes of appropriate size have been requisitioned for radar target folders.

b. Operational and Combat Intelligence - No corrective action required.

(1) /CONFIDENTIAL/ Action has been initiated. The estimated date of completion of the revised Wing SOP is 15 February 54.

(2) Interrogation forms are now being revised to reflect B-47 operational requirements. Estimated date of completion is 15 February 54.

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(3) /CONFIDENTIAL/ The current regulation is being revised to require regularly scheduled monthly briefings for the Commander and his Staff. Estimated date of completion is 15 February 54.

(4) Completion of Squadron War Room facilities will be expedited. One is now completed. Two are estimated to be complete by 1 March 54. Caution will be exercised to guard against security compromise and violation.

(5) As crews become combat ready and flying commitments are reduced, it is anticipated more time will be made available for intelligence training. Intelligence training for combat crews will be scheduled by unit Ground Training Officers. Additional intelligence training requirements will be accomplished during regularly scheduled target study.

(6) The P-2 program is currently up to date.

c. Target Intelligence - No corrective action required.

(1) Wing Regulation 95-1 will be revised and published by 15 February 54, and will specify Fifteenth Air Force Reconnaissance Technical Squadron as the action agency for film processing.

(2) Corrective action has been taken. Radar scope photography, showing radar bomb runs, is being forwarded to the Fifteenth Air Force Reconnaissance Technical Squadron.

(3) Scope presentation on the APS-23 radar set is of very poor quality as a result of inadequate power supply when in the track and bomb position. UR action has been taken. Emphasis has been placed on increasing observer proficiency and improving observer technique but no material improvement is expected until basic radar deficiencies have been overcome.

(4) This Headquarters has no record of receipt of subject letter. Requisition action has been taken and necessary action will immediately be taken upon receipt.

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(5) /CONFIDENTIAL/ All 100-inch photography has been returned to the Directorate of Intelligence Headquarters Fifteenth Air Force.

(6) Of 29 specific RBS targets assigned, target materials for 21 are now available in the Tactical Squadrons. Target folders are complete for five. Assistant squadron observers are now assisting this office in selecting photography to expedite completion of the additional folders by 1 March 54.

(7) No corrective action required.

(8) Prediction plates are complete for all available targets, however, some are in need of repair. The existing shortage of authorized photo interpreter limits the capability of the prediction team to accomplish these repairs. No estimated completion date can be given pending assignment of additional photo interpreters.

(9) Appropriate ground photography is now on hand. Additional photography will be requisitioned as required.

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ANNEX B

PERSONNEL

4. Squadron Administration, 320th Bomb Wing and 807th Air Base Group

a. Orderly Room Procedures

(1) All units have been instructed to properly utilize 15AF Form 146 in accordance with 15AFR 31-3. A staff visit has been completed emphasizing this subject and continued emphasis will be placed on this subject during Semi-Annual Inspections.

b. Military Pay

(1) The 320th Headquarters Squadron Section and 320th Air Refueling Squadron have obtained and are now utilizing SAC Form 199, Memorandum Pay Information Cards

c. Morning Reports

(1) The 441st Bombardment Squadron, 442d Bombardment Squadron, 443d Bombardment Squadron have discontinued producing an extra copy of the Morning Report for internal use. This item will be made a subject of future Semi-Annual Inspections.

(2) The 441st Bombardment Squadron and 443d Bombardment Squadron have posted all information appearing in the Morning Report to the Morning Report Card Files in accordance with par 9, SAC Reg 35-17, 21 Jul 52 as amended. Semi-Annual Inspections will include this subject in the future.

d. Publications

(1) Responsible personnel have been indoctrinated on the proper maintenance of publication files in accordance with 15AFM 5-1. This will be made a matter of special interest during future Semi-Annual Inspections conducted by the Wing Inspector's Office.

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(a) A copy of the AF Form 91 has now been put in file in the 441st Bombardment Squadron, 443d Bombardment Squadron, 320th Air Refueling Squadron and the 320th Field Maintenance Squadron.

(b) A file copy of the requisition has been put in the file as required in the Headquarters Squadron Section, 320th Bombardment Wing, 441st Bombardment Squadron, 442d Bombardment Squadron, 443d Bombardment Squadron, 320th Air Refueling Squadron and 320th Periodic Maintenance Squadron.

(c) Maintenance of publications files have been brought in line with the requirements of Fifteenth Air Force Manual 5-1. Physical inventory has been completed, new indices have been posted, rescinded publications have been withdrawn from the files in the Headquarters Squadron Section, 320th Bombardment Wing, 441st Bombardment Squadron, 442d Bombardment Squadron, and the 320th Armament and Electronics Maintenance Squadron.

e. Unit Mail Room - Work Orders were submitted by squadrons on the following dates:

441st Bomb Squadron	24 December 53
442nd Bomb Squadron	23 December 53
320th A & E Squadron	23 December 53

Notification of approval has been received from AIO on these projects but to date no actual work has been accomplished.

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ANNEX C

I. 320TH BOMBARDMENT WING

1. Director of Materiel - Personnel concerned have been made aware of their responsibilities on the reparable turn-in program. An SOP has been published, and rigid procedures have been established to assure that all hand receipts are cleared within the required time limit, and that adequate records of all turn-ins are maintained. A concerted effort is in effect to preclude delinquent hand receipts.

2. Wing Supply Section

a. Special emphasis will be made on the submission of publications requirements during the scheduled supply inspection to be conducted by this Wing. The importance of accurate submission of publications requirements is continually being stressed by the Director of Materiel's Office, and all personnel concerned have been instructed on proper procedures for submission of requirements on Publication Requirement Tables.

b. Organization follow-up on Base Supply back ordered items has been closely supervised by the Office of the Director of Materiel and will be of primary concern at all times. In some instances the Base Supply representative failed to put his initials and date on the face of the organization back order. This has been corrected.

3. Logistics Section - An officer has been assigned as Logistics Officer for this Wing and an airman has also been assigned, filling all vacancies in the Logistics Section. Close coordination is being maintained with Base Supply on the status of flyaway kits and flyaway kit engines. Frequent inspection of personnel rosters, loading plans and readiness of equipment is being made of all squadrons.

4. Supply Unit

a. Maintenance Instruction Letter No. 34 has been written, establishing a rigid accounting and control procedure for pre-issue items. Periodic spot checks will be made to insure compliance with procedures established. Copies of the pre-issue master list have been sent to each squadron for the radio vehicles.

b. A program is in effect to revise all pre-issue levels. This will be a continuing process for the B-47 aircraft as experience is gained through actual consumption data. Consumption records have been established in accordance with paragraph 53-D, SAC Manual 65-2. Separate

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pre-issue levels are established for each of the bomb wings assigned to this base due to the mobility requirements which would confuse the operation of the shops if they were consolidated. Although some shops of both wings are operating in the same physical location, they are being operated as separate shops, having their own personnel assigned, working under their own supervisors and utilizing their own equipment.

c. The procedure now being utilized for handling anticipated replacement component lists for time change items is in compliance with Section 7 of SAC Manual 65-2. This manual has just been received. Supply Unit personnel are now attending all pre-dock meetings.

d. Paragraph 40, SAC Manual 65-2 places the responsibility for monitoring bench stocks directly upon the maintenance officers; however, assistance is being rendered by personnel in the Supply Control Unit whenever necessary. The Supply Unit is establishing consumption data records in accordance with provisions of paragraph 42-B, SAC Manual 65-2. All activities maintaining bench stocks are in the process of tagging each separate bin to indicate the items contained therein, and the stock level authorized. The completion date will be contingent upon availability of bins. Listings are being submitted on all items in short supply to the Base Supply Officer for necessary follow-up action.

e. A tickler file has been established to assure that proper follow-up action is taken on all TOC requests for parts and kits at least every thirty days. A record of supply action on each request is being maintained.

f. Since the first of December, rigid control of cannibalization has been in effect. Prior to receipt of SAC Form 248, a copy of the form outlined in Second Air Force Manual 65-1 had been utilized. Personnel requesting cannibalization are required to submit SAC Form 248 in triplicate, with the Flight Line Maintenance Officer's signature. Forms are then hand-carried to Maintenance Control for the signature of the Chief of Maintenance and the Supply Liaison Officer. In the absence of the Chief of Maintenance, his assistant is authorized to sign these forms. Forms are filed by serial number of aircraft, by squadrons, in a separate file. As the parts are received for the cannibalized aircraft, the date of receipt is noted on the form and the work-copy is placed in a completed file. A third copy of the Form 248 is being furnished the Aircraft Records Unit to record parts change between aircraft. In addition to the third copy furnished the Aircraft Records Unit, that unit will sign the Supply Unit's file copy in the appropriate space to indicate action completed.

g. No corrective action required.

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5. Unit Supply Sections - Deficiencies noted in this paragraph of the report will be made a matter of special interest during inspections conducted by this office.

a. Strategic Air Command Letter 67-1 is now being complied with by all units. Some difficulty was experienced with Base Supply in that the Base Supply representative in some cases did not note the date and initial the face of the organization back order. This has been corrected. Special emphasis is being made on proper follow-up procedure.

b. Organizational files and records are now being maintained in accordance with Vol IV, AFM 67-1 by all units.

c. Accounting for expendable housekeeping supplies is now being accomplished by all units.

d. Plant Account property is now being accounted for as required by Vol IV, AFM 67-1.

e. All Supplement I items are now being carried by location, as required by AFM 67-1.

f. Annual inventories are now being correctly posted to AF Forms 90A.

g. Property is now being properly stored in accordance with Section 8, Vol IV, AFM 67-1.

h. Excess equipment has been turned in and old UPREALS have been closed out since the inspection. Deficiencies found during the Fifteenth Air Force Annual Inspection are a matter of special interest during inspections conducted by this office.

6. Chief of Maintenance - Positive command action will be given the following:

a. Flight Line Engineering Sections have been thoroughly briefed on the procedures to be followed in the control of aircraft spares. Semi-weekly checks are now being made by the Supply Liaison Unit of Maintenance Control to insure prompt return of aircraft parts to Base Supply. All aircraft spares have been returned to Base Supply.

b. Cannibalization is being controlled by the Chief of Maintenance. All maintenance personnel have been briefed on the proper procedures to follow on cannibalization of aircraft. Reference paragraph 4f of Annex C.

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c. The Air Force Form I, Part V's, are being brought up to date as qnickly as the present workload permits. This program will be completed by 28 February 54. When aircraft were received at this headquarters, the Form I, Part V for the engines were consolidated on both sides of each page. When an engine is changed, a new Part V is initiated by the Records Section of Maintenance Control and forwarded with the Air Force Form 60-B. A 320th Bomb Wing form similar to the Fifteenth Air Force Form 56 is being utilized in order to maintain a permanent, continuous record of all accessories changes. The line chiefs are required to check all parts of the Form I to insure accuracy and that proper entries are made. The Quality Control Section has been required to make daily spot checks of the aircraft Form I's and report their findings to the Chief of Maintenance for positive corrective action. The squadron commanders are being informed in all areas of deficiencies in maintaining aircraft records on the flight line.

d. The Forms 7's and 10's are now being properly maintained, and a daily cross-check is made to insure accuracy of subject forms. An additional 3270 (Armament and Electronics Supervisor) has been assigned for duty with the Control Unit to assist with the control of the Armament and Electronics personnel and insure that the Form 10's are properly maintained. A senior controller is supervising all entries in the Forms 7's and 10's.

e. The Quality Control Unit and the Maintenance Standardization Team are now being fully utilized by the Chief of Maintenance as management tools. The Maintenance Standardization Team is required to demonstrate quality maintenance to all personnel. The Quality Control Unit is now forwarding all inspection reports through the Chief of Maintenance for coordination.

f. Reference paragraph 12, Section IV.

7. Maintenance Standardization Team

a. The Maintenance Standardization Team is now keeping the Chief of Maintenance fully informed on all areas of deficiency as required by paragraph 21b(3), SAC Manual 66-12.

b. The Chief of Maintenance now requires that the Maintenance Standardization Team exploit all available sources for information relative to the performance of aircraft maintenance. Written reports are required on all investigations of areas of deficiency.

c. Two additional 43170 maintenance supervisors have been assigned to the Maintenance Standardization Team to assist in the

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evaluation program of maintenance personnel. In accordance with SAC Reg 66-22, this program has been given vigorous support by the Chief of Maintenance. The SAC Forms 135 are being properly maintained in each pertinent maintenance activity.

d. Formal training of maintenance personnel relative to the procedures of SAC Manual 66-12 is now being conducted in accordance with SAC Regulation 66-29. The Base MTD is conducting a twenty-hour course of instruction for maintenance personnel. This course was in existence at the time of the inspection and is considered adequate.

8. Quality Control Unit

a. Inspection reports are being processed in accordance with paragraph 29f(9), SAC Manual 66-12. Command action taken by the Chief of Maintenance and Unit Commander is now indicated on all inspection reports.

b. The flight test program is now being conducted as directed by paragraph 29e, SAC Manual 66-12. The Quality Control Officer personally briefs all flight test crews prior to test flight. A flight test officer is now assigned; however, he is not current in the type aircraft assigned this organization. It is planned to send subject officer to 1231B school in the near future. The three tactical squadrons and the Air Refueling Squadron have flight test crews assigned on Wing orders during the interim period.

c. A positive program has been developed and placed in operation to insure submission of unsatisfactory reports. A local form has been devised which will assist greatly in the submission of UR's. The Quality Control Unit prepares all UR's submitted by the 320th Bomb Wing.

9. Control Unit

a. At the time of the inspection, Reports and Analysis Section was fully manned, as outlined in SAC Manual 66-14; however, this authorization is considered inadequate. The 320th Bomb Wing submitted a table of organization change request on 30 November 53 for additional personnel to fully implement SAC Manual 66-14.

b. The SAC Forms 102, Daily Backlog Report, are now being distributed in accordance with paragraph 7, Section VII, SAC Manual 66-14. The Production Control Officer of the Maintenance Control Unit is closely monitoring this activity.

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c. Strategic Air Command Forms 7, Maintenance Status Records, are now being maintained in accordance with SAC Manual 66-13. All columns of subject form are being utilized. The Maintenance Control Officer is required to spot check these forms several times daily.

d. The Maintenance Control Unit is now vigorously controlling the specialist dispatch and all phases of Armament and Electronics maintenance. A 32170 supervisor initiates the request for all specialists and a control board shows their exact location at all times.

e. The monitoring and control of Field Maintenance and Armament and Electronics specialists is now being controlled by a positive dispatch system. This system insures adequate control of all specialists. (See d above).

f. Blocks of work order numbers are now issued to the Maintenance inspector on duty with the Reparable Processing Unit of Base Supply. These forms have also been given to the supervision section of Armament and Electronics.

g. Work code procedures as outlined in Section V, SAC Manual 66-14, are now being utilized. The Air Force Form 446 has been discontinued for use in processing reparables, and the Air Force Form 447 is now being used.

10. Aircraft Records Unit

a. The AF Form 1, Part V's are being brought up to date, anticipated date of completion is 28 February 54. Due to physical inventory of tech order status on all YRB-47B's at the time of inspection and a shortage of personnel, the daily workload was beyond the capabilities of assigned personnel. When aircraft were received at this Headquarters, the Form I, Part V for the engines were consolidated on both sides of each page. When an engine is shipped a new Part V is initiated by this unit and forwarded with the Air Force Form 60B. The AF Form 56 is being used as an interim measure until manpower is available to bring this unit up to operating strength. The Form 2, Part 2 is disposed of after six (6) months, the Form 56 is maintained to enable this unit to have a permanent continuous record of all accessory changes. A 320th Bomb Wing Form similar to the Fifteenth Air Force Form 56 is in the process of being initiated. An OIC has been assigned this section to insure positive corrective actions on the above.

b. Parts V, Air Force Form I, were received in a consolidated form on both sides of each page. It is necessary to prepare a new Part V

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when an engine is shipped. Reference paragraph 10 above.

c. A record sheet is now being used to record Quality Control inspections of aircraft records, in accordance with paragraph 44g(16), SAC Manual 66-12.

d. The missing records have been placed in the aircraft jacket files since the inspection. Subject records were on hand receipt to the crew chief at the time of inspection.

e. An inventory has been completed on all aircraft to determine the number of outstanding TO's. It was necessary to physically check all aircraft assigned since the aircraft records were in error upon receipt from the depot. The appropriate entries are being made on the Forms 60A's and 60B's and will be completed by 1 March 54. Since the inspection, AF Forms 60A and 60B have been corrected to reflect a true status of technical order compliance.

f. Upon the completion of the revision of Parts V, Air Force Forms I, the component replacement list furnished the Supply Unit will be correct. Reference paragraph 10a.

11. Flight Line Maintenance Engineering

a. All recoverable items have been turned in to Base Supply. Maintenance personnel have been briefed on the proper procedures and directives that govern aircraft spares. The OIC of Supply Liaison now makes semi-weekly checks to insure that proper procedures are strictly adhered to.

b. The metal containers for recoverable items have been turned in to Base Supply. (See 11a above).

c. Personnel on orders to operate ground power equipment have been re-indoctrinated in the provisions of SAC Letter 66-41 and TO 01-1-309. This will be a special subject for the Quality Control Inspector for the next sixty days.

d. AF Forms I are being thoroughly reviewed by the line and Flight Chiefs for accuracy. Weekly spot checks are being made by Quality Control to insure proper maintenance of the Form I's.

e. Cannibalization is being controlled by the Chief of Maintenance. Reference paragraph 4f, Annex C.

12. Field Maintenance

a. Paper work on reparables from Base Supply is being

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handled in accordance with SAC Manual 66-14. Quality Control will be required to spot check for compliance with 66-14.

b. A new list authorizing personnel to sign condition tags has been published and contains specimen signatures as required by paragraph 98h, SAC Manual 66-12. This subject has been discussed by the Field Maintenance Squadron Commander with all supervisory personnel to prevent its recurrence.

c. Concur in this finding. The building concerned is the property of Base Supply; necessary corrective action will have to be taken by that activity.

13. Armament and Electronics Squadron

a. The Armament and Electronics Maintenance activities have been consolidated. The maintenance supervision section and the specialist support activities have been consolidated in Hangar #8 on the flight line.

b. Command action has been taken as follows:

(1) See 13a above.

(2) A work order was submitted to AIO on 2 December 53 for installation of F-3 motor generator. Upon completion of installation, the inverter will be returned to Base Supply.

c. Cannibalization is being controlled by the Chief of Maintenance in accordance with SAC Manual 66-12. All maintenance personnel have been thoroughly briefed on procedures and directives governing cannibalization. Weekly spot checks of aircraft records are being made to check for unauthorized cannibalization.

d. A daily cross-check of the Form 10's is being accomplished by the control unit. All status changes are being accurately recorded. The Form 10's are being maintained in accordance with paragraph 7, Section I, SAC Manual 66-13. It is felt that this check will prevent this condition.

e. The quality of maintenance is a direct measurement of supervision which has been inadequate because of the widely dispersed line activities. The consolidation of the flight activities has greatly improved this condition.

f. Effective 6 January 53 a system was established between Maintenance Control and the Armament and Electronics Maintenance

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Supervision Section to insure that the Armament and Electronics activity becomes an integral part of the maintenance family. The activities of the Armament and Electronics Maintenance Squadron are being controlled and directed by the Control Unit. Maintenance Control has assumed its responsibilities as directed in SAC Manuals 66-12, 13, and 14.

g. Since the inspection, proper entries are being made in the Form I when Armament and Electronics equipment is installed or removed. A weekly spot check is being made by Maintenance Quality Control inspectors to insure strict compliance with existing regulations in maintaining the Form I. Cannibalization without authority has ceased and the Chief of Maintenance is controlling all cannibalization.

h. The K system test equipment is being maintained in accordance with TO 16-1-80. Records are being kept on all test equipment in the shops.

i. The following corrective action has been taken to comply with provisions of 2AF Manual 65-1:

(1) ANFE requests by Armament and Electronics Squadron are being processed by the Tactical Squadrons' 263 officers as directed in SAC Manual 65-2.

(2) Bench stock lists were requested in September 53. To date the replenishment lists have been received for all shops except Field Maintenance Radar. The present authorization levels are being reviewed and revised as consumption data dictates.

j. Equipment condition tags are being properly filled out. Letters of authorization were posted in 13 of the 15 shops affected at the time of inspection. They were posted in all shops as of 1 January 54. The squadron commander will make periodic checks to insure that lists are accurate.

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ANNEX D

SECURITY

I. 320TH BOMBARDMENT WING

1. Security of Tactical Aircraft - It is believed that adequate security can be attained only by the use of a formal guard system incorporating armed guards at each aircraft with the sole duty of guarding that aircraft. Since personnel are not available for such duty, the only alternative is additional emphasis upon the system presently being utilized. The procedures presently prescribed are considered adequate, however, at the time of the inspection the new flight line security system establishing perimeter guards had been in effect only one month. Since this new system did not call for a formal exchange of responsibility for individual aircraft between the crew chiefs and Security Forces, a certain degree of laxity on the part of crew chiefs had developed. This situation has now been corrected and all maintenance personnel have been thoroughly indoctrinated in the fact that they are completely responsible for personnel allowed access to their aircraft. To maintain maximum security under the present system, continued command emphasis will be placed upon enforcing the following policies:

Appearance before the Wing Commander or his Deputy by persons guilty of failure to discharge their security responsibilities.

Verbal or written reprimands will be administered in cases warranting such action.

In the case of gross and flagrant violations of security regulations and policies, action under the provisions of the Uniform Code of Military Justice will be instituted against persons responsible.

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EXHIBIT "D"

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KODAK SAFETY FILM

OFFICE OF THE COMPTROLLER
HEADQUARTERS 320TH BOMBARDMENT WING (M)
March Air Force Base
California

320 AC

SUBJECT: (Unclassified) Analysis of the Unit Leadership Effectiveness and Morale Ratings

TO: Commander
320th Bombardment Wing (M)
March Air Force Base
California

I. General

An analysis covering a three month period, November, December and January has been prepared by this office. The figures have been compiled and recorded under the provisions of 12th Air Division letter Subject: "Unit Leadership and Morale Rating" dated 1 February 1953. Ratings are based on a maximum of 950 points. January ratings are also based on a one month and a combination of November-December-January which is a three month moving average. The scores are based on a percentage of maximum points obtainable.

II. Analysis

WING HEADQUARTERS

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
November	84.3	84.3	18	17	6	7
December	76.3	80.6	21	12	8	7
January	83.5	81.1	8	13	2	6

441ST BOMBARDMENT SQUADRON (M)

The Scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
November	89.7	87.5	9	12	4	4
December	86.9	89.0	4	2	1	1
January	61.0	78.1	24	16	9	7

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

4428TH [illegible] SQUADRON (SL)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
November	89.5	72.8	11	28	5	9
December	82.2	75.8	9	18	5	9
January	75.6	85.1	15	10	6	4

4428 [illegible] SQUADRON (SL)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
November	81.5	85.5	20	14	8	6
December	82.3	81.4	8	11	4	6
January	92.8	86.6	2	6	1	1

3200TH [illegible] SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
November	90.9	85.8	4	13	2	5
December	82.2	86.2	12	7	7	4
January	78.2	83.8	13	9	4	3

3200TH [illegible] AND ELECTRONICS MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
November	81.8	89.2	19	9	7	3
December	84.3	86.5	7	5	3	3
January	80.7	82.3	11	12	3	5

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

320TH AIDE MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
November	93.3	90.3	2	7	1	2
December	85.9	87.8	5	4	2	2
January	75.3	84.3	16	8	7	2

320TH PERIODIC MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
November	73.5	79.1	27	22	9	8
December	83.1	77.3	10	16	6	8
January	77.7	78.1	14	17	5	8

320TH MEDICAL GROUP

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
November	90.0	96.7	6	1	3	1
December	71.1	86.1	22	8	9	5
January	74.2	76.2	22	19	8	9

III. Comments

The Wing one month overall average amounted to 86.1% for November, 82.0% for December and 77.7% for January. The Wing overall three month average amounted to 85.7% for November, 83.4% for December and 81.5% for January. Reenlistment Rate and NCO Membership are presently under study by base to be excluded from the system. The following is computed on a maximum of 770 points, Reenlistment 150 points and NCO Club Membership 30 have been excluded:

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Rating

III. Comments (Cont'd)

	Standing in Base	Standing in Wg
Sq Sq Sec	13	5
441st Bomb Sq	23	9
442d Bomb Sq	19	6
443d Bomb Sq	8	3
Air Refueling Sq	4	1
Field Maint Sq	11	4
Periodic Maint Sq	20	7
A & E Maint Sq	5	2
Medical Group	22	8

Other than the points lost on Reenlistment and NCO Club Membership a total of 1107.5 points were lost, 71.5% were attributable to the following offenses:

Offenses	Points Lost	% of Total
AWOL (5 offenses)	217.5	19.6%
Security Violations	220.0	19.9%
M/R Errors	189.0	17.1%
Moving Traffic Violations (22 offenses)	165.0	14.9%

There were 24 squadrons competing in the three month period.

JAMES F. [illegible]
Lt. Col., USAF
Comptroller

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LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM

AWARD SHEET FOR JANUARY 1954

12th AD Assigned Units	% of Possible Score	12th AD Tenants	% of Possible Score
First Place - HqSq Sec, 807th ABGp	88.84	523d AF Band	90.67
Second Place - 22d Med Gp	86.67		
Third Place - 443d Bomb Sq	86.60		

Greatest Improvement
807th Supply Sq — 16.37 percentage points improved

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	1		2		3		4		5		6		7		8		9	
UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM Page 7	510th Avn Sq		443d Bomb Sq		523d AF Band		1907-7 AACS Det		9th Wea Sq		March Flt Svs		Hq Sq Sec 807th ABG		Hq Sq 320th BWg		22d Med Gp	
CATEGORY	44		261		51		175		72		69		421		171		219	
Part I Disciplinary Offenses — PFD Str Pts Altd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations — 60		60		60		60		60		60		60		60	1	30		60
b. AWOL — 130		130		130		130		130		130		130		130		130		130
c. Serious Incidents — 90		90		90		90		90		90		90		90		90		90
d. Drunk and/or Disorderly — 60		60		60		60		60		60	2	0	1	60		60	1	48
e. Uniform Violations — 20		20	1	16		20		20		20		20		20		20	1	16
Part II Ground Safety																		
a. Minor Accidents (Other) — 20		20	1	20		20		20		20		20		20		20	1	18
b. Major Accidents (Other) — 50		50	1	33		50		50		50		50	1	33		50		50
Part III Veh Accident Prevention																		
a. Moving Traffic Violations — 50		50	5	10		50	2	20	2	5		50		50		50	2	25
b. Driving Drunk — 90		90		90		90		90		90		90		90		90	1	45
c. Major Accidents Vehicle — 50		50		50		50		50		50		50		50		50		50
d. Minor Accidents Vehicle — 20		20		20		20		20		20		20		20		20		20
Part IV Reenlistments — 150	D R	NR	D R	NR	D R	NR	D R	NR	D R	NR	D R	NR	D R	NR	D R	NR	D R	NR
a. Regular			1 1	150			4 2	90			2 2	150	1 0	15				
Part V NCO Mess — 30	E M		E M		E M		E M		E M		E M		E M		E M		E M	
a. Members NCO Mess	15 15	30	19 19	30	16 15	12	54 55	30	18 5	0	26 9	0	127 131	30	71 60	0	44 44	30
Part VI Administration																		
a. Delinquent MPC's — 60		60		60		60		60		60		NR		60	2	30		60
b. Morning Report Errors — 70		70	1	63	1	14		NR		NR		NR		70	2	28	5	14
% of Max Score (3 Mo. Avg.)		88.92		86.60		90.67		80.91		84.58		82.80		88.84		81.06		86.67
TOTAL POSSIBLE SCORE JANUARY		800		950		800		880		730		820		950		800		800
SCORE ERND		800		882		726		790		655		730		798		668		656
% OF MAX SCORE		100.00		92.84		90.75		89.77		89.73		89.02		84.00		83.50		82.00

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM PG 2		10 3933d RBS Sq			11 320th A&E Sq			12 807th Instl Sq			13 320th AR Sq			14 320th Pdc Maint			15 442d Bomb Sq			16 320th Fld Maint			17 807th Sup Sq			18 807th AF Sq		
CATEGORY	PTD Str	188			423			215			334			241			258			406			437			272		
Part I Disciplinary Offenses	Pts Altd	No	Points		No	Points		No	Points		No	Points		No	Points		No	Points		No	Points		No	Points		No	Points	
a. Security Violations	60		60		2	42		1	42		2	30		1	54		2	30		5	12		1	60			60	
b. AWOL	130		130			130		1	84.5			130			130		1	97.5			130		4	45.5		3	32.5	
c. Serious Incidents	90		90			90			90			90		1	50			90			90			90			90	
d. Drunk and/or Disorderly	60		60			60		2	18		1	60			60			60			60		1	60		2	24	
e. Uniform Violations	20		20		8	2		1	16		3	8		3	4		3	4			20			20			20	
Part II Ground Safety																												
a. Minor Accidents (Other)	20		20			20		2	8			20			20			20			20			20		3	6	
b. Major Accidents (Other)	50		50			50		1	33			50			50		3	0		1	33			30			50	
Part III Veh Accident Prevention																												
a. Moving Traffic Violations	50		50		2	45			50		1	50		3	20		3	20		6	15		3	35			50	
b. Driving Drunk	90		90			90			90			90			90			90			90		1	81			90	
c. Major Accidents Vehicle	50		50			50			50			50			50			50			50			50			50	
d. Minor Accidents Vehicle	20		20			20			20			20			20			20			20			20			20	
Part IV Reenlistments		D	R		D	R		D	R		D	R		D	R		D	R		D	R		D	R		D	R	
a. Regular	150	2	0	15	1	0	15			NR	2	0	15			NR			NR	3	0	15	3	0	15	3	1	60
Part V NCO Mess		E	M		E	M		E	M		E	M		E	M		E	M		E	M		E	M		E	M	
a. Members NCO Mess	30	23	21	3	73	75	30	39	44	30	94	74	0	30	35	30	26	16	0	65	77	30	129	129	30	65	62	15
Part VI Administration																												
a. Delinquent MPO's	60		60			60		2	36			60		3	30			60			60			60			60	
b. Morning Report Errors	70		NR		2	63			70			70		5	14		1	63			70		2	63		1	70	
% Of Max Score (3 Mo. Avg.)			89.66			82.28			76.45			83.77			78.11			83.08			84.26			66.39			71.89	
TOTAL POSSIBLE SCORE JANUARY			880			950			800			950			800			800			950			950			950	
SCORE ERND			718			767			637.5			743			622			604.5			715			699.5			697.5	
% OF MAX SCORE			81.59			80.74			79.69			78.21			77.75			75.56			75.26			73.63			73.42	

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM	PAGE 3	19 807th Fd Svs Sq		20 42d Air Rescue Sq		21 807th Oprs Sq		22 320th Med Gp		23 807th Mtr Vdh Sq		24 441st Bomb Sq		NR Det 1 22d Bomb Wg					
CATEGORY	PFD Str	297		151		549		108		144		258		337					
Part I Disciplinary Offenses	Pts Altd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60		60		60	2	54		60	2	12	3	12	2	30				
b. AWOL	130	3	32.5		130		130	2	19.5		130	2	45.5		130				
c. Serious Incidents	90	1	50		90		90		90		90		90	1	50				
d. Drunk and/or Disorderly	60	7	0	2	12	5	18		60	1	30	3	12	1	60				
e. Uniform Violations	20	1	18		20	6	4		20		20	4	2		20				
Part II Ground Safety																			
a. Minor Accidents (Other)	20	6	2		20	1	20		20		20	1	20	6	2				
b. Major Accidents (Other)	50		50		50		50		50	1	33		50	1	33				
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	1	50	1	35	6	20	1	25	1	35	1	50	1	50				
b. Driving Drunk	90		90		90		90		90		90		90	1	63				
c. Major Accidents Vehicle	50		50		50		50		50		50		50		50				
d. Minor Accidents Vehicle	20	1	16		20		20		20	2	2		20	2	8				
Part IV Reenlistments		D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R
a. Regular	150		NR	1	0 15	7	0 15	2	1 90	1	0 15	2	0 15	7	0 15				
Part V NCO Mess		E	M	E	M	E	M	E	M	E	M	E	M	E	M	E	M	E	M
a. Members NCO Mess	30	58	65 30	50	36 0	190	185 21	24	18 0	42	33 0	32	18 0		NR				
Part VI Administration																			
a. Delinquent NCO's	60		60	1	42	6	30		60		60		60		60				
b. Morning Report Errors	70		70		NR	3	56	5	7	4	14	1	63		NR				
% of Max Score (3 Mo. Avg.)			68.67		80.92		70.39		76.17		71.88		78.14		NR				
TOTAL POSSIBLE SCORE JANUARY			800		880		950		950		950		950		850				
SCORE BEND			578.5		634		668.		661.5		601		579.5		571				
% OF MAX SCORE			72.31		72.05		70.32		69.63		63.26		61.00		NR				

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EXHIBIT "E"

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CLASS: SECRET
AUTH : CO 320BW
DATE : 15 Feb 54
INITS:

320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

320 AC 15 February 1954

SUBJECT: (Secret) Monthly Analysis for January 1954 (RCS: 15-U2)

TO: Commander
Fifteenth Air Force
March Air Force Base
California
Attention: OCMA

SECTION I

FORECAST OF SAC MANAGEMENT CONTROL SYSTEM SCORES

Personnel	Max Score	Wing % Max Score January	Wing Score January	SAC MEW Avg Score December
1. Manning in Req Spec				
a. Officers	25	80	20.0	10.0
b. Airmen	45	10	4.5	18.0
2. AWOL Rate	30	100.0	30.0	30.0
3. Ground Safety	25	50	12.5	14.2
4. Reenlistment Rate	40	50	20.0	5.3
5. Personnel Records	15	100.0	15.0	14.5
6. MTD Utilization	20	97.4	19.5	19.4
	200	60.7%	121.5	98.4
Materiel				
1. Sorties Del as % of Required	60	55.9	35.6	57.8
2. Report of Surveys	40	100.0	40.0	34.7
3. Flyaway Kits	40	10.0	4.0	14.7
	140	56.8%	79.6	87.8
USCM & Flying Safety				
1. USCM	80	NR	NR	41.2
2. Flying Safety	40	30	12.0	32.0
	120	30%	12.0	59.5

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Operations	Max Score	Wing % Max Score January	Wing Score January	SAC MBW Avg Score December
1. Training Minimums				
a. Bombardment	150	22.8	34.2	67.1
b. Tanker	50	26.2	13.1	19.2
2. RBS Radar Bomb Acc	40	78.0	31.2	28.0
3. RBS Visual Bomb Acc	25	NR	NR	18.3
4. Night Cel Nav Prof	20	NR	NR	11.7
5. FCM Proficiency	40	NR	NR	NR
6. Cruise Control Prof	15	100.0	15.0	10.0
7. Camera Gunnery Prof	NA	NA	NA	NA
8. Air Refueling Prof				
a. Wet Hookups	20	100.0	20.0	20.0
b. Radar Rendezvous	20	90.0	18.0	18.7
9. Scored Crews				
a. Bombardment	40	NR	NR	36.0
b. Tanker	10	NR	NR	10.0
10. Combat Ready Crews				
a. Bombardment	40	5.0	2.0	18.7
b. Tanker	10	85.0	8.5	10.0
11. Physical Conditioning	20	10.0	2.0	10.0
	500	39.5%	144.0	232.2

SECTION II

1. Grand Total (Max Score 745)(357.1 points earned)

a. The Wing scored a total of 357.1 points (47.9%) of a possible 745 points. Comparative scoring for December 1953 and January 1954 is shown below:

CATEGORY	DECEMBER		JANUARY	
	Points	% of Total	Points	% of Total
Personnel	121.5	40.2%	121.5	34.0%
Materiel	73.3	24.3%	79.6	22.3%
Flying Safety	40.0	13.2%	12.0	3.4%
Operations	67.5	22.3%	144.0	40.3%
	302.3	100.0%	357.1	100.0%

b. The personnel section scored the same amount of points as last month. Officer manning increased five (5) points while airmen manning remained the same. Considerable points were lost in the Ground Safety category, but this loss was made up by the increase in score in Officer manning, Reenlistment Rate, and MTI Utilization.

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1. Grand Total (Cont'd)

c. A gain of 6.3 points was made in the Materiel category over last months score. A decrease in score was noted in the Sorties Delivered as a Percent of Required but was compensated by the attainment of maximum score in Reports of Survey. The reason for loss of points in the Sorties category is explained in the text.

d. The Wing experienced one (1) aircraft accident during the month of January. This category is rated on one months experience for January.

e. The Operations section scored a large increase in points over last months score. This is due to the rating of items not previously rated. SFS Visual Bombing was not rated because the Wing was not able to load bombs during the month of January. Night Celestial Navigation Proficiency will not be rated for the quarter by SAC directive.

PERSONNEL

1. Manning in Required Specialities

a. Officers (Max Score 25)(20.0 points earned)

(1) The status of Officer manning as of 31 December 1953 and 31 January 1954 was as follows:

	31 December 1953	31 January 1954
No. Officers Required	381	381
No. Officers Assigned	366	381
No. Officers "IRS"	336	353
Percent "IRS"	88.2%	92.6%
Score	15.0	20.0

(2) At the present time a critical shortage of Adjutants and Supply Officers exist within the Wing. The three (3) combat squadrons (441st, 442d and 443d) have combat crew members holding the position of Squadron Adjutant in addition to normal duties. The Field Maintenance Squadron has no adjutant assigned and the supply officer is committed PCS overseas with a reporting date of 24 March 1954. The Periodic Maintenance Squadron has no supply officer and the adjutant has assumed the supply account. He is scheduled to be discharged effective 3 June 1954. The A&E Maintenance Squadron has no adjutant assigned and the armament systems officer has assumed the duties of squadron adjutant. He is also urgently needed in armament systems to fill an authorized position. The need for supply officers and squadron adjutants becomes more critical with the impending TDY of the Wing.

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1. Manning in Required Specialities (Cont'd)

b. Airmen (Max Score 45)(4.5 points earned)

(1) The status of Airmen manning as of 31 December 1953 and 31 January 1954 was as follows:

	31 December 1953	31 January 1954
No. Airmen Required	1670	1670
No. Airmen Assigned	2087	2147
No. Airmen "IRS"	1224	1242
Percent "IRS"	73.3%	74.4%
Score	4.5	4.5

(2) Very little immediate increase in airmen MIRS can be expected. The January testing cycle in the 30, 32, 36, 42, 53, 55, 56, 58 and 85 career fields will raise the MIRS approximately three (3) percent when upgrading is completed during March. Projected input through March is primarily at the three (3) level and will not affect the MIRS.

2. AWOL Rate (Max Score 30)(30.0 points earned)

a. Computation covers one month period (January) Only:

	January 1954
No. AWOL's	5
AWOL Rate	2.0
Score	30.0

b. The Wing experienced five (5) AWOL's during the month of January 1954, two (2) in the 441st Bomb Sq, two (2) in the Medical Gp and one (1) in the 442d Bomb Sq. The Wing had an average Present for Duty Strength for the month of January of 2460.

3. Ground Safety (Max Score 25)(12.5 points earned)

a. Computation covers one month period (January) only:

	January
Accident Cost Index (one month)	.38
Ground Safety Index (one month)	8.93
Percent of Max Score	50%
Score	12.5

b. The Wing is scored on one months experience for the month of January 1954. The Wing experienced four (4) accidents during the month of January.

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4. Reenlistment Rate (Max Score 40)(20.0 points earned)

a. Computation covers one month (January) period only:

	January
Terminations Eligible to Reenlist	11
Number of Reenlistments	5
Reenlistment Rate	45.5%
Percent of Score	50
Score	20.0

5. Personnel Records (Max Score 15)(15.0 points earned)

a. The percent completeness of Officers and Airmen Personnel Records for the month of January 1954 is as follows:

	31 January
Percent Complete Officers Records	99.97%
Percent Complete Airmen Records	99.99%
Percent Max Score	100.0
Score	15.0

6. Mobile Training Detachment Utilization (Max Score 20)(19.5 pts earned)

a. Computation is based on one month (January) period only:

	January
Wing Required (B-47 & KC-97)	7000
B-47 Mech MTD	10369
B-47 Electronics MTD	1460
KC-97 MTD	1858

3500 + 1460 + 1858 = $\frac{6818}{7000}$ = 97.4% or 19.5 points.

MATERIEL

1. Sorties Delivered as a Percent of Required (Max Score 60)(35.6 pts earned)

a. The Wing had 275 B-47 sorties and 106 KC-97 sorties required for the month of January 1954. Maintenance delivered 268 B-47 sorties and 71 KC-97 sorties during the month of January 1954.

b. Computation is as follows:

$$\frac{\text{Sorties Required - B-47 - 275 + KC-97 - 106 = 381}}{\text{Sorties Delivered - B-47 - 268 + KC-97 - 71 = 339}} = 88.98\%$$

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1. Sorties Delivered as a Percent of Required (Cont'd)

b. 100.00% minus 88.98% = 11.02 x 4% = 44.08/100.00% minus 44.08 = 55.92% of score.

c. Low skill level in both A&E Maintenance personnel and flight line maintenance personnel is a definite limiting factor in maintenance capability of F-47 aircraft. Air Refueling Squadron did not meet its flying commitments for the month of January due to fourteen (14) engine changes caused by cracked nacelle sections.

2. Reports of Survey (Max Score 40)(40.0 points earned)

a. Computation covers one month (January) period only:

	# Surveys	Dollar Cost
January	8	$260.32

Average dollars per survey - $32.54

	Organization Population	
	Military EOM Asgd Strength	Civilian EOM Asgd Strength
January	2587	3

Reports of Survey per 1000 population $\frac{8}{2590}$ x 1000 = .31

b. An average cost of $32.54 per survey and the average of .31 surveys per 1000 population nets the Wing 100% of the score.

3. Flyaway Kits (Max Score 40)(4.0 points earned)

a. The percent completeness of the squadron Flyaway Kits as of 31 January 1954 was as follows:

441st Bomb Sq - 55.0%
442d Bomb Sq - 56.4%
443d Bomb Sq - 55.6%
320th AR Sq - 98.5%
265.5%

$\frac{265.5\%}{4}$ = 66.4% or 10% of the score.

b. The inventory of Squadron Flyaway Kits is not yet complete. The figures listed above are estimates of the percent completeness.

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UNIT SIMULATED COMBAT MISSION AND FLYING SAFETY

1. Unit Simulated Combat Mission (Max Score 80)(Not Rated)

2. Flying Safety (Max Score 40)(12.0 points earned)

a. Computation is based on one month (January) experience only.

b. During the month of January 1954 the Wing experienced one (1) accident for 2117 hours flown for a rate of 47.0 which nets the Wing 30% of the score.

OPERATIONS

1. Training Minimums (Max Score 200)

a. Bombardment (Max Score 150)(34.2 points earned)

(1) Computation covers one months experience (January) only.

Major Category	Max Score	# Items 3 months	# Items Scored (Jan)	% of Score	Score
Bombing	35	299	46	15.4%	5.4
Navigation	25	103	14	13.6%	3.4
Cruise Control	10	28	0	0.0%	0.0
Air Refuel & Radar Rendezvous	25	116	24	20.7%	5.2
Gunnery	10	19	4	21.1%	2.1
Atomic Weapons	10	110	99	90.0%	9.0
Misc. Items	15	243	27	11.1%	1.7
Flying Time	20	2775	1029	37.1%	7.4
	150			22.8%	34.2

The bombardment crews have accomplished 22.8% of the required training minimums. Theoretically the wing should accomplish 1/3 of the requirements each month of the training quarter. Also 1/3 of each major category should be accomplished each month. Although the wing did not accomplish 33.3% of the quarterly requirements during the 1st month of the training quarter it is felt that these deficiencies will be made up during the remaining two months of the quarter.

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1. Training Minimums (Cont'd)

b. Tanker (Max Score 50)(13.1 points earned)

(1) Computation covers one months experience (January) only.

Major Category	Max Score	# Items 3 Months	# Items Scored (Jan)	% of Score	Score
Nav Checkups & Radar Rendezvous	15	486	189	38.8%	5.8
Navigation	10	198	41	20.7%	1.0
Cruise Control	5	72	30	41.6%	4.2
Miscellaneous	10	310	65	20.9%	2.1
Flying Time	10	180	---	---	---
	50			26.2%	13.1

The tanker crews have accomplished 26.2% of the required training minimums. Although the Air Refueling Squadron did not accomplish 33.3% of the quarterly requirements during the 1st month of the training quarter it is felt that these shortages will be made up during the remaining two months of the quarter.

2. RBS Radar Bombing Accuracy (Max Score 40)(31.2 points earned)

a. Computation covers one month (January) period only.

	Wing	441st BS	442 BS	443d BS
Number of Runs	15	5	3	7
Proficiency Index	49.0	42.0	60.0	49.0
Score	31.2	25.6	40.0	31.2
CEL	2395	2030	1507	3037
CEP	1850	2000	1250	1850

3. RBS Visual Bombing Accuracy (Max Score 25)(Not Rated)

a. There were zero (0) record RBS Visual runs made by the Wing during the month of January 1954. This was a result of the shortage of H-1 bomb hoists during the month of January. No H-1 hoists were available until the last week in January when three (3) hoists were obtained.

4. Night Celestial Navigation Proficiency (Max Score 20)(Not Rated)

This item will not be rated in accordance with SAC message DOTRS 6267 dated 30 January 1954.

5. ECM Proficiency (Max Score 40)(Not Rated)

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320 .0
Subject: Monthly Analysis for January 1954

6. Cruise Control Proficiency (Max Score 15)(15.0 points earned)

a. Computation covers one month (January) period for the Air Refueling Squadron only. Bombardment Crews did not fly any missions in January.

	ARS
Number of Missions	20
Average # Errors	1.5
Percent of Score	100%
Score	15.0

7. Camera Gunnery (NA)

8. Air Refueling Proficiency (Max Score 40)

a. Wet Hookups (Max Score 20)(20 points earned)

(1) Computation covers one month (January) period only.

	Wing	441st	442d	443d	ARS
Number Wet Hookups Att	189	3	10	15	161
Number Wet Hookups Succ	187	3	10	15	159
Percent Successful	98.9%	100%	100%	100%	98.7%
Percent of Score	100%	100%	100%	100%	100%
Score	20.0	20.0	20.0	20.0	20.0

b. Radar Rendezvous (Max Score 20)(18.0 points earned)

(1) Computation covers one month (January) period only.

	Wing	441st	442d	443d	ARS
Number Radar Rend Att	43	-	3	2	38
Number Radar Rend Succ	39	-	3	1	35
Percent Successful	90.6%	-	100%	50%	92.1%
Percent of Score	90%	-	100%	10%	90%
Score	18.0	-	20.0	2.0	18.0

9. Scored Crews (Max Score 50)(Not Rated)

10. Combat Ready Crews (Max Score 50)

a. Bombardment Crews (Max Score 40)(2.0 points earned)

Number Combat Ready Crews Auth - 45
Number Combat Ready Crews Asgd - 14
Percent of Score - 5%
Score - 2.0

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320 AC
Subject: Monthly Analysis for January 1954

10. Combat Ready Crews (Cont'd)

b. Tanker Crews (Max Score 10) (8.5 points earned)

Number Combat Ready Crews Auth - 20
Number Combat Ready Crews Asgd - 19
Percent of Score - 85%
Score - 8.5

11. Physical Conditioning (Max Score 20)(2.0 points earned)

a. Computation covers one month (January) period only.

	Wing	441st	442d	443d	ARS
# Combat Crews Pers Asgd	323	45	45	53	180
# Comp req hours	2	2	0	0	0
% Comp req hours	.62%	4.4%	0%	0%	0%
Percent of Score	10%	10%	10%	10%	10%
Score	2.0	2.0	2.0	2.0	2.0

SECTION III

SOFT SPOTS

1. Negative.

SECTION IV

SPECIAL ANALYSIS

1. Negative

SECTION V

COMMANDERS REMARKS

1. See Wing Commander's Remarks submitted on Air Training Reports for 320th Bombardment Wing (RCS: 6-SAC-T12A) and 320th Air Refueling Squadron (RCS: 4-SAC-T12).

Loran D. Briggs
LORAN D. BRIGGS
Colonel, USAF
Commander

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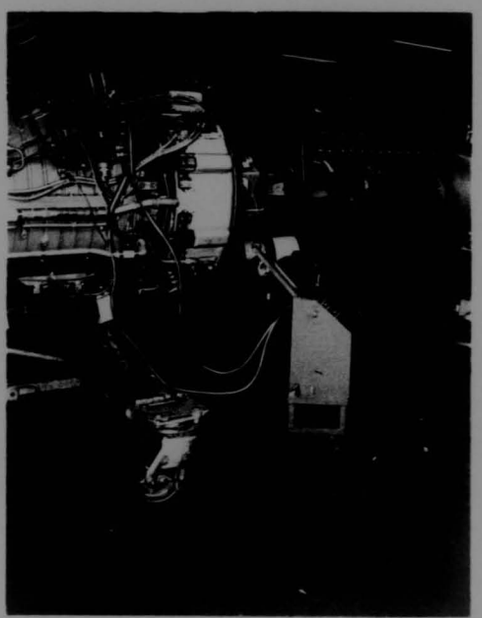

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PORTABLE CIRCUIT TESTER

The inclosed photos show a portable circuit tester designed and built by S/sgt Bobby L. Lange, AF 19 320 777 of Power Plant Branch. This tester permits the mechanics not skilled in electricity to test circuits on the J-47 engine prior to engine installation and added feature of this tester is the inspection light for use in inspection of compressor section.

This tester eliminates a skilled electrician from duty in the Power Plant Branch. Prevents the installation of a partially inoperative engine on the aircraft.

The estimated cost of this tester was $35.00 and requires 10 man-hours to build.

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ROSTER OF KEY PERSONNEL

Commander:
Colonel Loran D. Briggs

Deputy Commander:
Colonel Ernest C. Eddy

Adjutant:
First Lieutenant Ben G. Prigmore

Inspector:
Major Frederick W. Grindle Jr.

Comptroller:
Lieutenant Colonel James R. Irish

Director of Personnel:
Lieutenant Colonel Kieth A. Whitaker

Director of Materiel:
Lieutenant Colonel Clark A. Tate

Director of Operations:
Colonel Paul K. Carlton

Commander, Headquarters Squadron Section:
First Lieutenant Ben G. Prigmore

Commander, 320th Air Refueling Squadron:
Lieutenant Colonel Russell F. Ireland

Commander, 320th Field Maintenance Squadron:
Major Thomas A. Wacht

Commander, 320th A & E Maintenance Squadron:
Major Eugene L. Hudson

Commander, 320th Periodic Maintenance Squadron:
Major Robert J. Dunn Jr.

Commander, 441st Bombardment Squadron:
Lieutenant Colonel David S. Pallister

Commander, 442d Bombardment Squadron:
Lieutenant Colonel William A. Martin

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Commander, 443d Bombardment Squadron:
Lieutenant Colonel William J. Would

Commander, 320th Medical Group:
Lieutenant Colonel Charles Englehart

Security Officer:
Major Wagner W. Dick

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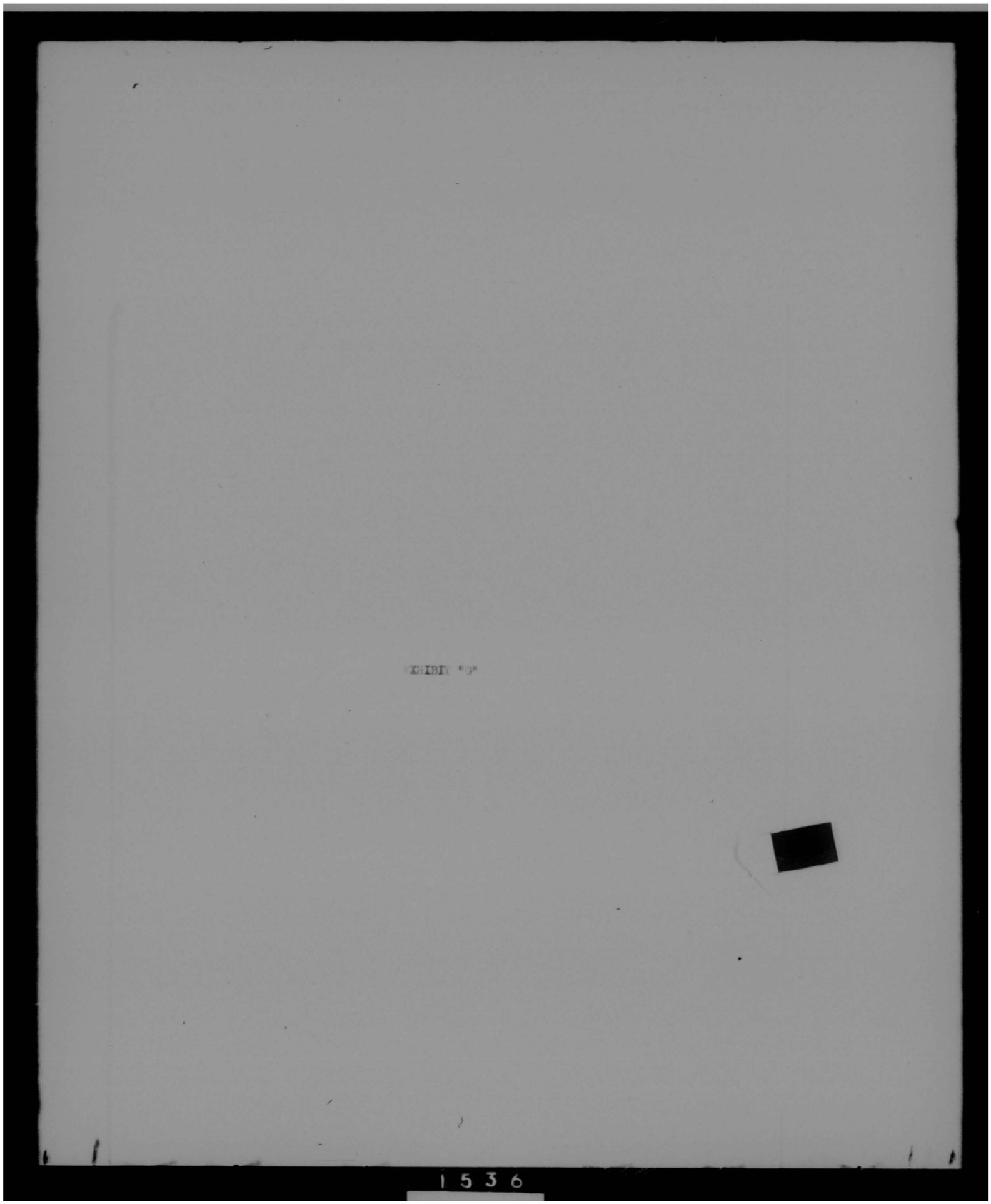

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This tester eliminates a skilled electrician from duty in the Power Plant Branch. Prevent the installation of a partially inoperative engine on the aircraft.

The estimated cost of this tester was $3.00 and requires 10 man-hours to build.

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HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM, JET MIL # 34
March Air Force Base
California

MAINTENANCE INSTRUCTION LETTER) 12 January 1954
NUMBER - - - - - - - - - - - 34)

SPARE PARTS ON PRE-ISSUE LEVEL

1. PURPOSE: To establish procedures for the control and handling of recoverable spare parts within maintenance activities under the pre-issue concept as established by Section IV, SAC Manual 65-2.

2. SCOPE: This directive is applicable to all organizations maintaining aircraft, 320th Field Maintenance Squadron and 320th Armament and Electronics Maintenance Squadron.

3. DEFINITIONS: Pre-issue spare parts are recoverable parts that:

a. Have a consumption rate of at least five per week.

b. Require maintenance bench check prior to installation.

c. Normally can be bench checked and/or repaired within the wing activities.

d. Because of their bulk there is normally a delay in the service unit being able to deliver them to the aircraft.

4. GENERAL: A seven (7) day working level of pre-issue items will be issued from Base Supply to the appropriate shop in the 320th Field Maintenance and Armament and Electronics Maintenance Squadrons on an AF Form 446. These items will be maintained in the applicable shop and will normally be issued on a like item exchange basis. On those items on which bench check is possible, exchange will be made only after bench check proves the item to be repairable. If the item can be repaired locally, it will be retained within the sop and repaired as expeditiously as possible. If the item cannot be repaired on the base, the AF Form 50D (Reparable Parts Tag) will be stamped "Not Reparable this Base" and the part will be held for exchange for a serviceable part from the service unit. A replacement requirest will immediately be made to the Service Unit for a replacement as soon as it is determined that the item cannot be repaired locally. In the event a not-in-stock condition prevents immediate delivery of a serviceable item by the Service unit, the reparable item will not be held but will be turned over to the reparable pick-up driver in exchange for a credit slip which will be surrendered upon delivery of the serviceable item.

5. PROCEDURES:

a. Establishment of levels:

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SAFETY FILM

(1) Recommended list of items to be included on the pre-issue master list will be submitted to the Maintenance Control Supply Officer by the Field Maintenance and Armament and Electronics Maintenance Officers using the following criteria as a guide:

(a) Large, bulky, slow-moving items that are easier to maintain within the shop than in bulk or open storage in base supply. For example, one complete set of KC-97 control surfaces.

(b) Items that are more easily removed and repaired in the shops than repaired on the aircraft. For example, air refueling booms. The greater proportion of equipment maintained by the Armament and Electronics shops will fall within this category.

(c) All items that do not fall within the categories as outlined in (a) and (b) above will not be five or more per week. In no case will the quantity requested to be in excess of the seven day exchange rate.

(2) A master list of pre-issue items will be published by the Maintenance Control Supply Officer after the listing and levels have been approved by both the Maintenance Control Supply Officer and the Base Supply Officer. The master list will be co-signed by both the Maintenance Control Supply Officer and the Base Supply Officer.

b. Requisitioning and Issue Procedure;

(1) Requisitioning of initial levels will be in accordance with paragraph 5a (2) (x) 1, Section 5, Volume II, AF Manual 67-1. A statement will be placed in the basis or authority block on the AF Form 446, Issue Slip, indicating that accountability is terminated in accordance with the provisions of paragraph 21, SAC Manual 65-2. It is the responsibility of the Field Maintenance and Armament and Electronics, Material Control Section, to requisition the pre-issue levels.

(2) Requisitioning pre-issue replacements:

(A) When it is determined that a pre-issue item cannot be locally repaired, a request for a replacement item will be called in to the supply controller in the supply unit by the shop responsible for the pre-issue item. When requesting the item the person ordering it will state that it is a pre-issue replacement. The service unit will

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deliver a serviceable replacement to the shop requesting it where a direct exchange will be made. In the event the requesting item is not in stock, the reparable part will not be held until a serviceable item is received. Instead, it will be turned in for a credit hand receipt, which will be exchanged for the serviceable item when it is received.

(b) When an aircraft requires a pre-issue item and none are available in the shop, the shop will order the item through the supply comtroller, stating that the pre-issue level is exhausted and give the squadron and aircraft number that requires the part. The crew chief will immediately be notified of the control number that the item was ordered on so that the proper aircraft form entries can be made. The crew chief will turn his old part in to the shop in exchange for a credit hand receipt, which will be exchanged for the serviceable item when it is received.

c. Repair Production:

(1) When the required parts are available within the shop to repair a pre-issue item, the item will be repaired as quickly as possible and returned to the serviceable pre-issue level. In the event the required parts are not available a work stop-page request will be submitted to Base Supply for them. If the parts are not in stock, the pre-issue item will be turned in to base supply for a replacement. The AF Form 50-D, Reparable or Requisition for Re-work tag, will be stamped "Reparable This Station" and completed in accordance with SAC Manual 65-2. After the item has been turned in, Base Supply will route it back to the shop on work order, and it will be repaired when the parts are received.

Normally, pre-issue items on work order will notbe held in the shop in a reparable status longer than thirty (30)days. An exception to this occurs when no supply action has been received on the parts needed for repair, in which case the reparable item will be held until definite supply action is received on those from base supply. If the supply action indicated that the repair parts will be available in a reasonable period of time, the item will be held until they arrive. If the supply action indicates that the parts will not be available, the item will be turned in to base supply for shipment off base.

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d. Control Procedure:

(1) Although accountability has been dropped by Base Supply for pre-issue items, it has been picked up by the organizations that the items were issued to. In view of this transfer of accountability, strict inventory and control in mandatory. A record card will be established for each item. This card will have the base supply voucher number recorded on it for all initial issues. When reducing levels or closing out levels, this voucher number will be referenced in the appropriate block on the AF Form 447, Turn-In slip. This is necessary for base supply to properly credit the items turned in. In addition to the voucher number the following information will be maintained on the card:

(a) Stock number and nomenclature.

(b) Quantity authorized.

(c) Quantity requisitioned with control number.

(d) Quantity on hand.

(e) A complete record of transactions showing dates of all issues and/or turn-ins. This record of transactions must be accurate and complete at all times.

(2) The Field Maintenance and Armament and Electronics Maintenance Officers are responsible for establishing the necessary control procedures and are also responsible for adjusting any discrepancies that may arise, by turning in any excesses, submitting reports of survey for any shortages, etc. A complete inventory will be made at least every 90 days with a report submitted to the Maintenance Control Supply Officer. Forms for this report will be forwarded to the applicable squadrons as inventory is required for the various classes. This inventory will normally be made on the same schedule required for base supply class inventories.

6. REFERENCES:

SAC Manual 65-2
AF Manual 67-1
AF Regulation 67-10

/s/WILBUR GOFF
WILBUR GOFF
Major, USAF
Chief of Maintenance

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FLYING TRAINING ACCOMPLISHMENTS

	KC-97	B-47
Total Flying Time	501:05	1616:45
Number Sorties	94	307
Number Practice Bombs	0	0
Number Scored Bombs	0	0
Radar Gross Errors	0	2
Radar Attacks (Camera Scored)	0	25
Radar Record Runs	0	15
Malfunction Runs	0	88
Visual Gross Errors	0	0
Visual Record Runs	0	0
Visual Attacks (Camera Scored)	0	0
Night Celestial Legs (quality)	12	5
Night Celestial Legs (quantity)	0	74
Day Celestial Legs	20	77
Grid Legs	0	0
Number of Lorans	0	0
Other Navigation Legs	10	132
Maximum Load Missions	0	0
Number Rounds Fired (A/A., A/G)	0	12,929
Number Scored Attacks	0	0
Hours Formation 3-8 Aircraft	0	68:00
Hours Formation 9 or more Aircraft	0	0
Formation Releases	0	0
Formation Assemblies	0	17
Longe Range Cruise Control (Sup)	10	0
Longe Range Cruise Control (Unsup)	10	0
Record Runs ADC	0	0
Record Runs SAC Simulators	0	0
Spot Jammings ADC	0	0
Number Pilot Proficiency Missions	2	21
Hours Depressurized Flying	2:00	120:00
Number GCA's	82	446
Number Maximum Weight Take-offs	0	0
Number Dry Hook-ups	783	713
Number Wet Hook-ups	159	129
Number of Rendezvous	35	12

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HEADQUARTERS 320TH BOMBARDMENT WING (H) Wg SOP 100-56
March Air Force Base 1-5
California

320 BOG 15 January 1954

STANDING OPERATING PROCEDURE)

NUMBER 100-56)

COMMUNICATIONS

RBS PROCEDURES

1. PURPOSE: To establish a uniform and standard procedure for communicating with RBS sites and to furnish aircraft commanders with a format of information required such sites.

2. REFERENCE: SAC Reg. 50-4 dated 14 Oct 53, subject, Radar Bomb Scoring Operations and Supplement I, SAC Reg. 50-4, dated 17 Sep 53, Encoding Procedures.

3. SCOPE: The provisions of this SOP are applicable to all tactical organizations of this command when engaging in RBS training.

4. SECURITY: The transmissions of any of the code designators (listed in par. 5 below) together with their clear text meaning constitutes a security violation.

5. PROCEDURE: Voice communication between aircraft and the RBS site will be established on one of the frequencies listed in paragraph 6h, in the order of priority assigned therein.

a. Upon establishing communication, the pilot will request range clearance, giving the following information encoded, in the order shown:

(1) Call sign of the RBS site.

(2) Aircraft call sign, in accordance with current instructions on the additive call sign system, prefixed by "AIR FORCE JET".

(3) Altitude, altimeter setting (MSL), and present position with respect to the RBS site.

(4) **Wing number. (Wing number assigned to the 320th Bomb Wing is "E5".)

*This SOP Supersedes Wg SOP 100-56 dtd 15 Apr 52.

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(5) **Aircraft type. (Designator for B-47 and RB-47 is "U" Union.

(6) **Type Bombing Equipment.

(A) K-system with operative optics designator is "Four" (4).

(B) K-system with inoperative and covered optics is "One-Zero" (10).

(C) K-system with operative optics and large scope is "One One" (11).

(D) K-system with inoperative or covered optics and large scope "One Two" (12).

(7) Classification of Run.

Synchronous (Optical Direct)	0
Radar (Optical)	1
Fixed Angle (Radar)	2
Coordinated (Radar)	3
Synchronous (Radar Direct)	4
Synchronous (Radar Offset)	5
Coordinated (Optical)	6
Fixed Angle (Optical)	7
Other Radar	8
Synchronous (Radar direct with offset ch)	9
Synchronous (Optical offset)	A
"G. I Run"	B
Other Visual	C

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(8) Type of release signal to be used; i.e., voice, manual tone, or automatic.

(9) Crew number (in accordance with SAC Reg. 50-5).

(10) Run number type run to be accomplished. Also advise the RBS site of total number of runs intended.

(11) Target designation and IP desired.

(12) Altitude desired for run (MSL or pressure whichever applicable according to type mission).

(13) Type of aircraft control, manual or autopilot.

(14) The name and AFSN (omitting A or AO) of the observers.

(15) Indicate whether or not bombs are carried. If carried, assure safety check list has been completed.

**This portion of the message to be encoded in accordance with SAC Reg. 50-4.

EXAMPLE MESSAGE:

SAN FRANCISCO BOMB PLOT THIS IS AIR FORCE JET ONE TWO THREE FOUR AT THREE FIVE THOUSAND FEET MSL ALTIMETER SETTING THREE ZERO POINT ZERO ZERO MSL EIGHT ZERO MILES SOUTH OF YOUR SITE HEADING THREE THREE ZERO DEGREES TO SAN JOSE ECHO FIVE UNION FOUR SYNCHRONOUS RADAR DIRECT AUTOMATIC TONE CREW NUMBER NECTAR FOUR FIVE BRAVO RUN NUMBER ONE RADAR RECORD RUN INTEND TO MAKE THREE RUNS THIS RUN ON TARGET BRAVO IP SAN JOSE ALTITUDE THREE FIVE THOUSAND FEET TRUE AUTO PILOT OBSERVER JONES (Spelled out phonetically if necessary) INITIALS J P SERIAL ONE THREE ONE FIVE EIGHT NINE ZERO BOMBS CARRIED SAFETY CHECK COMPLETED, OVER_____

b. After receiving clearance the aircraft will proceed on the run and will report when over the IP giving aircraft true heading.

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c. The tone signal will start approximately 20 seconds before bomb release. After bomb release is indicated by a break in the tone signal, "Bombs Away" will be transmitted by voice to confirm the break at release point.

d. Upon completing each run, the pilot will contact the RBS station, stating his desire to make another (giving IP and target destination), or that he is leaving the range. A seperate and additional clearance for the run must be obtained before the aircraft leaves the IP on each run.

6. GENERAL:

a. To aid Air Force Route Traffic Control stations in expediting clearances for flights to and from RBS ranges, each SAC unit scheduling RBS flights (IFR or VFR) will assign a nickname to such flights whether a single aircraft or a mass flight. Nicknames will be entered in the remarks section of DD Form 175, Aircraft Clearance, and will be used on all transmissions to Air Route Traffic Control stations. For utilization of nicknames, see paragraph 9, AFR 205-25, 18 Jan 51. EXAMPLE: Kansas City radio this is Air Force "Blue Boy" 1234; request clearance at 28,000 feet MSL all quadrants of Kansas City RBS for 2 hours.

b. Frequencies to be used with RBS sites are as follows:

Detachment	Site	Pri-Chan	Sec-Chan
20	Birmingham	9	16
16	Charlotte	5	9
1	Dallas	5	16
33	Denver(Amarillo,Texas)	16	5
24	Fort Worth (San Antonio)	9	16
6	Houston	16	9
7	Kansas City	5	9
25	Little Rock	16	9
8	Los Angeles	5	16
2	Oklahoma City	9	5
14	Phoenix	9	5
28	Richmond	16	9
12	Sacramento	16	5
13	San Francisco	9	5
15	Spokane	5	16
21	Tampa (Jacksonville)	16	9
4	Mobile Units	5	9

(1) UHF Channel Assignments:

Channel	Frequency
5	258.2mcs
9	384.6mcs
16	356.8mcs

(2) High Frequency in event of VHF failure - 4270kcs.

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7. RESPONSIBILITY: It shall be the responsibility of the aircraft commander to insure that the provisions of this SOP are carried out.

BY ORDER OF THE COMMANDER:

OFFICIAL:

BEN G. PRIGMORE
1st Lt, USAF
Adjutant

BEN G. PRIGMORE
1st Lt, USAF
Adjutant

DISTRIBUTION: 2 per sqdn (3 Bm Sq, & Air Rflg Sq)
1 to 320th Bm Wg Maintenance Control Section
1 to 320th Bm Wg Control Room
2 to DO 320th Bm Wg

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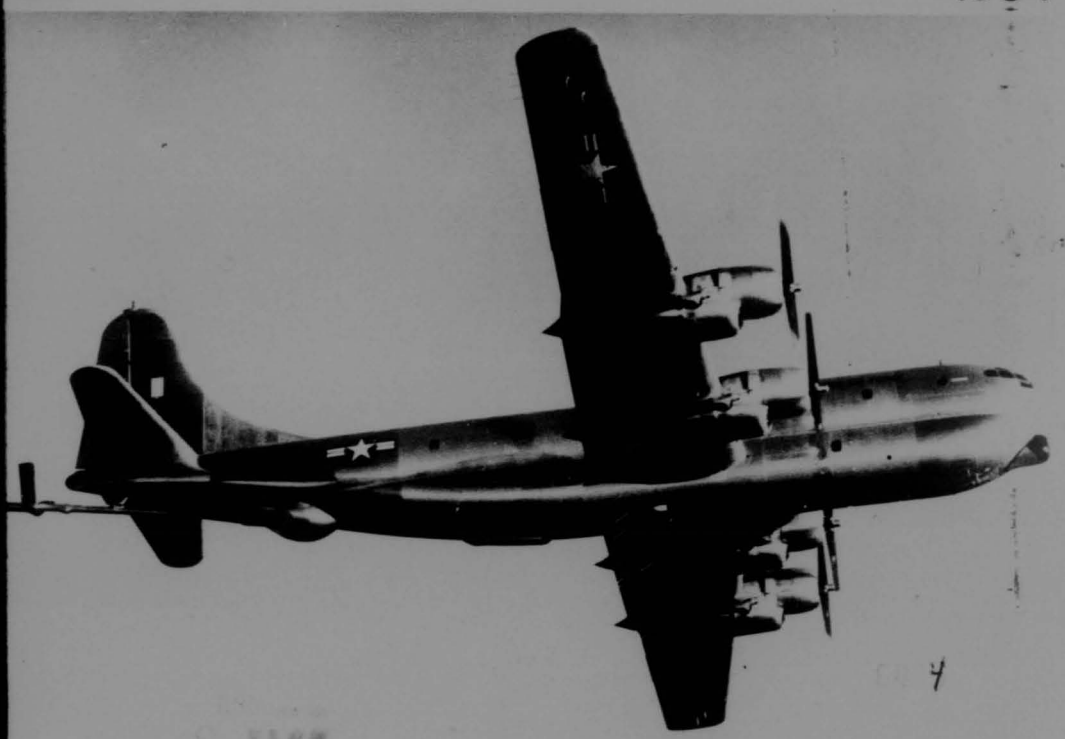
HISTORICAL REPORT

320TH

BOMB WING (MEDIUM)

FEB 1954



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CLASS SECRET
AUTH: CO 320BW
DATE: 6 April 54
INITS: CHB

HISTORY OF THE

320th Bombardment Wing (M)

FEBRUARY 1954

* * * * * * *

March Air Force Base, California

Clifford H. Burnett
CLIFFORD H. BURNETT
Captain, USAF
Historical Officer

RSI Card No
S05563

P2694

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COVER PICTURE

Pictured soaring high above the clouds on a routine SAC mission is a 320th Air Refueling Squadron KC-97. This aircraft, converted from a transport for in-flight refueling, is a four engined, long range, high altitude, high speed tanker powered by four R-4360 Pratt and Whitney engines. The wing span of this plane stretches 141 feet, three inches, and the overall length (not including boom) is 117 feet, six inches.

The art of transferring fuel at high altitudes is an accomplishment of which the Strategic Air Command is justly proud. It has increased long range bombing capability tremendously by providing the "service station in the air" for heavy and medium jet bombers.

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FOREWARD

Although preparing for June deployment to the United Kingdom, the 32[illegible]th Bombardment Wing, Medium, of March Air Force Base, California succeeded in accomplishing several important training requirements directed by higher headquarters. The most important of these was the Wing OMT mission which required that every available 32[illegible]th aircraft be airborne for special weapons and flying training 16-21 February. Every possessed plane was in the air on schedule, a tribute to the Wing's maintenance capability.

"Combat Ready" status was attained during the month, and the conversion from reconnaissance to bomber configuration neared completion (the projected date for final conversion was held at 20 March 1954). The project to repair magneto drive sections, which had caused many RD-97 engine failures, was completed this month. "R" system troubles were still plaguing observers, but the new system of malfunction correction has met with approval from those concerned, and with more experience and more highly skilled men, the situation has and will improve.

In summation, the Wing's participation in the OMT mission proved more than satisfactory, and served to raise the morale as well as prove the maintenance and tactical capabilities of the 32[illegible]th.

Loran D. Briggs
LORAN D. BRIGGS
Colonel, USAF
Commander

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This historical report has been prepared by A/2C Robert J. Stout, 320th Bombardment Wing historical technician, under the direction of 1st Lt Ben G. Prigmore, 320th Bombardment Wing historical officer, in accordance with with Air Force Manual 210-1 and Strategic Air Command Manual 210-1.

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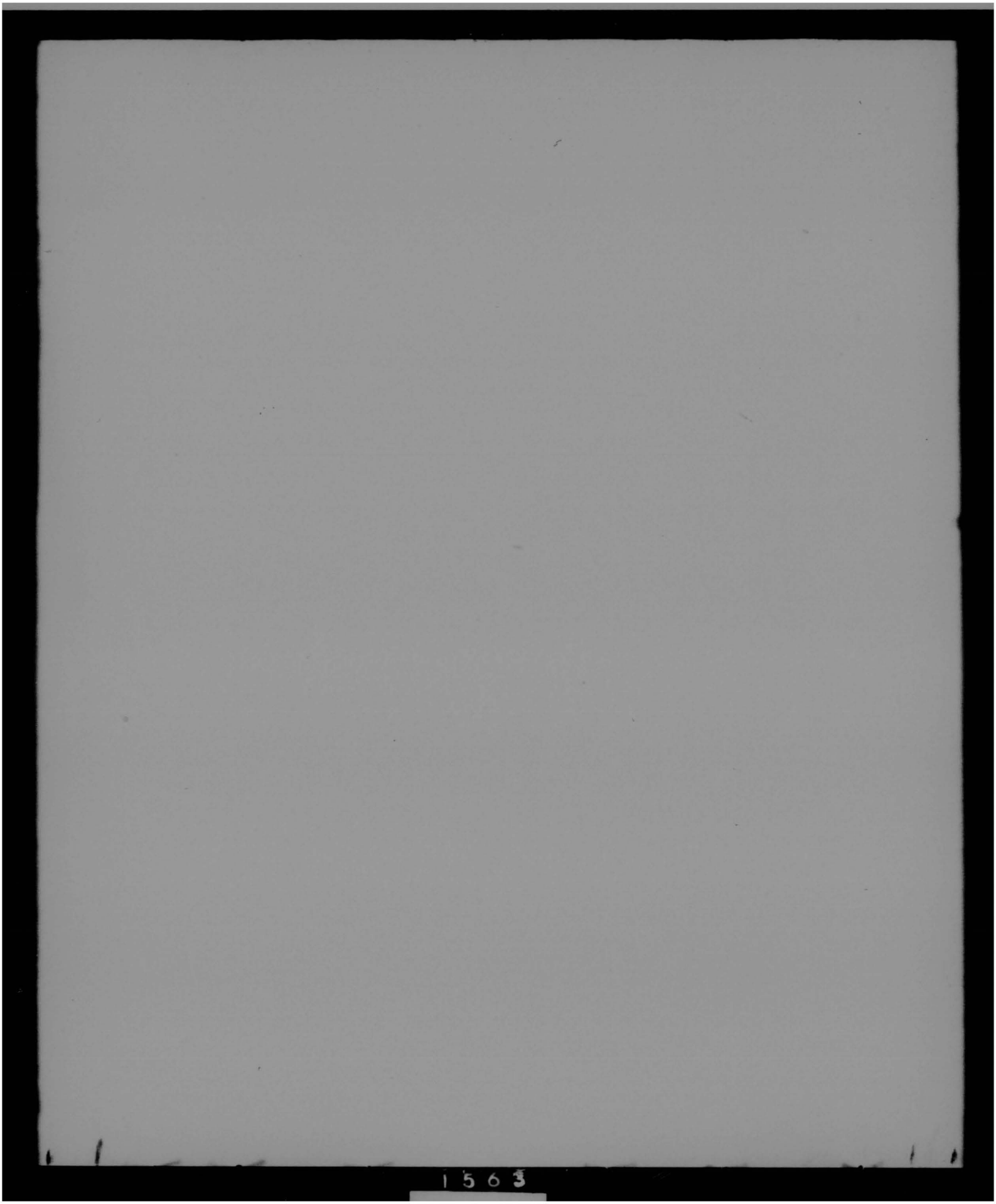

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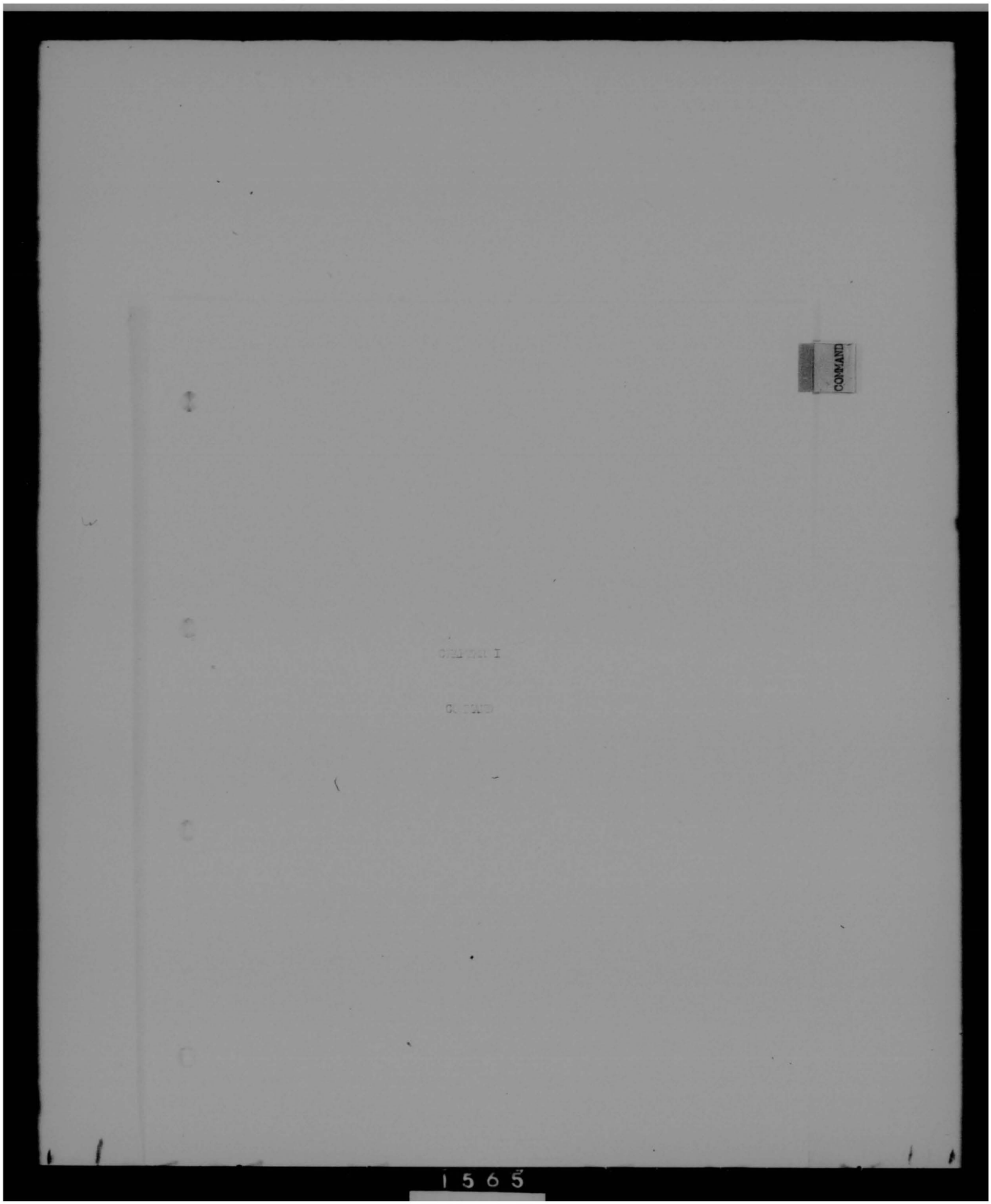

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MISSION

The mission of the 320th Bombardment Wing (M) remained unchanged from the last reporting period, when a full description, including the outlining 15th Air Force Regulation was given.[1]

CHANGES OF KEY PERSONNEL

Commander. Colonel Ernest C. Eddy, Deputy Commander, assumed temporary command of the 320th on 23 February 1954. Wing Commander Colonel Loran D. Griggs departed this station on that date on a classified Air Force mission.

Commander, Headquarters Squadron Section. Captain Clifford M. Burnett assumed command of Headquarters Squadron Section on 10 February 1954, vice 1st Lt Ben C. Prigmore, who was "wearing two hats" until that time as 320th Wing Adjutant and Squadron Commander.[2] Lt Prigmore remained at the AO post.

Wing Security Officer. On 3 March 1954 Lt Col Ervin J. Tetiva was named Wing Security Officer, releasing Major Wagner W. Dick, who immediately assumed charge of Wing Flying Training. Colonel Tetiva, during a temporary absence from the Wing of two weeks, was replaced by Major Max C. Thaete, OIC of the Operations Records Section.

SECURITY

Vulnerability Test Guide. A guide for conducting Unit Simulated Combat Mission Vulnerability Tests, was published 10 February by the 15th

1. See 320th Bombardment Wing history for January 1954, Command Chapter, subtitle: Mission, and Exhibit A.
2. Roster of Key Personnel. Exhibit A.

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Vulnerability Test Guide (Cont'd).

Air Force Inspector General's office and distributed throughout the 320th. 12

The cover letter, addressed to the Commander of the 12th Air Division, with an attention line to the Commander of the 807th Air Base Group, explained the reasons for the publication of this guide.

IGP 10 FEB 54

SUBJECT: Unit Simulated Combat Mission Vulnerability Tests

1. Beginning this year there will be a marked increase in the number of unit simulated combat mission vulnerability tests to be conducted within this Air Force, which may require more frequent participation by your air police personnel as test team members.

2. To date these tests, where they have been properly conducted, have provided valuable information contributing to the improvement of security within this command. However, in certain instances the team's activities exceeded the bounds of good judgement and members exposed themselves to unnecessary risks. Without authorization, team members have misappropriated government vehicles in communities adjacent to the base, thereby subjecting themselves to possible serious consequences had an accident or arrest ensued. On several other occasions team members have ignored the challenges of guards, which could have resulted in grave injury or death to participating personnel. Consequently, it is imperative that the Base Provost Marshal conduct an emphatic and comprehensive briefing for all personnel participating in future tests.

3. It is not intended to discourage team members from exercising their initiative and imagination during these tests, but rather to emphasize the importance of careful selection of personnel for this type of duty, and the necessity for absolute adherence to instructions concerning their personal safety. Additional copies of the Guide for Conducting Unit Simulated Combat Mission Vulnerability Tests are inclosed for your information and assistance.

3. Guide For Conducting Unit Simulated Combat Mission Vulnerability Tests. Exhibit B.

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Vulnerability Test Guide (Cont'd).

This letter was signed by Lt Col Robert N. Hansen, Acting Inspector General, by order of the commander.

In conjunction with this, a regulation (320th Bm Wg Reg 205-19) was published the first week in March covering reporting and investigation procedures pertaining to acts of sabotage and/or penetration by agents.[4]

Flight Line Security Improvement.

Considerable improvement has been achieved in flight line security this year,[5] but penetration tests have proved that it still is slightly below the 15th Air Force average. The assignment of permanent security officers who are not likely to be shipped to a training school or TDY course a week or month after they are assigned, has proven of unestimable help, for it gives the program a "follow through" continuity that lead to success. Squadron Commanders have been urged to "do their utmost to maintain stability of assignment of Unit Security Officers."[6]

A disciplinary program for flight line security violators was set up. These delinquents were, and will continue to be, reminded of their remiss by appearing before the Wing Commander and receiving written or oral reprimand, as the seriousness of the violation warrants. In cases of "gross and flagrant"[7] breaches of duty, offenders are subject to punishment under Article 15, UCMJ.

Practice penetrations, under the auspices of the squadron security officers, are performed weekly to insure adequate maintenance of the

4. 320th Bombardment Wing Regulation 205-19 (no date), subj: Reporting and Investigation Procedures Pertaining to Acts of Sabotage and/or Penetration by Agents. Exhibit C.
5. In December, flight line security was one of the hardest hit items on the 15th Air Force Report of the General Inspection. A copy of that document was appendixed in the 320th Bombardment Wing History for that

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Flight Line Security Improvement (Cont'd).

security program.

LEADERSHIP AND MORALE

AWOLs. Eight 320th Bombardment Wing personnel were listed as absent without leave (AWOL) during the two month period of January-February 1954. A study of the working conditions, rank, and age of the airmen revealed some of the reasons behind their misbehavior.

For instance, the two airmen charged as AWOL to the 441st Bomb Squadron were performing detached duty with the 847th Air Police Squadron as security guards. The aspects surrounding this nighttime and sometimes distasteful but necessary duty are sometimes regarded irrationally by the young, lower ranked airmen. The others were principally airmen, comparatively young, without a well adjusted attitude towards their military duties. What pressing home conditions influenced them was not determined.

Actually, the 320th AWOL rate has been low, for in the Monthly Analysis, 30 points of a maximum 30 were computed for the Wing, with the numerical rate at 1.62.

Unit Leadership Effectiveness and Morale Ratings. An 84.3% was inscribed in the Wing's February column for an overall monthly average in the Unit Leadership Effectiveness and Morale Ratings. Moving traffic violations cost the Wing 190 points (21.6% of the total points lost),

---

month, and will be found as Exhibit C.

6. Stated from Hq 320th Bombardment Wing Letter (26 February 1954) signed by the Wing Adjutant by order of the commander. (Improvement in Effectiveness of the Wing Security Program. Exhibit D.
7. Ibid
8. Ibid
9. This "perimeter system" of security now in effect in the 320th was outlined in the November 1953 320th Bombardment Wing History.
10. Two AWOLs each in the 441st Bomb Squadron and Tactical Hospital, and

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KODAK SAFETY FILM

Unit Leadership Effectiveness and Morale Ratings (Cont'd).

and 13 security violations and 12 delinquent IRO's detracted a combined 200 plus points from the total score.

The A & E Maintenance Squadron was "high hog" among the Wing squadrons for February, with the 442d Bomb Squadron a close second.

RE-ENLISTMENT

The re-enlistment rate for January and February as entered in the Monthly Analysis was 45%, computed on the two-month basis.

	Jan & Feb 1954
Terminations Eligible to Re-enlist	20
Number of Re-enlistments	9
Re-enlistment Rate	45%

---

one each in the 442d Bomb Squadron, 320th Air Refueling Squadron, 320th Periodic Maintenance Squadron, and 320th A & E Squadron.

11. Monthly Analysis for February 1954. Exhibit E.
12. Unit Leadership and Morale Effectiveness Ratings for February 1954. Exhibit F.

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PERSONNEL

CHAPTER II

PERSONNEL

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B-47 CADRE PROGRAM

The lack of tools and equipment in the maintenance squadron sections [13] has slowed the growth of the cadre program. "An injustice" to the men, as it was termed by a Field Maintenance Squadron shop NCOIC, has retarded their proper training, but to what extent could not be determined as nothing existed on which to base a comparison. All in all, however, the cadre personnel have become almost unnoticed as they complete the tasks assigned them and grasp greater learning day-by-day. How successful this cadre program has actually been will be proved when the new Wing is formed and observations of the accomplishment can be made.

SURPLUS PERSONNEL

Surplus personnel were still in existence in the 320th at the end of February, although most of the perplexing B-29 "left-over" cases have vanished. [14] However, a tie-in with personnel shortages was visible, as most of the overages, in both the cadre and regularly assigned men, exist in the apprentice (30) level AFSCs, while shortages in the corresponding AFSCs existed in the higher trained seven level bracket.

Supply sections have been hard hit by the additional work-load necessary on their parts in supporting the overage personnel (cadre people especially) without an increase in their own ranks. Apparently this is either one of the overlooked situations that experience has taught needs amending, or the direct result of a specific lack of qualified supply

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13. See Materiel Chapter, subtitle: Equipment Shortages
14. See the last three editions of this monthly historical report for a complete follow through on this problem.

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SURPLUS PERSONNEL (Cont'd).

airmen at the present time.

EXCESSIVE OVERTIME

During and immediately following the Wing ORT mission [15] the maintenance squadron personnel who did not accompany the planes eastward, were faced with a problem unusual to them. For the past three months, since December's deployment aid to the 22d Bombardment Wing, maintenance men have consistently met a workload larger than ordinary days' labor could cope with. As a result many hours of uncompensated overtime were expended. Tables reversed themselves, however, in the middle of February, and OICs and section chiefs couldn't find enough jobs for their men to perform. It didn't last long, for the return of the aircraft brought multifold more maintenance problems, but . .

"The relief was a welcome one," a 320th Periodic Maintenance Squadron Airman First Class reported. Three day passes and short leaves, authorized on a basis of the long hours put in since Thanksgiving, became manifest, and the morale of the squadrons zoomed accordingly.

PERSONNEL SHORTAGES

"K" Series System Personnel. Repetition from previous 320th Bombardment Wing histories is still in vogue here, as ". . the low skill level of "K" maintenance personnel continues to be the primary deterrent factor in the quality of bombing training." [16]

Authorized "K" systems airmen:	107
Assigned "K" systems airmen:	94

15. See Operations and Training Chapter, subtitle: Tactical Operations, for the complete description of this mission.
16. Quoted from the Wing Commander's Remarks, Air Training Report. See Exhibit G.

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"K" Series System Personnel (Cont'd).

Authorized seven level AFSCs:	39
Assigned:	8
Authorized five level AFSCs:	62
Assigned:	10
Authorized three level AFSCs:	6
Assigned:	76

Orders have been received, the personnel officer reported, assigning four additional seven level "70s". In the next two months, six more "70s" are expected to arrive, helping to partially fill the huge cavity causing so much pain and annoyment for the observers and other flying personnel.

Officer Shortages. The critical shortage of supply officers and adjutants has not been noticeably eased. The three combat squadrons (441st, 442d, and 443d Bomb Squadrons) still have combat crew members assigned to these administrative positions in addition to their normal flying duties. As a result, enough concentration cannot be placed on either job, and they both--as well as the officer himself--suffer. The maintenance squadrons have no adjutants as such, and are doubling the supply-officer and adjutant jobs on one pair of shoulders.

Other officer shortages existed in the 3024 (ECM) and 7324 (Personnel) career fields.

	Auth	Assd	Anticipated Gain	Anticipated Loss
3024	4	1	0	0
7324	9	7	1	4

Enlisted Personnel Shortages (Intelligence). Squadron intelligence sections were in need of additional personnel to fill their authorized quotas. The 442d Bomb Squadron, in particular, where two transfers and

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Enlisted Personnel Shortages (Cont'd).

a hospitalized officer have placed them in deep water, was screaming for one or two additional men to cope with the anticipated workloads.

PERSONNEL ACTIVITIES

Officer Manning. Including the cadre and excluding the Air Refueling Squadron, officer manning stood as follows at the end of February 1954:

Authorized	327	Assigned	307
Body Manning	93.9%	MMS	94%

The 32[illegible]th Air Refueling Squadron, with 1.25 manning:

Authorized	85	Assigned	96
Body Manning	113%	MMS	100%

Airmen Manning. Airmen MMS for the 3[illegible]0th (not counting the ARS) increased during February from January's end-of-the-month 61% to 63%, while body manning dropped from 1940 to 1930 (authorized 1703, for a body manning percentage of 113%). The Air Refueling Squadron, considered with 1.25 manning, increased five percent to 86% for the MMS figure and four percent to a 113 body manning percentage (262 assigned in February - 251 in January).

Gains and Losses. A net gain of 17 officers and 72 airmen was recorded during January to increase the officers currently assigned to 291 and the airmen to 2191. Six officers and 12 airmen had transfer actions effected, and 12 other airmen were discharged. Their places were filled by the 24 incoming officers and 96 new airmen receiving their first glimpse of 320th life.

Reclassification. Two NCOs received supervisory seven level AFSCs during February, and 12 men were granted five level job classification

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Reclassification (Cont'd).

numbers for the first time. Two airmen achieved their three level apprentice titles, four men changed career fields, 11 had the suffix on their present AFSC changed, and an additional AFSC was awarded to one airman.

Correction. A typographical error misquoted the airmen MIRS on the table in January's Personnel Chapter under the subtitle: Airmen Manning. As stated in the text above it, the table should have read: Airmen MIRS - 61%.

CROSS TRAINING

Cross training has emerged as a strongly pushed and valuable asset, especially in the 320th A & E Maintenance Squadron. Each month personnel of that organization exchange between field, periodic and flight line maintenance, thus preparing themselves for supervisory capacity in whatever jobs they are assigned and providing the Wing with an always available crew of men, no matter what the task.

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MATERIEL

CHAPTER III

MATERIEL

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MAINTENANCE

YRB-47 Conversion Program. The 10 March completion date estimated for the final conversion of all the Wing's YRB-47 aircraft was held steadfast, as only three of the 45 Boeing jets had not been converted to the bombardment category by 28 February.

To get the full complement of 320th bombers in the air for the Wing mission,[17] a special material box was installed[18] to obtain complete capability for carrying the special weapons necessary.

"K" System Maintenance. Still the most serious drawback to top flight "K" system maintenance was the low skill level of "K" system personnel.[19] The intricacies surrounding this delicate and complex mechanism requires a great deal of experience on the part of the mechanics and operators, and this background, which the men do not possess now, can be gained only through hours, days and weeks of work with the "K" system itself.

For the February sixteenth mission, all of the 45 participating B-47s left the March runway with operational "K" systems for the highest "in-commission" percentage yet attained. However, many of these sets were "marginal", having passed the operational requirements by a lenient and flexible minimum.

Adequate scope photography was still unavailable although slight improvement was noted over previous months.[20] "Considerable" effort is still being

17. See Operations and Training Chapter, subtitle: Tactical Operations
18. Only minor modifications were necessary in installing this box, however it did place an extra heavy workload on the A & E sections involved. Wing "brass" from Commanier Loran D. Briggs on down, were high in their commendations of the entire maintenance force for their "outstanding" performance in accomplishing the extraneous workload.
19. See Personnel Chapter, subtitle: "K" Systems Personnel
20. Air Training Report (6-SAC-T12), Wing Commander's Remarks. See Exhibit G, which is an extract from same.

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"K" System Maintenance (Cont'd).

made to increase the number of scope photographs for target study in an attempt to decrease the number of malfunction "K" system runs.

The service test innovated last month for "K" system equipment has, in a small degree, cut down the amount of maintenance necessary. The calendar inspection system, too, has been helpful, decreasing the number of malfunctions, but neither of these projects have accomplished enough to really ease the unfavorable situation.

An interview conducted with a flight of A & E maintenance personnel and 443d Bomb Squadron observers by Captain George Mother, historian of that squadron, revealed the satisfaction on both groups' parts of the new reorganization of "K" system maintenance procedure.[21] The observers, reported Captain Mother, have become better acquainted with the radar mechanics, and since the same mechanics work on a given plane's malfunctions they and the observer can work together in the isolation of these difficulties as they develop and/or recur.

A very high priority was given to the procurement of the necessary A & E test equipment. The arrival of a portion of the badly needed items aided immeasurably in the fulfillment of the 100% in-commission rating.

Equipment Shortages. The heavy duty heat treating oven, out of use the greater part of January when warpage of the face plate rendered it inoperative, was repaired and put back into use by the welding shop. All was not entirely as desired, however, for their newest improvement

21. The Operations and Training Chapter, under the Observer's Section subtitle, reported in January's history the original feelings towards this reorganization. At that time it was viewed in a somewhat dimmer light.

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Equipment Shortages (Cont'd).

has developed into their greatest difficulty. Now that combustion chamber inner and transition liners are repaired "at home", the shop foremen are wondering how many of the J-47 jet engine liners are being pulled unnecessarily. An investigational inquiry has been initiated.

Further problems have arisen over the obtainment of a Huck Rivet Gun [22] and spot welders for the sheet metal section. When funds for the Huck Rivet Gun were authorized, it was thought that utility would be soon on its way. However, the funds were not sufficient for the purpose, and 30 days further delay has been necessitated. The spot welder (portable) has been pending authorization, but if--as unofficial reports have it--ZAO has asked AMC to buy a quantity of them, the procurement should be simple and expedient. The lack of tool kits, too, has hurt.

The shortage of vacuum pumps and air compressors in the 320th Instrument shop has created a hardship, as the work has to be carried to the 22d shops to be tested. Not only does this slow this Wing's work, but imposes an extra burden on the 22d people.

Since the departure of the 22d with microfilm for B-47 aircraft the materiel control section of the Field Maintenance Squadron has not been able to complete any local manufacture work orders that did not have drawings attached. This microfilm was requisitioned but no word has been received when it will arrive.

Inadequate power facilities in one fabrication section building has prevented the use of machinery there. Again the lack of funds seems to be the

22. This shortage was originally reported in the 320th Bombardment Wing history for November 1953.

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Equipment Shortages (Cont'd).

primary cause for the inoperative equipment; however, this machinery, were it available for use, would not receive more than occasional utilization.

Valve depressors for R-4360 engines are another critical item list shortage. However, steps were taken during the month to manufacture these items locally. A shell end mill cutter (size 2 3/8) was obtained from nearby Norton AFB, and four satisfactory depressors were turned out before the 28th.

Though not the most critical shortage, the lack of sufficient tools in half a dozen maintenance shops has proved a nuisance and burden on the men.[23] The sheet metal, propeller repair, and instrument shops all have more personnel assigned than tool kits available, imposing a hardship whenever the men sharing one particular box need the same instrument or are working in different areas. As far as is discernable, no enlarged authorizations for tool kits have been made for any of these sections. However, the cadre people, whose presence is largely responsible for this condition, do have certain tool kit authorizations, and when these are filled the problem will be somewhat eased.

Obtaining tools is difficult. Tool cribs, in addition to the individuals own necessary supply, often do not have the specialized pieces needed for unexpected developments. Only a limited amount of tools are on hand for Base Flight and transient aircraft.

As the months pass the list of equipment shortages has grown. Reports from the sheet metal shop indicate a lack of air compressors on two of the

23. In this regard the Field Maintenance Squadron reported; "The prime deterrent to the ends of the completion of the mission, in addition to the low skill level, is the lack of adequate hand and power tools in certain shops."

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Equipment Shortages (Cont'd).

docks, thus retarding their progress as they are compelled to borrow from the line (where the compressors are needed badly) or from some other maintenance shop.

Pneumatic drills, size ¼ inch, which should be with each tool kit, have become a production hampering shortage which developed and was not made up within February's reporting period.

Unexpected difficulty was encountered in repairing spray guns at the paint shop. These apparatus, though practically identical in size and capacity, are of half a dozen different makes, each requiring different repair parts in correspondence with their manufacture. Trying to repair them with the available parts has been like installing Ford pistons in Cadillac engines. The new ECL (Equipment Component List) has changed the spray guns from base support equipment to the unit essential equipment list, recommending also that these guns be of the same manufacture.

Electric terminals[24] were the latest not-on-hand requirements in in-flight air refueling maintenance. Work stoppage was averted by "scrounging" enough to fill February's needs, but the prospects for the future are dim since 240 days are required from the requisition date before the shortage is filled.[25]

The return of the 22d Bomb Wing will hurt several maintenance sections. Battery rectifiers are needed, and the 22d's return will increase the need, since the ten currently being used in the 320th battery shop belong to that

24. Three types of terminals are short. The stock numbers are: (1) 8883-739000-6435, (2) 8883-739000-7295, and (3) 8880-741000-2425.
25. A bit of irony exists here, as many of the same sections voicing complaints at the extra workload and loan of certain essential tools when the 22d left in December are now playing the same tune--different words--as March's other combat wing returns to take back the extra space and equipment left for the 320th three months ago.

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Equipment Shortages (Cont'd).

outfit.

With the exception of the B-2 aircraft power units, shortages of parts came into existence for the repair of power units. Base Supply's stockpile for these ground power and air compressor units has diminished to practically nothing, so to temporarily alleviate this perplexity these items are being tagged and turned back to the using organizations for contractual maintenance. This time consuming procedure could have been avoided, since sufficient skilled personnel and equipment are available in the auxilliary equipment shop to do this work.

The parts problem regarding G-26 units (starter units for B-47s) has reached serious proportions. For instance, the 442d Bomb Squadron had only five operative units out of 11 on 28 February, and three or four weeks will probably elapse before replacements from the Beechcraft Aircraft Corporation arrive. In the meantime, the Beechcraft Tech Rep is attempting to set up a stock level of the most vital parts in this Wing.

On the surface the galaxy of parts and equipment shortages described above may seem trivial and of little importance, but the degree to which they have affected proper maintenance cannot effectively be judged. Personnel morale has also been deeply affected. When an individual or section cannot efficiently complete their assigned work because the tool crib is insufficiently supplied, or a needed rectifier or power facilities are unavailable, their attitude often becomes disgruntled and their subsequent work is not what it could be. In some cases the sections themselves may be to blame for a lack of foresight; other situations have proven unavoidable.

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Run-up Area Congestion. The lack of a firm 12th Air Division ramp parking plan for all aircraft, including 22d Bomb Wing planes, has prevented complete Base Supply Support procedures and has placed an additional workload on flight line maintenance personnel for stock parts chasing. Periodic maintenance compass swings have been scheduled and subsequently cancelled by maintenance control due to the lack of a compass rose area situated apart from the only B-47 run-up area.

Gunlaying Unit. The training course set up for B-4 turret section repairmen of the A & E gunlaying unit[26] was completed, with favorable results indicated. This course, conducted by a GE contractor technician, was designed to increase the maintenance capability of the gunlaying unit.

Aero Repair. A newly organized, unofficial activity--the pneumatic shop--was set up during February to repair and inspect aircraft heating, ventilation, pressurization, oxygen, anti-icing and fire extinguishing systems on KC-97 and B-47 aircraft.

Plans are to include this new shop in the aero repair branch. For some time it has been considered essential by flight line maintenance people to organize a pneumatic branch to enable specialized training in the above-mentioned fields. Emerging into reality in February, it should provide better maintenance on these systems by more thoroughly qualified personnel.

Immediately after its inception, the test equipment was not available to perform all of the jobs prescribed by its organization, therefore, many

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26. See the January 1954 32nd Bombardment Wing history, same chapter and subtitle.

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Aero Repair (Cont'd).

items must be sent to the depot for repair.[27] Were this equipment available, an expensive cost to the government could be eliminated, as transit charges to and from the depot and lost time while the items needing repair are gone would be deleted.

KC-97 Magneto Drives. The correction project to change all magneto drive sections was completed early in February as the last two KC-97s went through the docks. This huge and costly project, which grounded the majority of refuelers for many lost flying time hours in January, was originally commenced in December but did not actually affect Wing PT accomplishments until last month.

APS-42 Radar Sets. There were still only five KC-97s equipped with the APS-42 radar sets at the end of February. (January's report showed the same number on hand.) Lt Col Ireland, Commander of the 32 th Air Refueling Squadron,[28] said notification has been received from the Air Materiel Command that additional APS-42 sets are authorized for the 32 0th. How long in duration it will be before these sets arrive is nebulous.

A recommendation to SAC Headquarters was carried in the indorsement made by the Wing Commander to the Air Refueling Training Report,[29] which read:

> "Lack of APS-42 radar sets in the Air Refueling Squadron is a definite limitation to its ability to carry out its MTP under instrument weather conditions. Recommend that Squadron be equipped with APS-42 radar sets in all aircraft as soon as practical."

Modification kits for the control boxes of the APN-76 sets for B-47 aircraft were received and installed for three jet bombers, leaving 14 with rendezvous sets still unmodified.[30]

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28. See the Roster of Key Personnel. Exhibit A.
29. Excerpts, Section II & I--Air Refueling Training Report (C-SAC-TR2), page 2, section I, (2). Exhibit H.
30. See 32 th Bombardment Wing History for January 1954, same chapter and subtitle.

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Flyaway Kits. Wing flyaway kit percentage completeness increased from January's 66.4% (Wing overall total, including both KB-97s and B-47s) to 76.3% for February.

	Jan	Feb	Pct Increase
Air Refueling Squadron	98.5%	99.3%	.8%
443d Bomb Squadron	55.6%	70.2%	14.6%
442d Bomb Squadron	56.4%	69.8%	13.4%
441st Bomb Squadron	55.0%	68.5%	13.5%

The completeness percentage of the three bombardment squadrons alone totalled 69.2%.

Maintenance Delays. Maintenance delays resultant from a lack of inter-squadron co-ordination [31] was decreased considerably. The new A & E consolidation, though completed midway through January and effecting no apparent reductions in maintenance delays, has helped since the people involved became "settled" in their new location. More attention was placed on reducing these delays than in prior months, and as a result of these "concentrated efforts and realistic review of manpower accounting" [32], a reduction of approximately 25% in manhours was charged to each periodic maintenance inspection.

Radio Malfunctions. A study of radio malfunctions on the A & E-27 sets has been initiated by the A & E radio section. During past months, February in particular, the malfunctions were so diversified no coherent pattern, or "trend", was apparent. One contributing factor has been the lack of replacement parts ordinarily procured through supply channels, but otherwise each failure seems to be the result of hitherto uncencountered causes.

Excessive Workload. The Wing mission flown 11-16 February was considered [33]

31. As reported in the same chapter, same subtitle, in January's 320th Bombardment Wing history.
32. Quote from 1st Lt Calvin P. Watun, 320th Periodic Maintenance Squadron.
33. The description of this mission is covered in the first pages of the Operations and Training chapter.

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Excessive Workload (Cont'd).

a success maintenance-wise, but the after effects were prodigious. The shake-down all the participating aircraft received, plus the limited maintenance enroute and the shortage of time that hampered pre-mission work, meant a big job on their return. This, however, was accomplished, and the end of the month saw the backlog up to date and the status of the aircraft in "good shape."[34] [35] [36]

Weight and Balance Checks. Scheduling has again loomed as a problem, this time in regard to weight and balance checks. Airplanes overdue for these checks have been scheduled for weighing at Norton AFB and subsequently cancelled by Maintenance Control. According to the Bomb Squadron personnel, it has become imperative that facilities be made available at March for these periodic weight and balance checks.

Anti-Skid Mechanism Failures. Failure of the B-47 anti-skid mechanisms accounted for over 4% of ruined tubes and tires turned in. Many of these were brand new tires, worn out by the anti-skid brakes locking and rearing the rubber off. Thirty tires were lost in February, a total cost of $9,669.10 ($321.97 per tire). In addition, approximately one out of every three inner tubes were also ruined for an added cost of $294.80 (10 tubes at 29.48 each). The labor cost, too, was expensive, leaving the sum total at a figure exceeding ten thousand dollars on tires alone; at least four thousand of this total was the direct result of the anti-skid failures. To date no solution has been reached.

SUPPLY

Loss of Manhours. Lost manhours and an additional workload has been

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34. Major Eugene T. Hudson, 32 th A & E Squadron Commander, in referring to the end of the month maintenance picture.
35. See the Wing Commander's remarks in the Air Training Report, Exhibit G, page 2, first paragraph.
36. Also see Personnel chapter, subtitle: Excessive Overtime.

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Loss of Manhours (Cont'd).

imposed on material control as a result of faulty requisitions submitted by various squadrons and agencies. The 32 th Field Maintenance Squadron history cited two particular examples.

The 441st Bomb Squadron ordered an engine drain assembly seal early in February (1AFT-9-29975) just to procure the seal assembly (1AFT-6-57153), causing a $49 assembly to be drawn when all that was needed was a $2.56 item. This added an extra workload to all agencies involved in the transaction. [37] Another example was the 19th Bomb Squadron's requisition of a valve assembly fuel tank vent just to obtain a small seal. These two squadrons were not isolated offenders, for this occurs with all squadrons. Apparently the organizations don't have up-to-date catalogues, or don't take sufficient time for research to find the proper sub-assembly or item number. [38]

Pick-up of Reparable Parts. [39] [40] Transportation facilities have become increasingly difficult to obtain. The Wing supply sections have been most seriously hampered; in many cases reparable parts turn-ins and pick-ups are being done in privately owned vehicles.

The sub-unit motor pools initiated a "ninety-day service test" which, in the minds of the squadron historical officers, has been far from successful. [41] Under this test plan all tug dispatching is being done on a one trip basis, and this has seriously hampered operations since the tugs are the sole means of transportation for these sections.

Mission Supply Preparations. Preparations for the 11 February mission claimed the most attention during the first two weeks of the month. Arctic

37. A 22d Bomb Wing organization.
38. This paragraph excerpted from the unit historical report, 320th Field maintenance squadron.
39. In the January 320th Bombardment Wing history, a note was made about a certain section's transportation difficulties. Further research on this matter has revealed a definite problem is present throughout the Wing. Although transportation is primarily a base function, the effects

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Mission Supply Preparations (Cont'd).

clothing and other winter supplies had to be requisitioned for the personnel involved. The supply section of the 443d Bomb Squadron was selected to obtain, ship and maintain records on all spare aircraft parts for the 45 B-47s participating. A UTCOAL was implemented and hundreds of parts were procured to prepare against any emergencies. Although only 12 were ever used, they were assorted odd items for which the need couldn't have been predicted.

Cadre Equipment. Slowly but surely cadre equipment and tools are arriving in the squadrons in varying and unsteady amounts. The bomb squadrons report up to 7% of the cadre tools on hand, the maintenance squadrons ten to fifteen percentage points less. Enough have arrived, however, to give the cadre personnel a better effectiveness, although the shortage on tools throughout the Wing is still causing them to share their tool kits and supplies.[42]

FACILITIES

A & E Consolidation. To relieve congestion in hangar eight (the new consolidated A & E structure),[43] an additional 6 x 7 annex was constructed by A & E dock personnel. This addition was designed for storage of all aircraft Bomb-Nav equipment going and coming from the field shops.

Inadequate Work Space. Space facilities in many 320th sections are cramped. The new consolidation move of the A & E Squadron, though accomplishing their purpose by uniting the many far flung sections, has crowded them into less space than they comfortably desire. Inadequate floor space in several flight

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impeding this Wing's progress are of concern throughout the 320th.

42. An interview with the dispatcher of the 8077th Motor Vehicle Squadron's Motor Pool (not a Wing function) verified the transportation difficulties and pointed to a lack of both adequate vehicles and licensed drivers.

43. An interview with the NCOIC of maintenance supervision cast a different light. He said "the 90-day service test on dispatch vehicles has greatly increased the overall productivity of this activity. This productivity will increase more since tugs have been authorized on eight hour dispatch to the using organization.

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Inadequate Work Space (Cont'd).

line offices has hampered work to a small degree and made conditions generally annoying. With the new uniform regulation in effect, locker room facilities are not sufficient to satisfy the demand, and with the return of the 22d will become even more cramped. This should soon be remedied, however, as additional lockers and space has been approved.

Conditions are not severe enough to actually decrease the proficiency or productivity of the sections involved, however they have proved annoying and bothersome.

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22. See this chapter, subtitle: Equipment Shortages
23. The last two 32Oth Bombardment Wing Histories have carried the running account of this move. See especially January's issue, Materiel Chapter, subtitle: Facilities (A & E Consolidation).

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OPERATIONS

CHAPTER IV

OPERATIONS AND TRAINING

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TACTICAL OPERATIONS

The full operational mobility power of the 32 th took to the air 16 and 17 February to engage in a special OMT (Operational Readiness Test) Mission. All 63 of the Wing's possessed aircraft were deployed within the time prescribed by 15th Air Force Operations Order 114-54, "a credit to the maintenance capability of the Wing".[44] The Ops Order instructions for the 320th read:[45]

"2. MISSION (SAC OT) The 320th Bombardment Wing will: During the period 17 - 2 February 1954:

a. Deploy all available B-47 aircraft to Limestone AFB, via Campbell AFB.

b. Conduct a special weapons loading exercise at Campbell AFB.

c. Stage a unit simulated combat mission from Limestone AFB to post-strike at March AFB, accomplishing maximum training within limits imposed by the required mission profile.

d. Deploy all available KC-97 aircraft to Griffis AFB, New York, and redeploy to March AFB, providing air refueling support for unit simulated combat mission as required.

e. Obtain experience in cold weather operations."

The control teams and maintenance teams boarded the KC-97s that would transport them to Campbell AFB, Kentucky, Limestone AFB, Maine, and Griffis AFB, New York respectively on the morning of 15 February (Monday) and completed their scheduled flight without incident. The B-47s were scheduled and departed

44. Statement by Colonel Loran D. Briggs, Wing Commander.
45. Excerpt copied from page 3, 15th Air Force Operations Order 114-54.

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TACTICAL OPERATIONS (Cont'd).

in daily increments of 15 each.[46]

The target was the Omaha Bomb Plot, with each aircraft making individual runs for their radar bombing. Colonel Briggs had the following to report after the mission:

> "The performance of navigators and pilots to stay within tolerances of briefed routes, R control times and ADIZ penetrations, was excellent and reflects the ability of our combat crews and the training they have received to date. This mission was the first combat profile flown in B-47 aircraft. The mission provided excellent training for all crews, particularly with respect to formation flying, bomb runs at Mach .81 at 2000 feet above optimum, strange field landings, cold weather operations, and GCA operation. The mission demonstrated that the combat profiles for the Wing under the ETP are practical."

The following are the mission results from the radar bombing, taken from 15th Air Force Mission No. 114-54.

	CEA	CEF	Total
All Runs	6,752'	2,59 '	40
Ready Crews All Runs	3,389'	2,70 '	21
Record Runs	2,219'	1,800'	13
Practice Runs	1 ,431'	4,300'	1
Malfunction Runs	6,680'	4,950'	11
Aborts			

Special weapons training was one of the mission's primary results.[47] [48]

A tremendous effort had to be expended by maintenance personnel immediately before the mission began. A flight of A & E personnel were taken along for enroute repair purposes and the loading, post-loading and off-loading of the special weapons. Readying the B-47s was a great problem, burdened by the

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46. Each day's flight, numbering 15 B-47s, included 10 primary bomb carriers, one spare, and four material carriers. The crews of the material carriers went through the loading procedures on both their planes and the bomb carriers to gain the maximum familiarity with the processes.
47. See Annex "B" to Operations Order 114-54, outlining special weapons. Exhibit I.
48. See this chapter, subtitle: Special Weapons

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TACTICAL OPERATIONS (Cont'd).

heavy flying schedule in force until two days before the mission began.

Only one of the 63 participating aircraft did not return as scheduled, a KC-97 which experienced maintenance difficulty and diverted to Wright-Patterson AFB, Ohio. This was the only case of an aircraft which altered its route in the total 63.

Interviews with personnel who participated, by the squadron and wing historians, indicated they would like to be subjected to more frequent missions of this type. A feeling of accomplishment on everyone's part seemed manifest, and the esprit de corps was high. The combat crews also professed to notice a better spirit of co-operation among the ground crews even though they were required to put in large amounts of overtime and increased effort.

INTELLIGENCE

For intelligence the mission was also a big job. Briefing preparations, general and special, crew debriefing, establishing liaison between the wing and base communications and photo processing units, and operating a reports control team were all their responsibility. Precedents established by previous Wing missions were of material aid in setting up shifts to debrief crews landing over the 72 hour return period.

The only difficulty was transportation, for only a single vehicle could be obtained.[49] The driver had to courier reports from the Wing Reports Control section to Base Communications Center, as well as act as liaison between the squadrons and Wing headquarters. The only solution was for the driver to

49. Again the lack of vehicle operators goes on record as hampering a Wing function.

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ORT&E FLYING (Cont'd).

work excessive hours and take advantage of the few slack periods offered by late aircraft landings to catch up on the accumulated workload.

Mission summary sheets were originally located in the Intelligence section and reports originating in the staff agencies were submitted there for final typing, classification, and submission.

Target Intelligence. Malfunction rates on the O-15 camera and the P-8 controls was only 2.3%, one of the lowest ever registered in this organization. However, strike cameras are inoperative and will remain in that state until the modification kits are received for the B-7 intervalometer.

Photo Interpretation. A hand in the success of the 16 February ORT mission was held by the photo interpretation section for preparing the profile of the Omaha target site.

In addition, three San Francisco target folders were completed.

WING FLYING ACCOMPLISHMENTS.

Total flying time for February amounted to 1733 Hours for the B-47s and 889 hours for the air refuelers.[50] Broken down, this averaged 38:30 per aircraft (15 each assigned to the three bomb squadrons) for the bombers, and 44:50 for the KC-97s.

The ORT mission totalled 477 flying hours for the KC-97s. An additional 26 hours were utilized by the VIP ferry survey trip to the three above-mentioned bases.[51] Six hundred and thirty B-47 hours were accumulated on the mission, with 58 hours devoted to VIP ferry missions.

50. Flying Training Accomplishments. Exhibit J.
51. This survey trip was reported in the January history under the Special Weapons subtitle.

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WING FLYING ACCOMPLISHMENTS (Cont'd).

Pressure pattern flights were not flown due to ADIZ (Air Defense Identification Zone) violation problems experienced while flying in the Pacific zone. Arrangements have been made for the month of March for training flights to MacDill AFB, Florida, and Ramey AFB, Puerto Rico, however.[52] [53]

Required heavyweight wet hookups were not accomplished, and the AMS has asked to be relieved of night and high gross weight wet hookups.[54] Long range navigation and pilot proficiency missions were often precluded by checkout support for B-47 aircraft commanders, and required flying time for non-combat ready crews was not fully accomplished.[55]

FLYING TRAINING

The accomplishments for the month of February have shown the best results since the conversion to B-47 type aircraft.[56]

Combat Ready Status. Combat ready status was reached by the 320th Bombardment Wing during February as 32 crews were in the desired phase. The remaining fifteen non-combat ready crews, with three exceptions, were engaged in appropriate training.

Air Refueling Training. The 320th AMS almost doubled their previous month's flying time[57] (889 to 501 hours)[58], the TDY mission to Limestone and Griffiss being largely responsible. Only six aborts, four air and two ground, were registered in February, as compared to 14 in January. One takeoff was

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52. Monthly Forecast and Analysis. Exhibit E.
53. Refueling Training Report. Squadron Commander's Remarks (Excerpts). Exhibit H.
54. Monthly Forecast and Analysis. Exhibit E.
55. Ibid
56. Quote--unit historian, 442d Bomb Squadron
57. 320th Bombardment Wing history for January 1954.
58. See Exhibit J, Wing Flying Accomplishments.

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Air Refueling Training (Cont'd).

aborted because of a runaway turbo, two engines failed in flight--one caused by a lack of oil pressure and the other from severe backfiring and loss of tachometer RPMs. The other air abort occurred in severe weather with a turbo out, wing heaters out, and radios shorted out. The ground malfunctions were caused by inoperative IFR systems and a broken fuel line.

Wing Radar Bang. Exhibit G, Air Training Report, contains the CEA and CEI figures for the month of February on page two (5.d.).

Flight Hampering Weather Conditions. For the most part, February's Southern California weather was clear and afforded good visibility; however a few days of rain and heavy overcast, accompanied by wild winds, caused the cancellation of four visual ATS runs (1:40 projected flying hours) and three tanker night celestial and one day celestial legs (8:00 flying hours).

GROUND TRAINING

Mobile Training Detachment (MTD) ground training hours totalled almost 13[illegible] during February. The principal share of this was given to B-47 Maintenance MTD (9571 hours), with subordinate proportions given to B-47 Electronics (1,6[illegible] hours), and KC-97 MTD (1872 hours).[59]

Certain inadequacies have been pointed out in the present ground training system. Qualified instructors have not been available to conduct the program as comprehensively as it has been set up. The maintenance squadrons, in particular, have large personnel overages; however, there are few qualified supervisory personnel available to conduct normal ground training.

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59. Two charts are appendixed to show the training courses and number of manhours devoted to each ground training phase and MTD [illegible] by a tactical squadron, selected at random. This should be a fairly accurate representation of the Wing's ground training schedule as participated in by the various squadrons. Exhibit K.

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GROUND TRAINING (Cont'd).

Medical training has been almost completely ignored because of the difficulties in obtaining qualified instructors.

Scheduling Conflicts. The need for a stabilized ground training-flying schedule is urgent, but it seems to be an almost incurable malady. Operational changes have caused the flying and ground training rosters to conflict frequently, but the need for the operational changes supersedes the ground training setup.[60]

MOBILITY

In preparation for the mobility move, practice loadings of B-4 stands were conducted. It was determined that they could be loaded at approximately one stand per hour, including disassembly and packaging with metal straps for easier handling and air shipment.

Priority lists have been prepared in the individual squadrons, assigning each person a priority number on whichever phase they are to be deployed. Constant changes were being made to squadron mobility plans and to the priority lists as situations deter the original plan.

OBSERVER'S SECTION

"K" Systems Test. The observer's are still "going along" with SAC's program of no preflight of the "K" system when no malfunctions are reported from the previous flight. Those observers who have been declared combat ready and are required to make record runs have been trying to make their own acceptance tests after maintenance has been performed on the radar equipment in

60. Most experienced personnel interviewed agreed that this conflict has existed in every command in which they served, and see no prospects for alleviating it. "First things first," one officer said, and the application fits.

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"K" Systems Test (Cont'd).

the aircraft in which they are scheduled to fly.[61]

Visual Camera Attacks. In the Air Training Report the Wing Commander requested the 320th be relieved of visual camera attacks, as[62]

> "There are no means of taking photos to indicate a score, O-23 cameras for SAI and optics are not installed in aircraft.

Celestial Navigation. This Wing has been relieved of scored navigational legs by the Strategic Air Command.

The platform setup first used in December which had the autopilot placed[64] in the second station and utilized the "K" system in the bomb position has proven unworkable in many aircraft without the installation of a switch to cut the computers out of the "K" system.[65]

The feeling that celestial navigation capability will increase as the observer's experience with the B-47s grow was expressed by the Wing Commander. Errors in judgment, procedures, and simple arithmetical mistakes have been responsible for at least one-half of the excessive circular errors registered during the past months.

SPECIAL WEAPONS

Special Weapons Training. A total of 2401 hours of special weapons training was administered during February, 954 hours of which were gained through the CBT mission. Armament and Electronics training, composing 367 hours of the total 2401, consisted of post-loading refresher training as well as special weapons exercises involving all the responsibilities of the 320th Aviation

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61. See Material chapter, subtitle: "K" system maintenance
62. Excerpts from the Wing Commander's Remarks. Exhibit G.
63. SAC Message 507MS 2069. Exhibit L.
64. See the Observer's Section, history of the 320th Bombardment Wing for December 1953.
65. See Exhibit G, Air Training Report -- Wing Commander's Remarks.

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KODAK SAFETY FILM

Special Weapons Training (Cont'd).

[66] Squadron, 32 th A & E Maintenance Squadron, and 807th Supply Squadron.[67]

Mission Preparations. Preparation for the special weapons exercise, described on the first two pages of this chapter, consumed most of this section's time. Loading teams were composed of personnel from the 32 th A & E and 807th Supply Squadrons to handle the off-loading and post-loading responsibilities.

The exercise was considered a success[68] and demonstrated that this Wing is capable of carrying out the special weapons pick-up phase of its assigned mission. A great deal of valuable training was derived from all concerned, including the control team staff. The only difficulty encountered was the C-124 airlift which[69] was hampered by weather conditions at the Northern bases.

FLYING SAFETY

B-47 Hood Flights. Hood flights were still hanging in the balance at the end of February,[70] as the regulation to govern instrument flights in the B-47s had not been published or received from 12th Air Division. On 29 January 1954, a message was received from the 12th Air Division Director of Operations concerning SAC's policy on hood flights.[71] [72]

COMMUNICATIONS

Annual code check requirement tests were taken by the bombardment squadrons, and approximately 88% of the aircrew members successfully passed the requirements.

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66. Attached to the 320th in the absence of the 22d.
67. Not a 320th Bomb Wing organization, being assigned to the "housekeeping" Group at March.
68. According to the Wing Special Weapons Officer.
69. A 2d Strategic Support Squadron plane from Castle AFB was transporting the control team and support personnel.
70. See 320th Bombardment Wing history for January 1954, Operations and Training chapter, subtitle: Flying Safety (B-47 Hood Flights).
71. DD Form 96 from D/O, 12th Air Division, quoting 15th AF message DOTF 23219, which in turn quoted SAC message DOTRF 3776. Exhibit M.

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GUNNERY

Fire-out Percentage. Ten air-to-air missions were included in the monthly gunnery training for the B-47s, eight of these combat load missions. A fire-out percentage of 77% was achieved on the combat load missions (7392 rounds fired of 9600 loaded), an increase of 5.2% over last months percentage. On the other two missions--5-8 requirement flights--150 rounds of the 400 loaded were expended for a fire-out of only 37.5%. The accumulated fire-out percentage then, averaged 75.5%.

SAC Gunnery and Steering Committee Meeting. On 17-19 February the Wing Gunnery Officer delivered a verbal presentation on the B-47 Gunnery Training Program to the SAC Gunnery Steering Committee meeting held at MacDill AFB, Florida. The lack of a standardized training program and SOPs were emphasized. The importance of this program in affecting a standardized evaluation was apparently not realized by the Committee chairman for he elected to forward the Second Air Force program and SOPs to 15th Air Force, who were to copy the material and pass it on to the B-47 Wings.[73] Previous observation of the evaluation program indicated that the wings were training strictly for the evaluation for itself, thus their results reflected a false impression to SAC on the crewmembers' capability of defending the aircraft. The only thing actually proved was that wings are capable of training men to pass the evaluation. As of 28 February, however, no material from Second Air Force or SAC on the training program had been received by the Wing Gunnery Officer.

72. Also DD Form 96 from D/O, 12th Air Division, quoting 15th AF Message DOTF 23206, which in turn quoted DOTRS 3862. Exhibit N.
73. This information compiled from the Wing Gunnery Officer's Report of the Committee meeting.

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EXHIBITS

LIST OF EXHIBITS

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EXHIBIT LIST

Exhibit No.	Nomenclature
A	Roster of Key Personnel
B	Guide for Conducting Unit Simulated Combat Mission Vulnerability Tests.
C	320th Bombardment Wing Regulation 205-19, subj: Reporting and Investigation Procedures Pertaining to Acts of Sabotage and/or Penetration by Agents
D	320th Bombardment Wing military letter, signed by order of the commander by the Wing Adjutant on 20 February 1954.
E	Monthly Forecast and Analysis for February 1954
F	Unit Leadership and Morale Effectiveness Ratings for February 1954
G	Excerpts from Wing Commander's Remarks, Air Training Report (6-SAC-T12).
H	Excerpts from Squadron and Wing Commander's Remarks, Air Refueling Training Report (6-SAC-T13).
I	Annex "B" to Operations Order 114-54.
J	Flying Training Accomplishments
K	Ground Training Statistics showing a month's ground training from a tactical squadron.
L	SAC Message DOTRS 2469.
M	DD Form 96 from D/O, 12th Air Division, quoting 15th AF Message DOTF 23219, which in turn quotes SAC Message DOTRF 3776.
N	DD Form 96 from D/O, 12th Air Division, quoting 15th AF Message DOTF 23206, which in turn quotes SAC Message DOTRS 3862.

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EXHIBIT "A"

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Roster of Key Personnel

28 February 1954

COMMANDER
Colonel Loran D. Briggs

Deputy Commander
Colonel Ernest C. Eddy

Adjutant
1st Lt Ben G. Prigmore

Inspector
Major Frederick W. Grindle Jr.

Controller
Lt Col James R. Irish

Director of Personnel
Lt Col Kieth A. Whitaker

Director of Materiel
Lt Col Clark A. Tate

Director of Operations
Colonel Paul K. Carlton

Comdr, Hq Sq Sec
Captain Clifford R. Burnett

Comdr, 320th Air Mfg Sq
Lt Col Russell F. Ireland

Comdr, 320th Fld Maint Sq
Major Thomas A. Wacht

Comdr, 320th Per Maint Sq
Major Robert J. Dunn Jr.

Comdr, 320th A & E Maint Sq
Major Eugene L. Hudson

Comdr, 441st Bomb Sq
Lt Col David S. Pallister

Comdr, 442d Bomb Sq
Lt Col William A. Martin

Comdr, 442d Bomb Sq
Lt Col William J. Would

Security Officer
Lt Col Ervin J. Tetiva

Comdr, 320th Tact Hosp
Lt Col Charles B. Englehart

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EXHIBIT "B"

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C O P Y

PART I - PURPOSE

1. The instructions and information furnished in this guide apply to the conduct and reporting of Unit Simulated Combat Mission Vulnerability Tests, which have been established as a recurring operation by SAC Reg 205-4, 24 July 1953.

2. Although SAC Reg 205-4 provides for more than one security testing procedure this guide applies only to Unit Simulated Combat Mission Vulnerability Tests. It is written for the purpose of standardizing the procedures used in conducting tests and of insuring that accurate detailed reports are rendered on each test conducted within this command.

PART II - DEFINITIONS

1. For the purpose of this guide, the following definitions apply:

a. USCM - (Unit Simulated Combat Mission) - Tactical exercise conducted by a unit which has a mission assignment under the Emergency War Plan.

b. USCMVT - (Unit Simulated Combat Mission Vulnerability Test) - Simulated espionage and sabotage activities conducted by teams of Air Police personnel for the purpose of testing internal security measures prior to and during Unit Simulated Combat Missions.

c. Senior Tactical Commander or Commander - The Air Division Commander on multi-wing bases; the Wing Commander on single-wing bases.

d. Priority Elements - Equipment and materiel necessary to the wing's air strike capability or used in support of the air strike capability, further identified by priority categories: (1) Indispensable, (2) Contributory, (3) All Other.

(1) Category I Elements or Targets - Equipment, facilities, and materiel indispensable to the wing in performing its assigned mission.

(2) Category II Elements or Targets - Equipment, facilities, and materiel directly contributory, but not indispensable in an absolute sense, to the wing in performing its assigned mission.

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(3) Category III Elements or Targets - All other elements necessary to the air strike capability.

e. Using Agencies - Units of the wing which operate, maintain, or utilize priority elements. (Air base group units, which are under the command of the tactical wing on single-wing bases, are considered to be separate from the command of the tactical wing during USCMVTs.)

f. Sabotage - Simulated damage or destruction of targets effected by undetected penetration and planting of devices.

g. Device - An inert object, marked to simulate destructive capabilities.

PART III - GENERAL

1. Internal Defense Tests conducted by the OSI during the past 2½ years and Security Inspections performed by individual bases have demonstrated conclusively that internal security throughout the command does not provide the degree of security necessary to adequately protect priority elements of the command's strike force. These tests have likewise revealed that this lack of security is due primarily to the element of human error and not to a deficiency in current security systems.

2. It has been the experience of the OSI that personnel of using agencies are flagrantly negligent in performance of security duties, thereby contributing to the ability of agents to obtain classified information or to achieve sabotage of aircraft or supporting equipment and materiel. Similarly, weaknesses have been observed in the manner in which Air Police Forces carry out their responsibilities for securing priority elements when such elements are under Air Police control for security purposes.

3. To reduce this element of error to a minimum level and to develop a strong sense of security consciousness throughout the command, USCMVT efforts will have as a primary objective the detection of those organizations and personnel whose security failings, if not made a matter of record and corrected, will jeopardize the ability of this command to perform its mission in the event of war and as a secondary objective the examination of base security systems, and procedures within these systems, for weaknesses. When carrying out these USCMVT objectives, all observations relating to either efficient or inefficient performance of security responsibilities are to be accurately reported so that organizations or personnel responsible for such performances can be recognized.

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Similarly, areas of strength or weakness which are detected within the security systems at the base will be reported.

4. USCMVTs will be conducted within the 30-day period preceding each USCM executed within the command. Each test will be performed by a team of Air Police personnel placed TDY to the base of the wing being tested. Targets to be attacked will be generally confined to Category I elements and further limited to materiel, equipment, and physical facilities. Indentification of these elements by the Team will depend on espionage activities conducted on the base or in surrounding areas or upon the Team's own evaluation of all elements if this information cannot be secured by espionage.

5. In recognition of the fact that our enemy's agents will be provided with items such as authentic identification cards and restricted area baiges, or near perfect reproduction of them, the USCMVT Team will not spend excessive time and effort in attempting to obtain such items surreptitiously or in effecting penetrations without them. Once the Team has determined the ease or difficulty of securing items in the local area, the finding will be recorded in the Team report, and Team activities will be directed toward other goals. The Team report will indicate what type of credentials were used by agents in their various activities.

6. As outlined in paragraph 2 above, the primary objective of the USCMVT is to improve the security performance of using agency and Air Police Force personnel. At least 50% of the Team's sabotage effort will be made during periods when Category I targets are under the security control of tactical wing personnel, with the remainder of the sabotage effort to be made against Category I elements while they are under control of Air Police Forces (normally after duty hours or on week-ends). Similarly, at least half of the covert attempts to secure classified information for use during the test will be directed against personnel of organizations of the tactical wing being tested, with the remainder to be directed against personnel of supporting elements or organizations.

7. In order to provide information on the vulnerability of various types of Category I elements it is desirable that sabotage attempts be made primarily against aircraft and flyaway kits. Other targets of opportunity may be attacked but only if Category I elements have been destroyed or cannot be penetrated.

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PART IV - PROCEDURES

1. Headquarters Fifteenth Air Force will schedule and monitor each USCMVT conducted within the command.

2. Each USCMVT Team will be composed of one officer (Agent No. 1 and Team Captain) and four airmen (Agents Numbers 2, 3, 4, and 5), who will be placed on temporary duty from their home base to another base within this command for the purpose of conducting espionage (Phase I) and sabotage (Phase II) activities prior to and during a USCM. Team members will possess a minimum security clearance of SECRET. Headquarters Fifteenth Air Force will notify the Provost Marshal concerned of the date on which he is to dispatch a USCMVT Team, the destination of the Team, and any other information deemed necessary.

3. To secure the maximum benefit from the USCMVT program, agents will be selected from among supervisory personnel of the air police squadron so that their experience during USCMVT activities can be applied to improve internal security at their home base. If possible, Teams will include personnel who have demonstrated adeptness for espionage and sabotage activities as members of previous USCMVT Teams or as members of security inspection teams at their own base.

4. Prior to departure from the home base the following will be accomplished:

a. Teams will secure blank DD Forms 345, 460, and any other desired forms, to be used in accordance with Part III, paragraph 5 above.

b. Devices to be used and identifications will be prepared. Devices may be rolled cylinders of paper, paper cups or other paper devices of approximately 10 cubic inches.

c. The local OSI will be requested to brief the Team on their experiences in conducting espionage and sabotage activities, and on their knowledge of the liaison normally effected between civilian business establishments (particularly motels and hotels), local law enforcement agencies, and base authorities. The OSI will be requested to provide guidance to the Teams on things "not to do", to reduce the chance that inexperienced Team members will perform in a manner which would arouse the suspicion of civilians or military personnel who are encountered during their activities.

d. The Air Division or Wing Operations Division will be requested to conduct an unclassified briefing for the Team, to cover the manner in which tactical units prepare for and conduct unit simulated combat missions.

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It is particularly desirable that the Team has a clear understanding of (1) tactical and maintenance squadron activities which precede USCMs, (2) the approximate number of aircraft which usually fly such missions, (3) the timing of aircraft departures, and (4) provisions for ground spare aircraft.

e. Team will be briefed by the Base Provost Marshal before departing on TDY.

f. Team will be familiar with the contents of SAC Reg 205-4.

5. Communications, travel orders, or other documents pertaining to a scheduled USCMVT which reveal identification of Team members or their places of residence during the USCMVT will be classified in accordance with the provisions of paragraph 26, AFR 205-1, 24 July 1953, as amended.

6. Upon arrival at destination, the Team will not sign in on base arrival register but will take up residence as part of the civilian community. To effect the maximum possible concealment within the civilian community, the Team will not reside as a group and when meeting for group discussions will choose a location at which their gathering will not attract undue attention. It is recommended that not more than two Team members reside in one vicinity of the civilian community. The Team Captain will contact the Provost Marshal Division, this headquarters, by collect commercial phone call (Phone Moreno, California LD-20, extension 4104 or 4105) and provide information of the phone number and address at which he can be contacted during the USCMVT. To prevent violation of the provisions of paragraph 5 above during this telephone conversation the Team Captain will not relay any information revealing his relation to the USCMVT. The Team Captain will inform the Provost Marshal Division in the same manner if his phone number or residence address changed during the TDY period.

7. After establishing civilian residence, the Team Captain will report to the Senior Tactical Commander on the base being tested, advise him that a USCMVT Team is in place in the local area, and provide for a method by which the Commander can contact the Team Captain. The Commander will be advised that information being given him concerning identity and location of members of the Team is not to be made public, and that this information will not be revealed to additional personnel without the approval of the Team Captain or Headquarters Fifteenth Air Force. (This will not preclude the Commander furnishing this information to his Deputy Commander or another selected officer in the event that the Commander is to be absent from the base during the USCMVT period.)

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8. The Team Captain will brief the Commander concerning the two phases of the test, as follows:

a. During Phase I the Team will conduct espionage activities in town and on the base, for the purpose of testing the security of classified information and of determining the ease or difficulty of obtaining detailed information pertaining to the base and units hereon. Base authorities will not attempt to locate and identify the Team in the civilian community except as provided for in paragraph 9 below. In the event that civilian authorities report the presence of the team to base authorities, the reporting agency will be requested to furnish their information to the local OSI Detachment. This information will be classified in accordance with paragraph 26, AFR 205-1, and will be handled as prescribed in paragraph 9 below. This information will not be used to brief base personnel on the description or identity of Team members or their activities.

b. Phase II of the test will be comprised of sabotage penetrations of Category I elements on the base. Category I elements may be sabotaged at any time in the 30-day period preceding the USCM, through the methods prescribed in paragraph 13 below.

9. To provide the OSI with an opportunity to evaluate the capability of local law enforcement agencies to detect elements engaged in espionage in the area, the Team Captain will contact the Detachment Commander of the local OSI and repeat the information which he gave to the senior commander. If sufficient copies of this guide are available to the Team Captain, a copy will be furnished to the OSI. The OSI will be requested to effect liaison with local law enforcement agencies to prepare for the possibility that such agencies might detect and question the activities of the Team. Local agencies should be encouraged to furnish the OSI with reports of the Team's activities, if such activities are detected; however, such agencies should be discouraged from making specific attempts to locate and identify the Team. Information developed by the OSI in this manner should not be revealed to base authorities or used to identify the Team in its activities on the base. Upon completion of the test, the Team Captain will request that the OSI brief him on any information received by that office. This information will then be included in Part II of the Team report.

10. The Team will commence operations as soon as practicable following arrival at destination. (The Team Captain will act as an agent until he is apprehended. Following apprehension he will remain on TDY to coordinate the activities of remaining agents and to prepare the Team report.)

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Both military and civilian clothing may be worn by agents during the test; however, false identification furnished to agents in advance of the test may be used unless the Team has found that false identification, restricted area baiges, etc, can be secured by covert methods in the local area. (The Team Captain will use authentic military identification when visiting the base for the purpose of contacting the Senior Tactical Commander and the OSI or for the purpose of other activities not a part of espionage, penetration, or sabotage efforts of the Team.)

11. The Team will attempt, by espionage means, to identify the tactical unit scheduled for a USCM, the date of the USCM, and the specific aircraft scheduled for the mission. Working from information secured in this manner, the Team will plan penetration and sabotage efforts.

12. All operations will be conducted in a manner which provides for the safety of personnel. Activities which might possibly result in the use of firearms or extreme force are prohibited. The safety of all personnel involved is paramount, even to the extent of compromising the entire test. Similarly, the safety of USAF aircraft and other equipment and material is mandatory; therefore, no action will be taken which might conceivably result in damage or loss of such items.

13. One method of simulating sabotage will be used. This method will make use of devices as described in paragraph 14 below. To be considered "effective", devices must be planted and remain on targets until the simulated "active" time of the device has passed.

14. Authorized devices will be limited to paper objects, as described in paragraph 4b above. Devices will be serially numbered and in order to conceal the progress of penetration accomplishments of the Team, devices should not be planted in numbered order. The information shown on the sheet inclosed as Inclosure 2 will be typed or printed on each device or on a paper tag attached to the device so that a record of each device can be created, to be used in determining its "effectiveness".

15. Devices will not be planted in a manner which might result in damage to aircraft or equipment.

16. Penetration attempts will not be made against AMC storage sites (aircraft and other material) the security of which is the responsibility of AMC.

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17. Penetration attempts and sabotage efforts will be made several times during the test period, with at least one agent retained for use in a final penetration and sabotage effort just prior to execution of the USCM. Agents, if apprehended, will attempt to obtain release through use of a cover story. In each case, when it becomes obvious to the agent that he is to be held for positive identification, the Agent will request that he be allowed to contact the Senior Tactical Commander and request that the Team Captain be contacted. When contacted by the Commander concerning an apprehended Agent, the Team Captain will identify the Agent and release him from TDY, to return immediately to his home base. The USCMVT will end when any one of the following has occured:

a. All Agents (including Team Captain) apprehended and held for proper identification.

b. All selected targets sabotaged.

c. The last aircraft has departed on the USCM.

18. After completion of the test, the Team Captain will brief the Base Provost Marshal concerning the Team's activities and the material contained in the Team Report. Specific attention will be given to bringing to the Provost Marshal's attention those areas of weaknesses discovered in the internal security system of the base. Following this, the Team Captain will brief the Senior Tactical Commander in the same manner, if he desires.

19. All personnel remaining on TDY will return to their home base immediately following completion of the report required by Part V and its submission to the Senior Tactical Commander.

20. This headquarters solicits recommendations for improvement of this guide, which is being used as an interim measure pending publication of a SAC SOP that will establish ground rules to standardize these tests. This guide, along with similar ones now being prepared by 2d and 8th Air Forces, will be used by SAC in the preparation of the SOP.

PART V - REPORT

1. Upon completion of the test the Team Captain will deliver a comprehensive report in 4 copies to the Senior Tactical Commander and send one copy to Headquarters Fifteenth Air Force, ATTN: Provost Marshal, by Air Mail. Reports Control Symbol assigned this report is 2-SAC-Y1.

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C O P Y

a. Part I of this report will summarize in narrative form the Team's activities in establishing itself as part of the civilian community, its initial reconnaissance of the base and surrounding area, and the espionage and sabotage approaches initially decided upon by the Team.

b. Part II of the report will present in detailed narrative form the following information:

(1) Manner of operation of agents in their espionage activities in town and on the base.

(2) All essential information pertaining to the base, to Category I elements, and to the USCM, as developed by the Agents. The location at which this information was secured will be given, as well as all possible identification of personnel (military or civilian) used as sources for this information.

c. Part III will contain a narrative of each penetration and sabotage effort. The method of approach used will be given, as well as the success attained or the manner in which the penetration and sabotage effort was prevented by base personnel. Aircraft numbers and location will be given. Facilities will be identified by description and location. The serial numbers of devices used will be listed, along with identification of the target on which they were placed. Personnel encountered during the effort will be identified if possible, and their security performance stated. Details of the apprehension of each Agent will be given.

d. Part IV will list, by number, all devices planted on targets, identifying those discovered by base personnel prior to time of detonation. Final information applying to devices will be obtained by the Team Captain checking the devices being held by the Provost Marshal. (See Provost Marshal's instructions on Inclosure 2).

e. Part V will contain the following:

(1) Identification of targets sabotaged by planting of effective devices (those not removed prior to detonation). The following notation: (Mission Aircraft) will be placed after the number of each sabotaged aircraft which was scheduled for the USCM or which was a ground spare aircraft for the USCM.

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C O P Y

It will be necessary for the Team Captain to coordinate with the tactical Wing concerned to secure this information.

2. The Team Report will be classified according to its content as prescribed by AFR 205-1, as amended. The Team Captain will request the Senior Tactical Commander to determine the security classification of each paragraph of the report.

3. Headquarters Strategic Air Command has requested that the cost of each test be accurately determined so that a report showing the total cost of the USCMVT program during the first six months of operation can be made. The Team Captain will provide Headquarters Fifteenth Air Force (ATTN: Provost Marshal Division) with this information in a letter report upon his return from TDY. Report will list separately payments for travel, payments for per diem, and any reimbursements collected by Team members for specific expenditures made in connection with the test. Care will be taken to secure final amounts paid to Team members in view of the provisions of paragraph 6i, SAC Reg 205-4, which authorizes payment of per diem funds in advance, a portion of which might be refunded to the government because of early return from TDY.

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DEVICE NUMBER _____.

THIS OBJECT REPRESENTS AN
EXPLOSIVE DEVICE WHICH IS SET
TO DETONATE OR BECOME ACTIVE AT

_____
HOUR DATE

THE PERSON DISCOVERING THIS
DEVICE WILL FOLLOW THE INSTRUCTIONS
CONTAINED HEREON

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THIS IS A SIMULATED SABOTAGE DEVICE.
WHEN FOUND, COMPLETE THE FOLLOWING.

At _____ this device was removed from
TIME DATE

_____
Identification of aircraft, facility or equipment

By _____
Rank Name Organization

CALL THE AIR POLICE OR DELIVER THIS DEVICE
TO THE AIR POLICE STATION AT ONCE

TO AIR POLICE:

Complete the following and deliver this device to the Provost Marshal:

This device was delivered into the custody of the Air Police at

_____
Location

_____
Time Date

Device received by:

_____
Rank Name AP Sq

TO PROVOST MARSHAL:

Hold this device until it is called for by officer in charge of Vulnerability Test Team.

Inclosure 2 (Over)

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EXHIBIT "C"

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HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE
CALIFORNIA

WING REGULATION)
:
NUMBER 205-19)

SECURITY

Reporting and Investigation Procedures Pertaining to
Acts of Sabotage and/or Penetration by Agents

1. PURPOSE. To establish uniform procedure among the units of the 320th Bombardment Wing for the reporting of acts or suspected acts of sabotage and/or penetration by unauthorized personnel, and to outline subsequent action to be taken regarding such incidents.

2. RESPONSIBILITY. Unit Commanders will take necessary action to implement this directive upon receipt.

3. SCOPE. This procedure applies to all military and civilian personnel assigned to the 320th Bombardment Wing and encompasses acts directed against the activities of this Wing to include aircraft parking areas, aircraft, equipment, buildings, storage areas, and similar facilities.

4. PROCEDURE. In the event incidents cited above are discovered in the activities of this Wing, the following action will be initiated at once:

a. How and where to report incident.

(1) Report to Base Security or Provost Marshal offices as required by paragraph 3a, Base Regulation 205-19.

(2) Notify Unit Security Investigating Teams according to Unit Standing Operating Procedure. (Security Investigating Teams in Unit SOP's will be established as required in Wing Reg 205-20.)

(3) Notify the Wing Commander and the Wing Security Officer by telephone call to the Wing Control Room, extensions 22103, 22114.

b. Securing the area.

(1) When immediately available, unit personnel present in immediate area of the incident will be placed in strategic positions in and around buildings and/or material to observe the general area under investigation and to apprehend unauthorized or suspicious looking personnel or report presence of actual or simulated sabotage devices discovered.

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(2) Handling of sabotage devices will be the responsibility of Air Police and/or Security personnel as provided in paragraph 3b(2), Base Regulation 205-19.

c. Investigation of Incident.

(1) Primary investigation responsibility rests with Air Police or Security personnel as outlined in Base Regulation 205-19.

(2) Support investigation of incidents by Unit Security Investigation Teams will be conducted in support of authorized investigating personnel who are: Agents of the O.S.I., Special Agents of the F.B.I., and/or Aircraft Accident Investigating Officers, the Wing Commander, the Squadron Commander, when they are present. When the above persons are not present, the Unit Security Investigating Team will make a preliminary investigation to determine presence of unauthorized personnel or presence of sabotage devices. Unauthorized personnel will be apprehended and held and searched by Squadron Supervisory personnel in the Squadron area. Sabotage devices will not be touched but location will be noted and reported to the Air Police and/or Security personnel upon their arrival.

(3) The Wing Commander will be kept informed of the progress of the investigation by periodic reports.

BY ORDER OF THE COMMANDER:

CLIFFORD A. BURNETT
Captain, USAF
Adjutant

OFFICIAL:

Clifford A. Burnett
CLIFFORD A. BURNETT
Captain, USAF
Adjutant

DISTRIBUTION: "B"

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EXHIBIT "D"

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HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
March Air Force Base
California

320DO 26 February 1954

SUBJECT: Improvement in Effectiveness of the Wing Security Program

TO: All 320th Bomb Wing Squadron Commanders

1. Considerable improvement has been noted in the security program in the past few months, however, more command emphasis must be placed on security to afford us the overall high standard required for an organization of this type. Items that special command attention should be given are as follows:

a. Unit Security Officers.

(1) During the year 1953 the 320th Bombardment Wing officer manning was exceptionally unstable due to requirements to send the majority of personnel on TDY to various training courses. This situation no longer exists and stability in assignments of Security Officers has been effected. This will make possible a more effective security program and closer compliance with the requirements of SAC Letter 205-4 and SAC Regulation 205-11. Squadron commanders should do their utmost to maintain stability of assignment of Unit Security Officers.

(2) On a recent survey test administered by the Fifteenth Air Force Security Inspectors, the average score of our Security Officers was only slightly below the Fifteenth Air Force average. It is believed that greater stability and additional emphasis will improve the Unit Security Officer's capabilities to a more satisfactory level. The Wing Security Officer will administer a similar type test on 21 March 1954 to determine the effectiveness of this program. In preparation for this test Unit Security Officers should be familiar with the "Unit Officers Reading File", Base Regulations 205-1, -5, -7, -8, -11, -19, and -20, 320th Bombardment Wing Regulations 205-3 and -8, SAC Regulations 205-4, -10, -11 and 16, and Air Force Regulation 205-1.

b. Security Indoctrination

(1) Granting of interim clearances prior to starting Phase I indoctrination and final clearances prior to completion of Phase I indoctrination has been necessary due to recent assignment of large numbers of airmen personnel and also due to the heavy work load which has been imposed upon this Wing in order to meet its combat readiness date.

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Continuation of this policy is no longer necessary and Phase I security indoctrination is normally being provided for newly assigned personnel through the Base Indoctrination school prior to their assignment to duty. Presently assigned personnel and personnel present for duty who have not completed Phase I training will do so prior to 1 May 1954.

c. Security of Tactical Aircraft.

(1) It is believed that adequate security can be attained only by the use of a formal guard system incorporating armed guards at each aircraft with the sole duty of guarding that aircraft. Since personnel are not available for such duty, the only alternative is additional emphasis upon the system presently being utilized. The procedures presently prescribed are considered adequate, but at the time of the Annual Inspection the new flight line security system establishing perimeter guards had been in effect only one month. Since this new system did not call for a formal exchange of responsibility for individual aircraft between crew chiefs and Security Forces, a certain degree of laxity on the part of crew chiefs had developed. This situation has now been corrected and all maintenance personnel have been thoroughly indoctrinated in the fact that they are completely responsible for personnel allowed access to their aircraft. To maintain maximum security under the present system, continued command emphasis will be placed upon enforcing the following policies:

(a) Appearance before the Wing Commander or his Deputy by personnel guilty of failure to discharge their security responsibilities.

(b) Verbal or written reprimands will be administered in cases warranting such action.

(c) In the cases of gross and flagrant violations of security regulations and policies, action under the provisions of the Uniform Code for Military Justice will be instituted against persons responsible.

d. Penetrations

(1) In order to become more familiar with and cognizant of penetration attempts, Unit Security Officers of this Wing, excluding the Tactical Hospital and Headquarters Squadron Section, will conduct weekly penetration attempts on the various squadrons of the Wing. Access to at least

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Subject: Improvement in Effectiveness of the Wing Security Program

three aircraft will be attempted with either a successful penetration or the more desired apprehension of the penetrating agent. Squadrons are not confined necessarily to their own squadron aircraft in this activity. Weekly reports, as of each Saturday, will be submitted to the Wing Security Officer with details of penetration attempts made and the results.

BY ORDER OF THE COMMANDER:

/s/[illegible]
[illegible]
1st Lt, USAF
Adjutant

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CLASS: SECRET
AUTH : CO 320 BW
DATE : 17 Mar 54
INITS:

320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

320 AC 18 March 1954

SUBJECT: (Secret) Monthly Analysis for February 1954 (RCS: 15-U2)

TO: Commander
Fifteenth Air Force
March Air Force Base
California
Attention: COMA

SECTION I

FORECAST OF SAC MANAGEMENT CONTROL SYSTEM SCORES

Personnel	Max Score	Wing % Max Score Jan & Feb	Wing Score Jan & Feb	SAC MBW Avg Score December
1. Manning in Req Spec				
a. Officers	25	80.0%	20.0	10.0
b. Airmen	45	20.0%	9.0	18.0
2. AWOL Rate	30	100%	30.0	30.0
3. Ground Safety	25	60.0%	15.0	14.2
4. Reenlistment Rate	40	50.0%	20.0	5.3
5. Personnel Records	15	100%	15.0	14.5
6. MTD Utilization	20	97.5%	19.5	19.4
	200	64.2%	128.5	98.4
Materiel				
1. Flying Hours as a % of Required	60	71.0%	42.6	57.8
2. Report of Surveys	40	55.0%	22.0	37.4
3. Flyaway Kits	40	30.0%	12.0	14.7
	140	54.7%	76.6	87.9
USCM & Flying Safety				
1. USCM	80	86.2%	69.0	41.2
2. Flying Safety	40	70.0%	28.0	32.0
	120	80.8%	97.0	59.5

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Operations	Max Score	Wing % Max Score Jan & Feb	Wing Score Jan & Feb	SAC MBW Avg Score December
1. Training Minimums				
a. Bombardment	150	45.0%	67.5	67.1
b. Tanker	50	51.2%	25.6	19.2
2. RBS Radar Bomb Acc	40	86.0%	34.4	28.0
3. RBS Visual Bomb Acc	25	100%	25.0	18.3
4. Night Cel Nav. Prof	20	NR	NR	11.7
5. ECM Proficiency	40	NR	NR	NR
6. Cruise Control Prof	15	90.0%	15.0	10.0
7. Camera Gunnery Prof	NA	NA	NA	NA
8. Air Refueling Prof				
a. Wet Hookups	20	100%	20.0	20.0
b. Radar Rendezvous	20	90.0%	18.0	18.7
9. Scored Crews				
a. Bombardment	40	NR	NR	36.0
b. Tanker	10	NR	NR	10.0
10. Combat Ready Crews				
a. Bombardment	40	20.0%	8.0	18.7
b. Tanker	10	85.0%	8.5	10.0
11. Physical Conditioning	20	10.0%	2.0	10.0
	500	57.4%	224.0	232.2

SECTION II

1. Grand Total (Max Score 850)(526.1 points earned)

a. The Wing scored a total of 526.1 points (61.9%) of a possible 850 points. Comparative scoring for December 1953 and January and February combined is shown below:

CATEGORY	DECEMBER 1953 Points	% of Total	JAN & FEB 1954 Points	% of Total
Personnel	121.5	40.2%	128.5	24.4%
Materiel	73.3	24.3%	76.6	14.6%
Flying Safety	40.0	13.2%	97.0	18.4%
Operations	67.5	22.3%	224.0	42.6%
	302.3	100.0%	526.1	100.0%

b. The Personnel Section scored 128.5 points for the two month period, showing an increase of seven (7) points. Officer Manning remained the same while Airmen Manning showed an increase of 4.5 points. Ground Safety showed an increase of 4.5 points. Reenlistment Rate, Personnel Records and MTD Utilization remained the same.

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1. Grand Total (Cont'd)

c. The Materiel Section scored a total of 76.6 points for the two month period showing a decrease of three (3) points. Flying Hours as a Percent of Required showed an increase of seven (7) points while Reports of Survey showed a decrease of eighteen (18) points. Flyaway Kits showed an increase of eight (8) points over last month.

d. The USCM and Flying Safety Sections scored a total of 97.0 points for the two month period showing an increase of 85 points over January. USCM was not rated for the month of January. During February USCM scored 69.0 points. Flying Safety scored 28.0 points for the two month reporting period showing an increase of 16.0 points over last month.

e. The Operations Section scored a total of 224.0 points for the two month reporting period showing an increase of 80.0 points. Training minimums scored 93.1 points showing an increase of 45.8 points. RBS Radar Bombing Accuracy scored 34.4 points showing an increase of 3.2 points over January. RBS Visual Bombing Accuracy, which was not rated in January, scored 25.0 points. Cruise Control Proficiency and Air Refueling Proficiency remained the same as last month. Combat Ready Crews scored 16.5 points for the two month period showing an increase of 6 points over last month. Physical Conditioning remained the same as last month scoring 2.0 points for the two month period.

PERSONNEL

1. Manning in Required Specialities

a. Officers (Max Score 25)(20.0 points earned)

(1) The status of Officer manning as of 28 February 1954 was as follows:

	Jan & Feb 1954
No. Officers Required	762
No. Officers Assigned	786
No. Officers "IRS"	696
Percent "IRS"	91.3%
Score	20.0

b. At the present time a critical shortage of Adjutants and Supply Officers exist within the Wing. The three (3) combat squadrons (441st, 442d and 443d) have combat crew members holding the position of Squadron Adjutant in addition to normal duties. The Field Maintenance Squadron has no adjutant assigned and the supply officer is committed PCS overseas with

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1. Manning in Required Specialities

b. (Cont'd)

a reporting date of 24 March 1954. The Periodic Maintenance Squadron has no supply officer and the adjutant has assumed the supply account. He is scheduled to be discharged effective 3 June 1954. The A&E Maintenance Squadron has no adjutant assigned and the armament systems officer has assumed the duties of squadron adjutant. He is also urgently needed in armament systems to fill an authorized position. The need for supply officers and squadron adjutants becomes more critical with the impending ITY of the Wing.

c. Airmen (Max Score 45)(9.0 points earned)

(1) The status of Airmen manning as of 28 February 1954 was as follows:

	Jan & Feb 1954
No. Airmen Required	3340
No. Airmen Assigned	4351
No. Airmen "IRS"	2512
Percent "IRS"	75.2%
Score	9.0

d. Personnel accounting for the SAC Rating System will be converted from Primary AFSC to utilization AFSC effective with the 31 March report in accordance with TWX COA 8585, dated 7 February 1954. This change will improve the Wing MIRS approximately three to four percent. Since MIRS for the SAC Rating System does not include cadre authorization but does utilize all personnel available the MIRS should increase from 75.2% to approximately 79.0%

2. AWOL Rate (Max Score 30)(30.0 points earned)

a. Computation covers a two month period (Jan & Feb) only.

No. of AWOL's	8
AWOL Rate	1.62
Score	30.0

b. The Wing experienced eight (8) AWOL's during January and February 1954, two (2) in the 441st Bomb Sq, one (1) in the 442d Bomb Sq, one (1) in the Air Refueling Squadron, one (1) in the P.M. Squadron, one (1) in the A&E Squadron and two (2) in the Tactical Hospital.

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3. Ground Safety (Max Score 25)(15.0 points earned)

a. Computation covers a two month period (Jan & Feb) only.

	Jan & Feb 1954
Accident Cost Index (Two months)	.53
Ground Safety Index (Two months)	8.59
Percent of Max Score	60.0%
Score	15.0

b. The Wing is scored on two months experience for January and February 1954. The Wing experienced thirteen (13) accidents during the two month period.

4. Reenlistment Rate (Max Score 40)(20.0 points earned)

a. Computation covers a two month period (Jan & Feb) only.

	Jan & Feb 1954
Terminations Eligible to Reenlist	20
Number of Reenlistments	9
Reenlistment Rate	45.0
Percent of Score	50.0%
Score	20.0

5. Personnel Records (Max Score 15)(15.0 points earned)

a. The percent completeness of Officers and Airmen Personnel Records for January and February 1954 is as follows:

	Jan	Feb
Percent Complete Officers Records	99.99%	99.97%
Percent Complete Airmen Records	99.99%	100%
Percent of Max Score	100%	100%
Score	15.0	15.0
Score for Jan & Feb	15.0	

6. Mobile Training Detachment Utilization (Max Score 20)(19.5 pts earned)

a. Computation covers a two month period (Jan & Feb) only.

	Jan & Feb 1954
Wing Required (B-47 & KC-97)	14000
B-47 Mech MTD	19940
B-47 Electronics MTD	2920

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6. Mobile Training Detachment Utilization

a. (Cont'd)

	Jan & Feb 1954
KC-97 MTD	1872

7000 + 2920 + 3716 = $\frac{13636}{14000}$ = 97.4% or 19.5 points

MATERIEL

1. Flying Hours as a Percent of Required (Max Score 60)(42.6 pts earned)

a. The Wing had 3217 B-47 and 1698 KC-97 Flying Hours required for January and February 1954. 3247 B-47 Hours and 1342 KC-97 Hours were utilized during the two month period.

b. Computation is as follows:

$$\frac{\text{Flying Hours Required - B-47 - 3217 + KC-97 - 1698 = 4915}}{\text{Flying Hours Utilized - B-47 - 3217 + KC-97 - 1342 = 4559}} = 92.75\%$$

100.0% minus 92.75% = 7.25 x 4% = 29.0. 100.0% minus 29.00 = 71.0% of the score or 42.6 points earned.

c. This part of the analysis was changed to read "Flying Hours as a Percent of Required" in accordance with TWX, COA 10006, dtd 16 Feb 54 from Headquarters SAC.

2. Reports of Survey (Max Score 40)(22.0 points earned)

a. Computation covers a two month period (Jan & Feb) only.

	# Surveys	Dollar Cost
Jan & Feb	22	$4,893.85
Average dollars per survey	$222.44	

	Organization Population	
	Military EOM Asgd Strength	Civilian EOM Asgd Strength
Jan & Feb	2592	3

Reports of Survey per 1000 population $\frac{22}{2595} \times 1000 = .85$

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a. Reports of Survey (Cont'd)

b. An average cost of $222.44 per survey and the average of .85 surveys per 1000 population nets the Wing 55.0% of the score or 22.0 points earned.

3. Flyaway Kits (Max Score 40)(12.0 points earned)

a. The percent completeness of the squadron Flyaway Kits as of 28 February 1954 was as follows:

441st Bomb Sq	68.5%
442d Bomb Sq	69.0%
443d Bomb Sq	70.2%
320th AR Sqdn	99.3%
	307.0%

$\frac{307.0\%}{4}$ = 76.7% or 30% of the score or 12.0 points earned.

UNIT SIMULATED COMBAT MISSION AND FLYING SAFETY

1. Unit Simulated Combat Mission (Max Score 80) (69.0 points earned)

a. Computation is based on the Wing mission accomplished during the month of February 1954 as follows:

	BOMBER	TANKER
Aircraft possessed less TDY per SAC orders	45	18
Aircraft required to be airborne	45	18
Aircraft airborne	45	18
Aircraft effective	40	16
Aircraft Completing mission	40	16

b. Computation

	BOMBER	TANKER
% Airborne acft effective	$\frac{40}{45}$ = 88.8%	$\frac{16}{18}$ = 88.8%
Points (from table C-1a)	51.0	51.0
Airborne acft completing mission	$\frac{40}{45}$ = 88.8%	$\frac{16}{18}$ = 88.8%
Points (from table C-1b)	18.0	18.0

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1. Unit Simulated Combat Mission

b. Computation (Cont'd)

	BOMBER	TANKER
% Required aircraft airborne	$\frac{45}{45}$ = 100%	$\frac{18}{18}$ =100%
Adjustment Factor (From table C-1c)	1.00	1.00

Bomber mission effectiveness score = (51 ≠ 18) x 1.00 = 69.0

Tanker mission effectiveness score = (51 ≠ 18) x 1.00 = 69.0

Total unit mission effectiveness score

$$\frac{69.0 \times 45 \neq 69.0 \times 18}{45 \neq 18} = \frac{4347}{63} = 69.0 \text{ points earned}$$

2. Flying Safety (Max Score 40)(28.0 points earned)

a. Computation is based on a two month period (January & February) only.

b. During the two month period (Jan & Feb) the Wing experienced one (1) accident for 4722 hours flown for a rate of 21.0 which nets the Wing 70% of the score or 28.0 points.

OPERATIONS

1. Training Minimums (Max Score 200)

a. Bombardment (Max Score 150)(67.5 points earned)

(1) Computation covers a two month period (Jan & Feb) only.

Major Category	Max Score	# Items 3 Months	# Items Scored Jan & Feb	% of Score	Score
Bombing	35	299	106	35.4%	12.4
Navigation	25	103	37	35.9%	8.9
Cruise Control	10	28	12	42.8%	4.3
Air Refuel & Radar Rendezvous	25	116	33	28.4%	7.1
Gunnery	10	19	8	42.1%	4.2
Atomic Weapons	10	110	110	100%	10.0
Misc. Items	15	236	87	36.9%	5.5
Flying Time	20	2625	1979	75.4%	15.1
	150			45.0%	67.5

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Subject: Monthly Analysis for February 1954

1. Training Minimums

a. Bombardment (Cont'd)

Although improvement has been made, the low skill level of "K" maintenance personnel continues to be the primary deterrent factor in quality of bombing training. It has necessitated the use of marginal radar sets which is reflected in higher scores and larger number of malfunction runs. Lack of adequate radar scope photographs for target study has also been a deterrent factor. Adequate photography is not available and considerable effort is being expended to obtain quality photography of all RBS targets. Considerable improvement has been made over previous months.

b. Tanker (Max Score 50)(25.6 points earned)

(1) Computation covers a two month period (Jan & Feb) only.

Major Category	Max Score	# Items 3 Months	# Items Scored Jan & Feb	% of Score	Score
Wet Hookups & Tanker Rendezvous	15	459	304	66.2%	9.9
Navigation	10	187	122	65.2%	6.5
Cruise Control	5	68	50	73.5%	3.7
Miscellaneous	10	293	162	55.3%	5.5
Flying Time	10	180	0	0.0%	0.0
	50			51.2%	25.6

Pressure pattern flights were not flown due to ADIZ violation problems experienced while flying in the Pacific ADIZ. Arrangements have been made for the month of March for training flights within the Pacific ADIZ and also flights to MacDill AFB and Ramey AFB.

Required heavyweight wet hookups were not accomplished due to training requirements of B-47 pilots which precluded flying at the necessary gross weights.

Squadron has requested to be relieved of night and high gross weight wet hookups due to training requirements and lack of proficiency in these categories by B-47 pilots.

During the month the squadron was committed to supporting checkout of B-47 aircraft commanders and pilots in air refueling. This precluded flying long range navigation and pilot proficiency missions except as directed by higher headquarters.

Required Flying Time for Non-Combat Ready Crews has not been accomplished due to Aircraft Commanders attending MTD the greater part of the month.

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2. RBS Radar Bombing Accuracy (Max Score 40)(34.4 points earned)

a. Computation covers a two month period (January & February) only.

	Wing	441st	442d	443d
Number of Runs	48	21	8	19
Proficiency Index	53.0	44.3	60.0	59.4
Score	34.4	27.2	40.0	39.2
CEA	2063	2278	1796	1938
CEP	1275	2000	1200	1050

3. RBS Visual Bombing Accuracy (Max Score 25)(25.0 points earned)

a. Computation covers a two month period (January & February) only.

	Wing	441st	442d	443d
Number of Runs	20	10	2	8
Proficiency Index	63.0	56.0	60.0	71.0
Score	25.0	23.0	25.0	25.0
CEA	958	1033	935	871
CEP	325	1025	935	760

4. Night Celestial Navigation Proficiency (Max Score 20)(Not Rated)

This item will not be rated in accordance with SAC message DOTRS 6267 dated 30 January 1954.

5. ECM Proficiency (Max Score 40)(Not Rated)

6. Cruise Control Proficiency (Max Score 15) (15.0 points earned)

a. Computation covers a two month period (January & February) only.

	ARS
Number of Missions	62
Average % Error	.12
Percent of Score	100%
Score	15.0

7. Camera Gunnery (NA)

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8. Air Refueling Proficiency (Max Score 40)(38.0 points earned)

a. Wet Hookups (Max Score 20)(20.0 points earned)

(1) Computation covers a two month period (January & February) only.

	Wing	441st	442d	443d	ARS
Number Wet Hookups Att	418	14	26	53	325
Number Wet Hookups Suc	416	14	26	53	323
Percent Successful	99.5%	100%	100%	100%	99.4%
Percent of Score	100%	100%	100%	100%	100%
Score	20.0	20.0	20.0	20.0	20.0

b. Radar Rendezvous (Max Score 20)(18.0 points earned)

	Wing	441st	442d	443d	ARS
Number Radar Rend Att	140	3	9	13	115
Number Radar Rend Suc	129	2	8	12	107
Percent Successful	93.0%	66.7%	88.9%	92.3%	93.0%
Percent of Score	90%	40%	80%	90%	90%
Score	18.0	8.0	16.0	18.0	18.0

9. Scored Crews (Max Score 50)(Not Rated)

10. Combat Ready Crews (Max Score 50)(16.5 points earned)

a. Bombardment Crews (Max Score 40)(8.0 points earned)

Number Combat Ready Crews Authorized - 45
Number Combat Ready Crews Assigned - 32
Percent of Score - 20%
Score - 8.0

b. Tanker Crews (Max Score 10)(8.5 points earned)

Number Combat Ready Crews Authorized - 20
Number Combat Ready Crews Assigned - 19
Percent of Score - 85%
Score - 8.5

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11. Physical Conditioning (Max Score 20)(2.0 points earned)

a. Computation covers a two month period (Jan & Feb) only.

	Jan & Feb 54
# Combat Crew Pers Asgd	671
# Comp Req hours	9
% Comp Req Hous	1.34%
Percent of Score	10.0%
Score	2.0

SECTION III

SOFT SPOTS

1. Negative.

SECTION IV

SPECIAL ANALYSIS

1. Negative

SECTION V

COMMANDERS REMARKS

1. See Wing Commander's Remarks submitted on Air Training Reports for 320th Bombardment Wing (RCS: 6-SAC-T12A) and 320th Air Refueling Squadron (RCS: 4-SAC-T12).

Loran D. Briggs
LORAN D. BRIGGS
Colonel, USAF
Commander

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EXHIBIT "E"

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OFFICE OF THE COMPTROLLER
HEADQUARTERS 320TH BOMBARDMENT WING (M)
March Air Force Base
California

320 AC 16 March 1954

SUBJECT: (Unclassified) Analysis of the Unit Leadership Effectiveness and Morale Ratings

TO: Commander
320th Bombardment Wing (M)
March Air Force Base
California

I. General

An analysis covering a three month period, December, January and February has been prepared by this office. The figures have been compiled and recorded under the provisions of 12th Air Division letter Subject: "Unit Leadership and Morale Rating" dated 1 February 1953. Ratings are based on a maximum of 950 points. February ratings are also based on a one month and a combination of December-January-February which is a three month moving average. The scores are based on a percentage of maximum points obtainable.

II. Analysis

WING HEADQUARTERS

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
December	76.3	80.6	21	12	8	7
January	83.5	81.1	8	13	2	6
February	72.7	77.2	21	19	8	8

441ST BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
December	86.9	89.0	4	2	1	1
January	61.0	78.1	24	16	9	7
February	94.1	80.3	4	14	1	6

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

442D BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
December	84.2	75.8	9	18	5	9
January	75.6	83.1	15	10	6	4
February	91.0	83.6	6	11	2	3

443D BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
December	84.3	81.4	8	11	4	6
January	92.8	86.6	2	6	1	1
February	84.3	87.5	14	5	6	1

320TH AIR REFUELING SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
December	82.2	86.2	12	7	7	4
January	78.2	83.8	13	9	4	3
February	83.1	81.1	16	13	7	5

320TH ARMAMENT AND ELECTRONICS MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
December	84.3	86.5	7	5	3	3
January	80.7	82.3	11	12	3	5
February	86.6	83.9	10	9	5	2

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320TH FIELD MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
December	85.8	87.8	2	7	1	2
January	75.3	84.3	16	8	7	2
February	90.4	83.4	8	12	3	4

320TH PERIODIC MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
December	83.1	77.3	10	16	6	8
January	77.7	78.1	14	17	5	8
February	70.4	77.4	24	18	9	7

320TH TACTICAL HOSPITAL

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
December	71.1	86.1	22	8	9	5
January	74.2	76.2	22	19	8	9
February	85.8	74.9	11	21	5	9

III. Comments

The Wing one month overall average amounted to 82.0% for December, 77.7% for January and 84.3% for February. The Wing overall three month average amounted to 83.4% for December, 81.5% for January and 81.0% for February. Reenlistment Rate and NCO Membership are presently under study by base to be excluded from the system. The following is computed on a maximum of 770 points, Reenlistment 150 points and NCO Club Membership 30 have been excluded.

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

III. Comments (Cont'd)

	Standing in Base	Standing in Wing
Hq Sq Sec	19	8
441st Bomb Sq	9	3
442d Bomb Sq	7	2
443d Bomb Sq	15	6
Air Refueling Sq	16	7
Field Maint Sq	11	4
Periodic Maint Sq	24	9
A & E Maint Sq	6	1
Tactical Hospital	13	5

Other than the points lost on Reenlistment and NCO Club Membership a total of 864.5 points were lost, 90.6% were attributable to the following offenses:

Offenses	Points Lost	% of Total
Security Violations (13 offenses)	134.0	15.5%
AWOL (4 offenses)	123.5	14.3%
Serious Incidents (2 offenses)	70.0	8.1%
Drunk and/or Disorderly (7 offenses)	74.0	8.6%
Uniform Violations (11 offenses)	42.0	4.9%
Moving Traffic Violations (24 offenses)	190.0	21.8%
Delinquent MPO's (12 offenses)	108.0	12.5%
M/R Errors (3 offenses)	42.0	4.9%

There were 24 squadrons competing in the three month period.

JAMES R. IRISH
Lt. Col., USAF
Comptroller

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LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM

AWARD SHEET FOR FEBRUARY 1954

12th AD Assigned Units	% of Possible Score	12th AD Tenants	% of Possible Score
First Place -22d Tactical Hospital	89.84	510th Aviation	91.38
Second Place -Hq Sq Sec, 807th Air Base Gp	87.51		
Third Place -443d Bomb Sq	87.45		

Greatest Improvement
441st Bomb Squadron 33.10 percentage points improved

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM	Page 1	1		2		3		4		5		6		7		8		9	
		22nd Tactical Hospital		510th Aviation		3933rd R.B.S.		441st Bm. Sq.		1907-7 AACS Det.		442nd Bm. Sq.		807th Fd. Sv. Sq.		320th Fld.Maint.		March Flt. Serv.	
CATEGORY	PFD Str	209		46		47		250		205		265		319		402		73	
Part I Disciplinary Offenses	Pts Altd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60		60		60		60	1	54		60	1	54		60	4	18		60
b. AWOL	130		130		130		130		130	1	71.5		130	2	58.5		130		130
c. Serious Incidents	90		90		90		90		90		90		90		90		90		90
d. Drunk and/or Disorderly	60		60		60		60	1	54		60		60		60	1	60		60
e. Uniform Violations	20		20		20		20	1	16		20	3	4	1	18	1	20	1	2
Part II Ground Safety																			
a. Minor Accidents (Other)	20		20		20		20		20		20	1	20	5	4	1	20		20
b. Major Accidents (Other)	50		50		50		50		50		50		50		50		50		50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50		50		50		50	5	10	1	45	2	30	1	50	6	15		50
b. Driving Drunk	90		90		90		90		90		90		90		90		90		90
c. Major Accidents Vehicle	50		50		50		50		50		50		50		50		50		50
d. Minor Accidents Vehicle	20	4	0		20		20		20		20		20		20		20		20
Part IV Reenlistments		D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R
a. Regular	150	1	1 150		NR		NR	1	1 150	1	1 150		NR	1	1 150		NR	4	2 90
Part V NCO Mess		E	M	E	M	E	M	E	M	E	M	E	M	E	M	E	M	E	M
a. Members NCO Mess	30	49	49 30	14	13 9	23	21 3	32	32 30	53	57 30	34	23 0	61	67 30	80	81 30	20	9 0
Part VI Administration																			
a. Delinquent MPO's	60		60		60		60		60		60	1	60		60		60		NR
b. Morning Report Errors	70		70		70		NR		70		NR		70		70		70		NR
% of Max Score (3 Mo. Avg.)			89.84		91.38		89.36		80.31		86.34		83.58		78.04		83.41		85.24
TOTAL POSSIBLE SCORE	Feb.		950		800		730		950		880		800		950		800		820
SCORE ERND			930		779		703		894		816.5		728		860.5		723		712
% OF MAX SCORE			97.89		97.38		96.30		94.10		92.78		91.00		90.58		90.38		86.83

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM	Page 2	10 320th A&E		11 320th Tactical Hospital		12 9th Weo.		13 807th A.P. Sq.		14 443rd Bm. Sq.		15 42nd Air Rescue		16 320th Air Mtg.		17 Hq Sq 807th ABG		18 523rd Band	
CATEGORY	PPD Str	438		114		76		267		248		154		336		334		54	
Part I Disciplinary Offenses	Pts Altd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	1	60		60		60		60	2	24		60	1	60	1	60		60
b. AWOL	130	1	130		130		130		130		130		130	1	110.5		130		130
c. Serious Incidents	90		90		90	1	50		90		90		90	2	20		90		90
d. Drunk and/or Disorderly	60		60		60		60		60	1	54		60	1	60		60	1	0
e. Uniform Violations	20	2	16		20	3			20		20		20	1	18		20		20
Part II Ground Safety																			
a. Minor Accidents (Other)	20		20		20	1	6	3	6	1	20		20		20		20		20
b. Major Accidents (Other)	50		50	1	33		50	2	16		50		50		50		50		50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	2	45	1	25		50		50	3	20	2	20	1	50	1	50	1	10
b. Driving Drunk	90		90		90		90		90		90	1	18		90	1	63		90
c. Major Accidents Vehicle	50		50		50		50		50	1	33		50		50		50		50
d. Minor Accidents Vehicle	20	2	10		20		20		20		20	1	6	2	6		20		20
Part IV Reenlistments		D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R
a. Regular	150	3	1 60		NR		NR	2	1 90		NR	1	1 150		NR	2	0 15		NR
Part V NCO Mess		E	M	E	M	E	M	E	M	E	M	E	M	E	M	E	M	E	M
a. Members NCO Mess	30	82	95 30	20	18 0	15	4 0	67	59 0	27	22 0	49	34 0	94	75 0	127	118 9	16	17 30
Part VI Administration																			
a. Delinquent MPO's	60	3	42	2	18		60		60		60		60	1	60		60		60
b. Morning Report Errors	70		70		70		NR	1	70	1	63		NR		70		70	2	7
% of Max Score (3 Mo. Avg.)			83.89		74.91		83.76		78.26		87.45		80.04		81.06		87.51		87.04
TOTAL POSSIBLE SCORE	Feb.		950		800		730		950		800		880		800		950		800
SCORE EARNED			823		686		626		812		674		734		664.5		767		637
% OF MAX SCORE			86.63		85.75		85.75		85.47		84.25		83.41		83.06		80.74		79.62

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM	Page 3	19 807th M.V. Sq.		20 807th Oprs. Sq.		21 Hq Sq 320th B.W.		22 807th Supply Sq.		23 807th Instls. Sq.		24 320th Pdc. Maint.		NR Det 1 22 BW					
CATEGORY	PPD Str	150		540		176		455		240		238		393					
Part I Disciplinary Offenses	Pts Allwd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	1	30	1	60		60	3	30	4	6	3	12		60				
b. AWOL	130		130		130	1	71.5	3	58.5		130	1	84.5		130				
c. Serious Incidents	90	1	50		90		90		90		90		90		90				
d. Drunk and/or Disorderly	60	1	30	2	54	1	36	2	48	1	54	2	18	2	42				
e. Uniform Violations	20	1	10	4	10		20		20	3	4	3	4	4	6				
Part II Ground Safety a. Minor Accidents (Other)	20	1	14		20		20		20		20		20	2	16				
b. Major Accidents (Other)	50		50	1	33		50		50		50		50	1	33				
Part III Veh Accident Prevention a. Moving Traffic Violations	50	2	20	7	20	1	40	3	35	2	30	3	20	4	25				
b. Driving Drunk	90		90		90		90	2	54		90		90	2	36				
c. Major Accidents Vehicle	50		50		50		50		50		50		50		50				
d. Minor Accidents Vehicle	20	[illegible]			20		20		20	1	10	1	10	1	20				
Part IV Reenlistments a. Regular	150	D R [illegible]		3 1 60		D R 3 1 60		D R 6 2 60		D R 1 0 15		D R NR		D R 1 0 15		D R		D R	
Part V NCO MESS a. Members NCO Mess	30	M 38 34 0		P 213 137 0		E M 70 56 0		E M 121 132 30		E M 42 45 30		E M 33 32 21		E M NR		E M		E M	
Part VI Administration a. Delinquent MPO's	60		60	13	12	1	48		60	3	30	4	24	39	0				
b. Morning Report Errors	70		70	3	56	2	35	3	49	1	63		70		NR				
% of Max Score (3 Mo. Avg.).			71.94		73.12		77.17		67.30		75.07		77.43						
TOTAL POSSIBLE SCORE	Feb.		800		950		950		950		950		800		NR				
SCORE ERND			610		705		690.5		674.5		672		563.5		NR				
% OF MAX SCORE			76.25		74.21		72.68		71.00		70.74		70.44						

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EXHIBIT "G"

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Headquarters - 320th Bombardment Wing (M)
Wing Commander's Remarks - Part III 1 February - 28 February 1954

(1) Hours flown performing missions ordered by Higher Headquarters: 688:55

(a) USCM: 630:05

(b) 15 VII Missions: 58:50

(2) Weather and local conditions affected training as follows: 1:40

4 Visual RDS 1:40

* * * * * * * * * * *

(9) Remarks on material and personnel problems:

(a) A slight improvement was made during the month in manning of "M" System AFSC personnel.

	Authorized	Assigned
7 Level	39	8
5 Level	62	8
3 Level	6	73
	107	89

* * * * * * * * * * *

(10) Request this Wing be relieved of visual camera attacks. There are no means of taking photos to indicate a score, C-23 cameras for RAI and optics are not installed in aircraft. Request this Wing also be relieved of scored crew category on cruise control since there is no score table for scoring this item in SAC Technical Pamphlet 170-1.

* * * * * * * * * * *

(12) This Wing completed a Special Weapons exercise which tested the facilities at Campbell and Limestone Air Force Bases. This exercise was very successful.

(13) Crews capable of deploying aircraft in event of emergency:

(a) 12 non-combat ready crews.

(b) 32 combat ready crews.

* * * * * * * * * * *

(15) A total of 1732:55 hours was flown in YRB-47 aircraft during the month of February. An average of 45 aircraft was possessed for an average of 38:30 hours per aircraft.

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(b) During the period 16 February to 20 February this Wing flew a USCM requiring maximum effort of possessed aircraft. The ability of the Wing to deploy 63 of its 63 possessed aircraft within time prescribed in Fifteenth Air Force Operations Order 114-54 and to return 62 of its 63 aircraft on strike and air refueling missions is indeed a credit to the maintenance capability of the Wing. All aircraft deployed and returned to March AF Base with exception of 1 within the 3 days prescribed by Operations Order 114-54. The 1 aircraft which failed to make its return mission good was a KC-97 which experienced maintenance difficulty and diverted to Wright-Patterson. This was the only case of an aircraft which altered its route in the total possessed aircraft of the Wing. The performance of navigators and pilots to stay within tolerances of briefed routes, H control times and ADIZ penetrations, was excellent and reflects the ability of our combat crews and the training they have received to date. This mission was the first practice deployment by this Wing and the first combat profile flown in B-47 aircraft. Many lessons were learned in staff planning and advance preparations necessary, however, no serious deficiencies were encountered. The mission provided excellent training for all crews, particularly with respect to formation flying, bomb runs at Mach .81 at 2000 feet above optimum, strange field landings, cold weather operations, and ROA operation. The mission demonstrated that the combat profiles for the Wing under the EMP are practical. Following is the SAC Technical Pamphlet 17-1 table applied against results of the USCM under Fifteenth Air Force Operations Order 114-54.

	Bomber	Tanker
Acft possessed less TDY	45	18
Acft req (per trg directive)	45	18
Acft airborne	45	18
Acft effective	40	16
Acft completing mission	40	16

5. (c) Forty-seven crews were in training at March Air Force Base as of 28 February 1954. Of these, 32 were combat ready and with the exception of 3 crews the remaining non-combat ready crews were engaged in training under SAC Regulation 50-43.

(d) To date 42 aircraft have been converted from the reconnaissance to the bombing configuration, the completion date for converting all Wing aircraft to the bombing configuration is estimated to be 10 March 1954.

TOTAL WING PRACTICE RUNS

No Radar RBS Practice	224 Total Runs	4554 CEA	2110 CEP
No Visual RBS Practice	33	1646	1050
No Actual Releases Practice	31	1657	N/A

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TOTAL WING RBS BOMB RUNS

No Radar RBS Record	28 Total Runs	1838 CEA	1075 CEP
No Visual RBS Record	8	1035	860
Actual Releases	14	789	N/A

(e) Although improvement has been made, the low skill level of "K" maintenance personnel continues to be the primary deterrent factor in quality of bombing training. It has necessitated the use of marginal radar sets which is reflected in higher scores and larger number of malfunction runs. Lack of adequate radar scope photographs for target study has also been a deterrent factor. Adequate photography is not available and considerable effort is being expended to obtain quality photography of all RBS targets. Considerable improvement has been made over previous months.

(f) During February continued emphasis has been placed on celestial navigation training. This Wing has been relieved of scored celestial legs (SAC msg DOTPS 6207) for this quarter. Night celestial navigation continued to improve, with a CEA of 25.4 miles for 26 practice legs. Combat ready crews flew 18 record legs for a CEA of 19.3 miles. The day celestial CEA decreased to 23.3 miles for 23 practice legs.

1. Improvement of platform for celestial shots by placing autopilot in second station and utilizing "K" system in bomb to maintain course is not workable in many aircraft without the installation of a switch to cut the computors out of the "K" system. An actual check of the amount of "wander" inherent in most autopilots indicated that a properly functioning autopilot's wander was negligible and where excessive, the autopilot was in need of maintenance. As a result, less emphasis has been placed on "K" steering.

2. Present indications are that as a crew's experience and familiarity with the B-47 increases, celestial navigation capability also increases. While there are a certain number of undetermined factors influencing celestial, surveys have indicated that errors in judgment, procedures, and simple arithmetical mistakes have been responsible for at least one-half of excessive circular errors.

(g) Of the 10 gunnery missions flown, 8 were combat load missions and 2 were a 200 round 50-8 requirement mission. On the 8 combat load missions 7392 rounds were expended of 9600 rounds loaded for a fireout of 77%. This is an increase of 5.2% over the previous month. On the two 200 round missions 150 rounds of 400 loaded were expended, for a fireout of 37.5%. Of the 10

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Headquarters - 320th Bombardment Wing, (H)
Wing Commander's Remarks - Part III (Cont'd) 1 February - 28 February 1954

missions accomplished, 7542 rounds were expended of 10,000 rounds loaded, for a firecut of 75.5%.

/s/LOMAN D. BRIGGS
LOMAN D. BRIGGS
Colonel, USAF
Commander

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EXHIBIT "H"

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320th Air Refueling Squadron
Section H - Squadron Commander's Remarks 1 February - 28 February 1954

a. Hours flown performing missions ordered by higher headquarters:

(1) VIP Ferry Survey trip (return 4 Feb 54) 26:35

(2) TDY mission to Griffiss AFB, N. Y., 16 to 21 Feb 54 477:00

b. Weather and local conditions affected training as follows: 8:00

3 night celestial legs 6:00
1 day celestial 2:00

* * * * *

h. Remarks on materiel and personnel problems:

(1) Twenty-one aircraft are assigned. A total of 888:40 hours were flown for an average of 42:17 hours per aircraft. The in-commission rate was 68.7%. During this month this Squadron had an average of 10% of its authorized flight line maintenance personnel, and the average effective manning rate was 76% due to leave and commitments of TDY and ITD.

i. SAC minimum training requirements:

(1) Pressure pattern flights were not flown due to ADIZ violation problems experienced while flying in the Pacific ADIZ. Arrangements have been made for the month of March for training flights within the Pacific ADIZ and also for flights to MacDill AFB and Ramey AFB.

(2) Required heavyweight wet hookups were not accomplished due to training requirements of B-47 pilots which precluded flying at the necessary gross weights. Request Squadron be relieved of night and high gross weight wet hookups due to training requirements and lack of proficiency in these categories by B-47 pilots.

(3) During the month the Squadron was committed to supporting checkout of B-47 aircraft commanders and pilots in air refueling. This precluded flying long range navigation and pilot proficiency missions except as directed by higher headquarters.

j. Comments and recommendations:

(1) During this month 43 air refueling missions were flown. 164 wet and 749 dry hookups were accomplished, transferring a total of 1,008,810 pounds of fuel. Navigation included 72 radar rendezvous and 64 celestial legs.

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320th Air Refueling Squadron
Section II - Squadron Commander's Remarks (Cont'd) 1 February - 28 February

* * * * * * * * * * * * *

(3) The requirements of the unit mission (par a) were of such a nature as to preculde getting the maximum 50-8 requirements for personnel concerned.

(4) Only 5 aircraft in this Squadron are equipped with APS-42 radar sets. A C notification has been received that additional APS-42 sets and replacement parts are authorized for KC-97 aircraft of this organization, however, no projected date of availability is known.

(5) Since the qualification requirements (par 9g and h, Suppl VII, SAC Reg 50-8) for both Refueling Operator and Assistant Refueling Operator are identical regarding refueling operations, recommend that crew refueling minimums be divided so that Assistant Refueling Operators may maintain proficiency by being required to accomplish at least one-third of these minimums.

* * * * * * * * * * * *

/s/RUSSELL F IHELAND
RUSSELL F IHELAND
Lt Colonel, USAF
Commander

Headquarters - 320th Bombardment Wing (M) - 320th Air Refueling Squadron
Section I - Wing Commander's Remarks 1 February - 28 February 1954

(1) The 320th Air Refueling Squadron is sufficiently manned and trained to accomplish its MP.

(2) Lack of APS-42 radar sets in the Air Refueling Squadron is a definite limitation to its ability to carry out its MP under instrument weather conditions. Recommend that Squadron be equipped with APS-42 radar sets in all aircraft as soon as practicable.

* * * * * * * * * * * * *

/s/LORAN D. BRIGGS
LORAN D. BRIGGS
Colonel, USAF
Commander

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EXHIBIT "I"

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KODAK SAFETY

SECRET

HEADQUARTERS FIFTEENTH AIR FORCE
MARCH AIR FORCE BASE, CALIFORNIA
1 FEBRUARY 1954, 0800 PST

ANNEX "B"

TO

OPERATIONS ORDER

SERIAL NO 114-54

SPECIAL WEAPONS

1. This annex contains special weapons data:

a. One Mk-6, Mod-3 WR weapon will be loaded aboard each B-47 aircraft scheduled as a bomb carrier, and will be off-loaded, immediately upon completion of the simulated IFI/IFE, by supply squadron loading teams.

b. A post load check will be performed on all weapons by 320th Armament and Electronic Squadron PLT teams.

c. Weapons and component parts will be delivered as follows:

(1) Bomb Carrying Aircraft:

(a) One Mark-6, Mod-3 WR Weapon.
(b) Box B-2 of 4; Inner and Outer Cores
(c) Box B-3 of 4; IFC Container.
(d) Box B-4 of 4; IFI tools.

d. Functional checks and inspections of auxiliary release systems will be accomplished prior to departure from home station.

e. "Ring Out" checks of aircraft wiring will be accomplished within the period 72-hours prior to loading.

f. Aircraft CF-609 cables (263 equipment) will be used in lieu of stockpile CF-609. The stockpile CF-609 cables will be used as spares only.

g. Appropriate SAC Atomic SOF check sheet will be completed.

h. Appropriate SAC Atomic SOPs will apply.

i. Bomb sling attaching lugs will not be removed.

j. One simulated IFI/IFE will be accomplished on the ground, prior to off-loading of weapons. IFI and IFE will consist of removing weapon mandrels, inspecting weapon pit, inserting core charges, then reversing procedures. Weapon will be returned to site personnel in same condition as received from site.

k. Capsules will not be used for this mission.

l. Mark-6 weapons and components for this maneuver are war reserve stockpile items. Crews will be thoroughly briefed to exercise extreme care when accomplishing the simulated IFI to prevent damage to weapons.

Annex "B" to 15AF
Opr O 114-54
1 Feb 54

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EXHIBIT "J"

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FLYING TRAINING ACCOMPLISHMENTS

	KC-97	B-47
Total Flying Time	889:00	1733:00
Number Sorties	117	331
Number Practice Bombs	0	31
Number Scored Bombs	0	14
Radar Gross Errors	0	2
Radar Attacks (Camera Scored)	0	20
Radar Record Runs	0	33
Malfunction Runs	0	70
Visual Gross Errors	0	1
Visual Record Runs	0	20
Visual Attacks (Camera Scored)	0	0
Night Celestial Legs (quality)	35	18
Night Celestial Legs (quantity)	0	23
Day Celestial Legs	30	48
Grid Legs	8	5
Number of Lorans	0	0
Other Navigation Legs	21	273
Maximum Load Missions	0	8
Number Rounds Fired	0	7392
Air-to-Air Gunnery	0	2
Rounds Fired	0	150
Number Scored Attacks	0	0
Hours Formation 3-8 aircraft	26:00	62:00
Hours Formation 9 or more aircraft	0	0
Formation Releases	0	0
Formation Assemblies	11	16
Long Range Cruise Control (Sup)	5	0
Long Range Cruise Control (Unsup)	45	41
Number Pilot Proficiency Missions	1	0
Hours Depressurized Flying	0	141:00
Number GCA's	98	332
Number Dry Hook-ups	749	645
Number Wet Hook-ups	164	168
Number of Rendezvous	77	41

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EXHIBIT "K"

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GROUND TRAINING ACCOMPLISHMENTS FOR THE MONTH OF FEBRUARY 1954

443d Bombardment Squadron, 320th Bombardment Wing, (), March Air Force Base, California.

1. Simulator Training
The crews of Capt Lanois and Capt Starnes completed the B-47 Simulator course.

2. Special Weapons
All fifteen crews attended a one day refresher course in the loading of special weapons.

3. Physical Conditioning Unit
A total of eleven hours of PCU was accomplished and fifty hours of free games were accomplished.

4. Link Trainer
In conjunction with the wing simulated combat mission all aircraft commanders and co-pilots utilized the C-11B link trainer for two hours practicing let down procedures on Campbell and Limestone Air Force Bases.

5. T-2 Trainer
Each observer from the 443d Squadron utilized two hours of special target practice in conjunction with the Wing Simulated Combat Mission.

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The training status of the personnel in the maintenance section of the 443d Bombardment Squadron is as follows:

1. Personnel in the 43 career field:

140 hours MTD B-47 Course	80 graduates
40 hours MTD Engine Course	10 graduates
20 hours MTD 66-12 Manual	12 graduates
88 hours Norton AFB Engine Overhaul	2 graduates
Amarillo Fuel Cell Repair	2 graduates
Base Management	6 graduates
Base Leadership	3 graduates
Chanute Maintenance Administration	1 graduate

2. Personnel in the 47 career field:

C-26 Minor Repair	5 graduates
GRD-50 Minor Repair	5 graduates
C-21	5 graduates
C-22	5 graduates

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DISPOSITION FORM

COPY

FILE NO.

SUBJECT: Celestial Navigation in B-47 Aircraft

TO: Comdr, 320th Bomb Wing

FROM: D/O, 12th Air Division
Phone 3203

DATE: 4 February 1954

COMMENT NO. 1

1. The following routine message from Hq 15th Air Force, 1 February 1954, is quoted for your information and compliance.

"DOTFC 24143. SAC msg DOTRS 6267, 30 Jan 54, is quoted FYI and compliance. 'During pd 1 Feb - 30 Apr 54, proficiency meas of night cel nav for B-47 crews w/b excluded fr lead and select probation items and SAC mgmt con sys. This action taken to prov pd whereby max emphasis may be placed on dev of improved night cel nav techniques (Ref ltr Hq 15AF DOTO 452.1, Subj: Cel Nav in B-47 Acft" 15 Dec 53) without accuracy restrictions normally associated w/probation and SAC mgmt con sys. All night cel msns accomplished IAW SAC Reg 51-11, 15 Jun 53, will cont to be reptd on SAC T-12 in order that data submitted may be evaluated w/present B-47 nav tables contained in mgmt con sys. Inasmuch as mgt con sys is on a qrtly basis, night cel nav proficiency will not be scored for w proficiency or scored crews for the entire quarter ending w/Mar 54'"

2. Letter referenced above was forwarded your organization on Disposition Form, this headquarters, same subject as above, 17 December 1953.

/s/JOHN W SWANSON
JOHN W SWANSON
Lt Colonel, USAF
Deputy Dir of Operations

DD FORM 1 FEB 50 96 REPLACES NME FORM 96, 1 OCT 48, WHICH MAY BE USED.

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SECURITY CLASSIFICATION (If any)

DISPOSITION FORM

COPY

FILE NO.

SUBJECT: Instrument Practice and Checks in B-47 Aircraft

TO: Comdr, 22d Bomb Wing
Comdr, 320th Bomb Wing
Comdr, 807th AB Group
ATTN: Base Operations
Comdr, 1977th AACS

FROM: D/O, 12th Air Division

DATE: 29 January 1954

COMMENT NO. 1

The following routine message from Hq 15AF, 22 January 1954, is quoted for your information and guidance.

"DOTF 23219. SAC msg DOTRF 3776, 20 Jan 54, is quoted FYI: "Subj is inst practice and ckg in B-47 model acft. This msg in 2 parts. Part I; FYI, a rqmt is being estbd for instl of 1D-249 and 1D-250 indicators in the rear ckpt of all B-47 model acft prim to improve the CPs capability to assist the acft comdr as well as opr the acft under actual inst. cond. Further, it has been determined, after careful consideration of all pertinent factors, that:

a. B-47 acft comdrs and CPs should accomp 1st practice and cks in their respective crew psns to dev max proficiency, and

b. Due to rapid rt of closure, a greater degree of safety is assured for VFR inst Practice by the use of alt sep in inst practice areas along w/max utilization of trf con fac, as opposed to relying upon only the vis acuity of a safety obsr in the front seat.

Part 2: Implementing dirs governing B-47 inst practice are being prepd for early distr."

s/t/JOHN W. SWANSON
Lt Colonel, USAF
Deputy Dir of Operations

DD FORM 1 FEB 50 96 REPLACES NME FORM 96, 1 OCT 48, WHICH MAY BE USED.

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SECURITY CLASSIFICATION (If any)

DISPOSITION FORM

FILE NO.	SUBJECT
	Clarification of Reporting GCAs on T-12 Report

TO Comdr, 22d Bomb Wing
Comdr, 320th Bomb Wing
Comdr, 807th AB Group

FROM D/O, 12th Air Division DATE 29 January 1954 COMMENT NO. 1

The following routine message from Hq 15th Air Force, 22 Jan 54, is quoted for your information and compliance.

"DOTF 23206. Req was sbm to SAC on clarification of rept GCAs on the SAC T-12 Tng Rept if they were not flown under the hood or actual wea. Fol msg fr Hq SAC, 20 Jan 54, was rec in reply: 'DOTRS 3862. This hq is publishing reg governing hooded fly and GCAs. We do not recog the accomp of inst practice w/o benefit of some type of hood. SAC Ltr 62-2 5 Jan 53, prohibits utilization of cloth type hoods in all acft except T-33s and T-6s. Req immed action be taken to ins compliance w/this policy and to prov sutiable hoods (preferably Welders shield type) to accomp required inst fly practice.'"

s/t/JOHN W. SWANSON
Lt Colonel, USAF
Deputy Dir of Operations

DD FORM 1 FEB 50 96 REPLACES NME FORM 96, 1 OCT 48, WHICH MAY BE USED.

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HISTORICAL REPORT

320TH

BOMB WING (MEDIUM)

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SECRET

CLASS: SECRET
AUTH: CC 320BW
DATE: 4 May 54
INITS: C H Burnett

HISTORY OF THE

320th Bombardment Wing (M)

MARCH 1954

* * * * *

March Air Force Base, California

Clifford H Burnett
CLIFFORD H. BURNETT
Captain, USAF
Historical Officer

3-1758-4A

RSI Contl No
S05812

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[illegible]

In a periodic maintenance dock for routine post-flight inspection is a 32[illegible]th Bombardment Wing -47. This aircraft is one of those recently converted from the reconnaissance to the bombardment configuration (the last 32[illegible]th Bombardment Wing B-47 was converted on 15 March).

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FORWARD

The final conversion of this Wing's B-47s from the reconnaissance to the bombardment configuration was completed during March. Thirty-eight crews were combat ready on 31 March, with seventeen of them designated as "lead crews."

Mobility preparations for the projected June TDY deployment have become one of the Wing's primary concerns. Route planning and refueling preparations have been made; personnel have been screened and assigned phase numbers and mobility bags have been prepared and their approximate weights and load displacements measured.

A new table of organization for the 32nd was received from the Strategic Air Command and placed immediately into effect.

No major aerial missions were scheduled for March, but flying training under SAC-8 was accomplished despite the handicap of rainy weather and poor visibility throughout most of the month.

William R. Lemay, Jr.
WILLIAM R. LEMAY, JR.
Colonel, USAF
Commander

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This historical report has been prepared by A/2C Robert J. Stout, 320th Bombardment Wing historical technician, under the direction of Capt Clifford P. Burnett, 320th Bombardment Wing historical officer, in accordance with Air Force Manual 210-1 and Strategic Air Command Manual 21 -1.

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CHRONOLOGY

5 March	Support mission for returning 22d Bombardment Wing aircraft flown. (See Chapter IV, subtitle: Return of 22d.)
	Captain Clifford R. Burnett replaced 1st Lt Ben G. Prigmore as Adjutant of the 32[illegible]th Bombardment Wing. (See Chapter I, subtitle: Change of Key Personnel.)
6 March	A42d Bomb Squadron "family day" held. (See Chapter I, subtitle: Family Day.)
7 March	A/3c Lawrence J. McCuiston was killed while performing flight line guard duty. (See Chapter I, subtitle: Ground Safety.)
9 March	Fifteenth Air Force Regulation 2[illegible]-4A established a change in the Wing mission. (See Chapter I, subtitle: Mission.)
10 March	Final conversion from [illegible]-47 reconnaissance phase to B-47 bombardment configuration completed. (See Chapter III, subtitle: B-47 Conversion Program.)
11 March	Installation project for Collins 18S-4 radios began. (See Chapter III, subtitle: Radio Malfunctions.)
12 March	Strange Field Landing Exercise flown to MacDill AFB, Florida. (See Chapter IV, subtitle: Strange Field Landing Exercise.)
15 March	B-47 Standboard crew started 1[illegible] day TDY to MacDill AFB, Florida to evaluate the 39[illegible]8th Strategic Evaluation Squadron. (See Chapter IV, subtitle: Standardization Board.)
22 March	SAC Inspectors conducted extensive inspection of 32[illegible]th Special Weapons facilities. (See Chapter IV, subtitle: Special Weapons.)
30 March	Seventeen 32[illegible]th combat ready crews were designated "lead crews". (See Chapter IV, subtitle: Combat Ready Status.)

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COMMAND

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MISSION

With the final conversion of all 32nd Bombardment Wing B-47s from reconnaissance to bombardment configuration,[1] a mission change was effected to release this wing from its secondary mission of conducting long range reconnaissance operations. Headquarters, Fifteenth Air Force Regulation 20-4A, published on 9 March 1954, deleted paragraphs 3a(1) and 3c(1) of the original Fifteenth Air Force 20-4, which was contained in the January 1954 32nd Bombardment Wing history.[2]

[illegible]

The Adjutant of the 32nd Bombardment Wing, 1st Lt Don H. Frigabre, was hospitalized immediately after returning from a short leave, and Captain Clifford M. Burnett, Headquarters Squadron Commander who had assumed his duties for the duration of the furlough, continued through the month as Adjutant.[3][4]

SECURITY

The establishment of security investigation teams and their duties was outlined in 32nd Bombardment Wing Regulation 205-20, published during the month.[5] This regulation outlined the formation and responsibilities of unit investigation teams and the publication of squadron standard operating procedures to carry out the requirements

1. See Materiel Chapter, Subtitle: Maintenance (B-47 Conversion Program).
2. Fifteenth Air Force Regulation 20-4A, dated 9 March 1954. Exhibit A.
3. See the Roster of Key Personnel. Exhibit B.
4. 32nd Bombardment Wing PAM 16, dated 5 March 1954. Exhibit C.
5. 32nd Bombardment Wing Regulation 205-20, subj: Security. Exhibit D.

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SECURITY (Cont'd).

stated in 320th Bombardment Wing Regulation 205-19, published last month.[6] Minimum security requirements set forth by 205-20 include two security guards and 10 alternates for every five parked aircraft, and six guards and six alternates for every hangar.

Sentry duty at flight line gates was covered by another publication--Headquarters 320th Bombardment Wing letter 320C, dated 5 March 1954, subject: Guard Duty.[7] This letter, signed by the Wing Commander, defined the duties and courtesies demanded of this type guard, and set down a firm policy on the proper uniform to be worn and manner of carrying the weapon.

The simulated flight line penetration exercises, conducted weekly by the individual squadrons, have greatly strengthened the 320th security program by revealing weaknesses in present security system. None of the deficiencies discovered during March were major ones; the majority of them were the results of personal remiss and were not caused by a failure in the security system itself.[8]

"The overall security picture," said Major Max B. Thaete, Acting Wing Security Officer,[9] "is improving as a result of indoctrination training and experience gained through simulated penetrations

6. See the February 1954 320th Bombardment Wing History. Regulation 205-19 was included in it as an exhibit.
7. Headquarters 320th Bombardment Wing letter 320C, dated 5 March 1954, subj: Guard Duty. Exhibit E.
8. The "perimeter system" of aircraft security was originally outlined in the November 1953 320th Bombardment Wing history and has been carried through in the subsequent reports.
9. Major Thaete assumed the position in April, replacing Lt Col Ervin J. Tetiva, assigned Security Officer, during the latter's temporary absence.

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SECURITY (Cont'd).

to which personnel are continually being subjected.

LEADERSHIP AND MORALE

AWOLs. Five 320th Bombardment Wing airmen were dropped from the rolls as absent without leave, bringing the first quarter total to 13. Three of these men were assigned to the 441st Bomb Squadron, and one each to the 442d Bomb Squadron and Headquarters Squadron Section.

Three of these men were previous offenders, with a list of prior AWOLs and Article Fifteens behind them. Only one of them held a rank above Airman Basic before deserting, and his case was somewhat out of the ordinary, as he had been on an emergency leave from which he neither returned or requested permission for an extension. This individual, an Airman First Class with many years of Army service behind him, was the only one of the five who was not considered a detriment to the Air Force.

Three of the other AWOLs were men under 21 years of age. One of them, at the time of his unauthorized leave-taking, was assigned to night duty in one of the hangars, two were mechanics with poor work records, and the other was a Bomb Squadron vehicle operator.

The AWOL rate, as recorded in the Monthly Analysis for March 1954 was a 1.67. Of a possible 30 points attainable in this category, all 30 were scored.

Food Service Problem. Once again numerous complaints have been received by squadron commanders, first sergeants, and the Wing

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13. Monthly Analysis for March 1954. Exhibit F.

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Food Service Problem (Cont'd).

Inspector concerning the poor mess facilities provided the 92nd at arch Air Force Base. During the three months the 22d Bombardment Wing was TDY to England, the dining hall accommodations, both in the meals served and the eating facilities, has improved, but since their return an appreciable lowering of the food service standards has been noted.

One of the principal reasons is the lack of adequate space. The dining halls here, excepting the BOQ Academy Mess, are feeding two, and in some cases, three times the number of men for which they were originally designed.

The majority of the complaints centered around the food itself, however. epetitious serving of "poor" menus, such as frankfurters, stew, and hamburger were cited, as well as poor desserts and limitations on "seconds".

A solution, as such, seems impossible. The dining halls are governed by a master menu, and since there were relatively few gripes on the manner with which the food was prepared, not much can be done to alter it. The crux of the situation seems to revolve around the overloaded mess halls and Food Service Squadron's shortage of adequate cooks and bakers.

Unit Leadership Effectiveness and Morale Ratings. A drop of almost six percentage points was registered in the Unit Leadership Effectiveness and orale Ratings for arch.[11] The drop to 77.7% from

11. Unit Leadership Effectiveness and Morale Ratings for March 1954. Exhibit G.

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Unit Leadership Effectiveness and Morale Ratings (Cont'd).

February's 84.3% was mainly attributable to points lost in re-enlistment and 100 Club membership. The five AWOLs and 23 moving traffic violations were also big discrepancies, counting for over 30 percent of the total points lost.

The 443d Bombardment Squadron received the highest monthly rating for March, with the 38[illegible]th Field Maintenance Squadron second and the A & E Maintenance Squadron third.

RE-ENLISTMENT

March's re-enlistment rate, 24%, was the lowest recorded in the 92d for many months. The three primary reasons behind the acceptances of discharges by these enlisted men, many of whom hold key positions, were:

1. Potentially "better" jobs as civilians. This was the primary reason expressed by those anticipating or accepting discharges, and was especially prevalent among men completing their first four-year Air Force hitch. Single men, usually Airmen First Class or Staff Sergeants, were principally concerned here, as the pay they draw "over the board" does not equal many civilian salaries. In addition, opportunities for formal education as offered by the G.I. Bill influenced many enlisted men to disband further military service.

2. Lack of permanent home stability. In spite of the Air Force's many attempts to make PCSs of longer and steadier duration, men still "can't see" making the service, and the constant moves it necessitates, a career. This was the principal reason many married personnel, especially those with small children, were foregoing further Air

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RE-ENLISTMENT (Cont'd).

Force active duty.

3. A surprising number of men were rejecting the Air Force career program because of outside influences exerted by their parents. Again this applies predominantly to the younger, lower ranking enlisted men on their first tour of duty.

GROUND SAFETY

The following is excerpted from the Monthly Analysis.[12]

"a. The computation for Ground Safety for the quarter ending 31 March 1954 is as follows:

Accident Cost Index	8.91
Ground Safety Index	13.24
Percent of Score	[illegible] %
Score	1.[illegible]

b. The Wing experienced twenty-two (22) accidents during the quarter ending 31 March 1954."

A vehicle accident took the life of Airman Third Class Lawrence J. McGuiston on 9 March while he was performing guard duty on the flight line.[13]

FAMILY DAY

March sixth was set aside by the 422d Bomb Squadron as family day. A B-47 and T-33 were placed on display for families of squadron personnel to investigate, and a mock briefing was held with films of an air refueling operation being shown. Punch and cookies were served to the children and wives of the 422d Squadron fliers and maintenance men, and, in the words of the squadron historian, "the

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12. Monthly Analysis for March 1954. Exhibit F.
13. The 12th Air Division history, which covers ground safety more thoroughly, will probably carry a further account of this accident and the investigation, and disciplinar action, if any, taken.

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ARMY DAY (Cont'd).

turnout . . was very good and the program was . . a success."

INSPECTOR:

In the past, this Wing has required a formal follow-up inspection and report on corrective action taken on discrepancies cited in the semi-annual inspection reports. This action was discontinued, as it was felt that more responsibility would be placed on the Squadron Commanders if they realized they would not be continually harrassed by staff inspectors. Staff visits, the Wing Inspector reports, will continue to be made, and informal reports, which do not require replies by the squadron commanders, will be submitted to the Wing Inspector.

Semi-annual inspections of the 320th Air Refueling Squadron and A & E Maintenance Squadron both provided satisfactory overall ratings.

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PERSONNEL

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REORGANIZATION OF UNIT

As set up by Headquarters Strategic Air Command General Order 14,[1] a new table of organization for the 320th Bombardment Wing went into effect this month.[2]

B-47 CADRE PROGRAM

The training of the B-47 Cadre has proceeded in routine fashion. An actual account of the proceedings and training developments of the cadre personnel is difficult to report, as they are trained hand-in-glove with the Wing.

The most difficult factor in estimating their development is the fact that the cadre personnel themselves do not know they are assigned to the cadre. Thus, their training is acquired in conjunction with the regularly assigned 320th personnel, and their accomplishments in flying and ground training is reported with the entire Wing's achievements in those phases.

Those cadre people who are filling T/O vacancies will accompany the Wing on its projected June TDY deployment, and those who fit into the "surplus personnel" category will be retained at March in a 320th Detachment. Thus they will never leave the auspices of the Wing.

MOBILITY (CIVILIAN)

Mobility preparations, which have to be accomplished aside from the normal workload, have kept many lights burning in 320th shops

1. Headquarters Strategic Air Command General Order 14, dated 9 March 1954, subj: Reorganization of Unit at March Air Force Base. Exhibit H.
2. Table of Organization, 320th Bombardment Wing, effective March 1954. Exhibit I.

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[redacted] (Cont'd).

and offices during what ordinarily are off-duty hours. In most cases this has been preplanned and well scheduled, with few, if any, complaints registered by the personnel involved. They seem to realize the necessity, and have become well adjusted to the work. Only the aircraft repair branch of field maintenance has reported an extra-heavy workload that could be completed only by excessive overtime work.

[redacted]

"M" series [redacted] personnel. For the first time since November, a noticeable increase in "M" series system personnel manning has been noted. An input of 12 seven level NCOs has brought the total in the Wing to [redacted], leaving only 19 seven level vacancies unfilled. Thirty-five five level slots are still unoccupied, and the surplus in the three level field slots 81 airmen on hand, with only six openings on the T/O.

Related Personnel Problem - Intelligence. As a result of the shortages of [redacted] personnel, the backlog in intelligence work at unit level has built up, especially in the [redacted] Bomb Squadron. Near the middle of March, the [redacted] Bomb Squadron received the intelligence NCO they so badly needed to fill the vacancy created by a PCS. According to the Historian of the [redacted], attempt to procure another airman to understudy the master sergeant running the unit intelligence section alone met with no success, and the officer assigned there had not returned from the hospital.

[redacted] ACTIVITIES

Officer Manning. A total of 368 of the 447 officers required

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Officer Manning (Cont'd).

by the Wing were assigned in their respective specialties (MIRS) as of 31 March for a MIRS percentage of 9[illegible].[3] A further breakdown shows:

320th Bombardment Wing, excluding the Air Refueling Squadron:

Authorized	327	Assigned	313
Body Manning	95.59%	MIRS	87.45%

The 320th Air Refueling Squadron, with 1.25 manning:

Authorized	85	Assigned	90
Body Manning	106%	MIRS	97.[illegible]%

Airmen Manning. Airmen MIRS increased from 63% to 68% as a result of reclassification action and the change from primary to utilization AFSC accounting. The number of airmen in their required specialties on the last day of March was 1958, with 1932 listed as required.[4] The breakdown follows:

The 320th Bombardment Wing, minus the ARS:

Authorized	1703	Assigned	1927
Body Manning	113%	MIRS	68%

The 320th Air Refueling Squadron, with 1.25 manning:

Authorized	228	Assigned	253
Body Manning	111%	MIRS	86%

Gains and Losses.

	Officers	Airmen
Strength as of 1 March 1954	398	2192
ZI Transfers	6	34
OS Transfers	1	9
Separations	0	15
Total Losses	7	58

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3. Monthly Analysis for March 1954, Exhibit F.
4. Ibid

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Gains and Losses (Cont'd).

Total Gains	12	46
Strength as of 1 March 1954	403	2160

Reclassification. Three five-level personnel were upgraded to the seven level supervisory status during March; 61 men received their senior five-level AFSCs, and three airmen were awarded apprentice three level job classification numbers. In addition, two changes of career fields were effected, 17 AFSC suffixes were changed, and two men were awarded additional Air Force specialty codes.

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MATERIEL

CHAPTER III

MATERIEL

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B-47 Conversion Program. The 38th Bombardment Wing became strictly a bombardment unit as the last of the RB-47s were converted to the bomb configuration this month.[1] With the tremendous workload this project has involved now out of the way, more time and effort can be turned towards the forthcoming mobility move which is scheduled to begin on the third of June.

"A" Systems Maintenance. Despite the progress achieved in obtaining more qualified maintenance personnel, "A" system maintenance remains the principal deterrent to successful B-47 maintenance.

The modification kits for model converter and B-47 units of the "A" System in the B-47s were received, and project "Springtime," as the installation project has been termed, was underway.

A marked difference has been noted between the operation of the "A" System in the mock-up and in the airplane. One of the trouble areas was discovered after a spectrum analysis of the APS-23 antennas. Of the 29 antennas tested, only nine were good, four were definitely bad, and the remaining 16 had dirty synchros or were in need of repair. Consequently, a re-work of all antennas was scheduled and the work, which will not conclude until April, was commenced.

Equipment Shortages. The arrival and subsequent distribution of tool kits has almost eliminated that troublesome shortage which has been plaguing this Wing's maintenance faction the past three months.[2]

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1. See Command Chapter, Subtitle: "Mission"
2. See 38th Bombardment Wing Histories for January and February 1954.

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Equipment Shortages (Cont'd).

Generators were installed in several sections to alleviate the power shortages resulting from a lack of rectifiers and inverters.[2]

The shortage of electric terminals was eased by procurement made through local purchase stores.[4]

Many shortages, described in detail in last month's historical report, are still hampering 32nd maintenance. The most critical of these include:

Compressed air on three maintenance docks
Sheetmetal
Spot welding apparatus and Buck rivet gun
J-47 engine build-up stands
Tire jacks
Vacuum pumps, air compressors, and pilot-static testers required in the Field Maintenance Squadron instrument shop.
Oxygen cylinders
Pneumatic shop test equipment
Tire shop bead breaker

Maintenance equipment and tool shortages were not considered as acute at the end of March as they had been at the end of January and February.

Run-up Area Congestion. Damage to the J-47 jet engines caused by foreign objects has become a problem. It is felt by flight line maintenance personnel that a new run-up area would help considerably in minimizing this damage, as the crowded conditions now in existence do not provide the 47s adequate, clear, run-up surroundings.

Surfacing Unit. Material failures were still the major contributing factors in the inability to attain 100% fire-out scores on

3. See 32nd Bombardment Wing History for February, same chapter and subtitle.
4. Ibid

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Damlavin Unit (cont'd).

the Wing gunnery missions.[5]

A B-4 turret mock-up was received from Lowry AFB, but arrived in unserviceable condition. From all appearances, it had been the victim of unauthorized cannibalization, and required many manhours to overhaul and repair. The necessary parts missing have been ordered and reportedly are "on the way."

AN/APQ-42 Radar Sets. The project to install AN/APQ-42A radar sets in all of this Wing's air refueling tankers began on 29 March 1954 with the arrival of 14 sets. A full report on this project will be included in the April 32nd Bombardment Wing history.

Flyaway Kits. A slight increase in flyaway kit completeness was attained during March. At the end of the month the average for the Wing stood at 78.6%, compared to 76.7% last month. By squadrons, for the three month period beginning in January, the following table indicates the status of each:

	Jan	Feb	Mar	Pct Increase Fro. Last Month
Air Refueling Squadron	98.5%	99.%	98.5%	- .5%
441st Bomb Squadron	56.4	69.	76.4	5.4
442nd Bomb Squadron	55.	68.5	72.	3.5
443d Bomb Squadron	55.6	70.2	67.4	-2.8

The figures used in computing the percent completeness of the squadron flyaway kits are based on the inventory which was conducted during the month of February 195 . Up-to-date percent completeness cannot be determined at this time due to the re-inventory of the flyaway kits which is now in progress.[6]

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5. See Operations and Training Chapter, subtitle: Gunnery
6. Monthly Analysis for March 1954. Exhibit F.

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Radio Malfunctions. Reports from the A & E radio section indicate a definite up-surge in maintenance required on both the ARC-27 and ARC-12 radio sets. Over twice as many sets required replacement during March than were necessary during January. As yet, no "fix" has been determined for this increase since the malfunctions to date, have not reflected a particular trend or coherency.[7]

The B-47 control column micro-switches became a major source of maintenance difficulty. These switches, extremely difficult to obtain through normal supply channels, are being cleaned and repaired instead of replaced because of the shortage of replacement parts.

On 21 March a "major radio project"[8] began with the arrival of an OCAMA installation team.[9] In a nutshell, this project involves the installation of the Collins 18S-4 radio set in all B-47s possessed by the Wing.

A tremendous amount of co-ordination was necessary to insure that the required equipment would be on hand for this project. Some of the material was to come from OCAMA, some from the Sentile Depot, some from the Navy, and the rest directly from the factory. Evidently the supply procedures were too complex, for the project bogged down a week after the team arrived. "Every conceivable effort" was made to secure the various parts, and on 31 March enough equipment was available to enable the actual work on this project to start. The sheet metal work, according to the team foreman, should be completed in April, but the electrical work will not begin until the actual Collins units are shipped on the fifteenth of that month. From all

7. See this Wing's history for February 1954.
8. Quote, historian of the 32 th A & E Maintenance Squadron
9. Photographs of this OCAMA team are included as Exhibit J.

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Radio Malfunctions (Cont'd).

appearances, the project will run well into May.

Weight and Balance Checks. The weight and balance check program was halted in March by a lack of facilities at Morton AFB. Previously, 32nd personnel from the Field Maintenance Squadron had been furnished to the A C base to assist in the checks conducted on 32nd aircraft.

Anti-Skid Mechanism Failures. Only four tires were lost by anti-skid mechanism failures, a great reduction over the costly number ruined the month previous.[1] Apparently the anti-skid mechanism detectors which automatically let the tires roll at the first let down, then brake as the B-47 sets down on the runway, were performing ineffectively. One guess from the tire shop was that damp weather affected the delicate mechanism, which is too complex to be repaired at this station. Whatever the cause, the results are now better and these deficiencies are no longer considered a critical and unnecessary cost.

Tire damage because of "soft spots" on the KC-97 landing gear outboard tires were definitely solved, however. Investigation of several of these soft spots revealed the damage occurred at exactly the same position on each ruined tire. Further investigation proved the soft spots resulted when the wheel-well lights were inadvertently left on during flight. The bulbs being used in the lights were clear lensed, causing the damage. The solution was simple: new type bulbs that were ground so that the prismatic action did not damage

1). See the 32nd Bombardment Wing History for February 1954, same chapter and subtitle.

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Anti-Skid Mechanism Failures (Cont'd).

the tires, were installed.[11]

New Mimeograph Cleaner Solution. A new cleaning compound for mimeograph machines has been developed by personnel in the Field Maintenance Section of this Wing. It consists of a mixture of five gallons of "gunk", three pounds of tri-sodium sulfate and 45 gallons of water. According to the Office Machine Repair Shop foreman, it will save the Government approximately $1,500 per year. It also eliminates fire hazard and skin irritation that the previously used solvent and gunk solution caused.

Recognition for Management Improvement. Three 92nd Field Maintenance Squadron enlisted men were cited for recognition by the Base Adjutant in the Management Improvement Program Bulletin published by the base manpower and organization office. They were: T/Sgt Paul A. Ackley, for his work with the new forward gear steering exterior valve tester;[12] S/Sgt Bobby L. Lange, for his development of the portable circuit tester;[13] and A/1C Clarence J. Robinson Jr., for his handling of the cover assembly for KC-97 aircraft.[14]

Pressurizing Pump Failures. In-flight failures of the KC-97s electric motor-driven pressurizing pumps have caused overheating and subsequent damage to the hydraulic pumps and gear box,[15] necessitating the tanker concerned landing without delay.

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11. Maintenance Information Bulletin Number 3-54 (15 March 1954). Exhibit K.
12. A complete description of this new device, including photographs, will be included in the April history.
13. This was covered in the January 1954 history. Photographs were attached in the appendix.
14. The December 1953 history carried a photographed account of this new installation.

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Pressurizin Pump Failures (Cont'd).

A new factory-developed pump eventually will be installed in all the KC-97s, but until the 32 th becomes equipped with the innovation the pressurized pump failures will probably continue to be prevalent.

15. Maintenance Information Bulletin 3-54 (19 March 1954). Exhibit K.

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OPERATIONS

CHAPTER IV

OPERATIONS AND TRAINING

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TACTICAL OPERATIONS

Return of 22d. Eighteen KC-97 tankers from the 384th Air Refueling Squadron were involved in air refueling support for the 22d Bombardment Wing on 5, 6, and 7 March. Staging was performed out of March AFB, with 29 individual sorties flown and 63 hook-ups accomplished. According to the historian of the refueling squadron, the mission was "a complete success."

Strange Field Landing Exercise. On 12 March a strange field landing exercise was flown by six B-47s and two KC-97s to MacDill AFB, Florida. This 22d requirement mission was scheduled for 0800 to 0835 take-offs, with anticipated landing times at the Florida base set between 1205 and 1305 hours. All the aircraft were airborne as scheduled with one exception, a B-47 that was delayed less than an hour by "Q" system troubles. The route taken consisted of rendezvous points over Thermo, Blyth, Oklahoma City, Ft. Worth, Birmingham, Lake Charles, and Tampa. All the planes returned as scheduled Sunday night, 14 March, without incident.

INTELLIGENCE

Top priority last month was given to the training of tactical crew members, who were divided into three groups and scheduled for attendance at Wing Intelligence for mission briefings. Three squadron observers were obtained on special duty from their home organizations to assist in conducting these mission studies and briefings. Scheduling difficulties hampered the full effectiveness of this training, as last minute changes caused incomplete attendance. In addition, further difficulty occurred when simultaneous briefings were conducted in different sections of the vault. To ease this problem,

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INTELLIGENCE (Cont'd).

intelligence lectures of a less sensitive security nature were held in squadron briefing rooms.

Target Intelligence. Target folders were completed for the Birmingham, Tampa, Dallas, and Oklahoma City targets and issued to the organizations concerned.

In anticipation of the June TDY, the materials are being accumulated and evaluated for use on the transcontinental flight. Four overtime hours weekly by each assigned man have been devoted to these preparations, as well as packing and assembling mobility crates and packing boxes and accomplishing target and operational intelligence connected with the TDY.

FLYING TRAINING

> "All flying training plans for the month were accomplished. March, being the end of the first training quarter for the first eleven combat ready crews, was a busy one for the Wing. Desired quantity in most training items was attained, however, desired quality was not. It is evident that a great deal more emphasis will have to be placed on intelligent scheduling of accomplishments, proper preparation for flights, and realistic critiques of all missions."

This summation of the month's flying training was made by Lt Col Ernest S. Kolibe, Chief of Aircrew Training.

B-47 Training. This Wing had 46 B-47 crews in training at March Air Force Base as of 31 March 1954. Of these, 17 were designated lead crews, and 21 others had been declared combat ready. Four crews were not available for training, as they had one or more men attending Training Command schools.

The 45 B-47s possessed by the 320th flew 1818:15 hours during

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B-47 Training (Cont'd).

March, an average of 40:24 hours per aircraft.[2] [3] Three hundred and fifty-five individual sorties were flown, including 37 pilot proficiency flights and 135 hours of depressurized flying. VIP missions accounted for 54:05 hours of the total, evaluation missions for 23:50 hours, and SAC directed missions 48:50 hours.

Air Refueling Training. A total of 804 flying hours were accomplished by the 320th Air Refueling Squadron tanker.[4] Air Refueling missions accounted for 435 hours of this sum, long range navigation missions 173:10, transition flights 104:05, test hops 18:35, ferry trips, 11:05, and weight and balance flights 2:05. Actual weather time consisted of 41:05 flying hours, hood time 71:25 and night time 191:40.

Six KC-97 flights were aborted, four in the air and two on the ground. An inoperative cowl flap and excessive backfiring caused one air abort, and lack of oil pressure, a prop oil leak, and a hydraulic pressurization failure caused the others. An inoperative fuel feed valve in one aircraft and excessive magneto drop in the other were the failures grounding the other two planes.

Combat Ready Status. Seven additional crews were declared combat

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2. Flying Training Accomplishments, Exhibit L. Also, 6-SAC-T12, Wing Commander's Remarks. Exhibit L.
3. A difference will be noted between the total B-47 hours reported in the two above documents. Neither of them is in error, as the T-12 includes on March's flying time the total time flown on all missions commenced within the monthly reporting period, whether the mission extends into the following month or not. For example, a mission that starts at 2300 hours, 31 March, and lands at 0700 the next day is reported on March's flying time as eight hours. The flying training accomplishment sheet, on the other hand, would count only one hour in March's flying time and the other seven in April's.
4. Flying Training Accomplishments. Exhibit L.

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Combat Ready Status (Cont'd).

ready during the month, bringing the Wing total of combat ready Strato-jet crews to 38.[5] Seventeen of these were upgraded late in the month to lead crew designation.[6]

All 20 of the KC-97 crews are combat ready.

Wing Radar Runs. Following are the practice and record radar run statistics:

TOTAL WING PRACTICE RUNS

	Total Runs	CEA	CEP
No. Radar RBS Practice	185	4040	2300
No. Visual RBS Practice	35	2927	1500
No. Actual Releases Practice	19	1796	N/A

TOTAL WING RECORD RUNS

No. Radar RBS Record	50	2366	1335
No. Visual RBS Record	17	1495	1100
No. Actual Releases Record	32	907	N/A

Flight-Hampering Weather Conditions. The month of March "roared in like a lion", bringing with it frequent rain and many heavily overcast mornings. Eight pilot proficiency missions (B-47) had to be cancelled, as well as two pressure pattern flights, a long range navigation mission, and one celestial leg. Total flying time lost was an estimated 47:65 hours.

Crew Assignments. Although it had been hoped that tactical crews could start flying solely in their assigned aircraft this month, it was decided that it was still too early to put this plan into

---

5. The 320th became officially combat ready in February when over 70% of the B-47 crews in training reached the choice status. See Operations and Training Chapter, same subtitle: February 1954 320th Bombardment Wing History.
6. 320th Bombardment Wing Aeronautical Orders 25, dated 30 March 1954. Exhibit N.

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Crew Assignments (Cont'd).

operation. "J" System maintenance has not provided enough constantly operative sets to enable crews to fly only their own planes. In addition, other special equipment installation has not progressed sufficiently to make this desired plan possible.

Other Flying Training Problems. Air refueling training for the B-47s was hindered by the transfer of the 93d Air Refueling Squadron from Castle Air Force Base, California, to Davis-Monthan AFB, Arizona and the subsequent loss of their tankers for in-flight refueling training with the 328th B-47s. The 9th Air Refueling Squadron, too, which has been furnishing refuelers for rendezvous with this Wing's Strato-jets, could provide no planes in March because of their TDY deployment.

Aircrew training was retarded by the loss of the career instructor pilot team to Castle AFB. To compensate the loss, an IP check-out program was initiated within this Wing to upgrade the more experienced aircraft commanders to instructor pilots.

One training minimum not accomplished during March was the 150,000 pound maximum internal fuel air refueling mission. Only nine of this Wing's B-47s were equipped with wing tanks, enough to give necessary capability; however no information was available as to procedures to be used in the case of emergency. It was decided not to use the tanks until the Wing Stand Board Crew returned from the evaluation school with SOP's to be followed when using the wing tanks.

RADIO TRAINING

Mobile Training Detachment (MTD) ground training time amounted to nearly 1,500 hours for March, 5775 hours of AN-97 and this,

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GROUND TRAINING (Cont'd).

and 7317 hours of B-47 electronics time.

The concentration on flying training over the past few months in an effort to qualify as many crews as possible to a combat ready status has made a comprehensive ground training program difficult, if not impossible. In view of this handicap, ground training was considered satisfactory.[7]

Flight commitments were the cause for cancellation of 13 of the 16 quotas received for the advanced survival course at Stead AFB. Besides the three men who completed the advanced training, 26 other 92nd personnel finished the basic survival refresher course at Big Bear,[8] and 12 men attended the one week basic survival school for the first time (also held at Big Bear).

SPECIAL WEAPONS

Preparation for the SAC Special Weapons Inspection, which was conducted 22 to 29 March, was emphasized during the first weeks of the month. Combat crew training was performed with this foremost in mind, with special weapons exercises held every Saturday to give complete overall training to all concerned. Refresher courses were presented for post-load test teams and loading teams, and an indoctrination course was set up for presentation to newly assigned squadron officers.

During the SAC inspection,[9] the A & E Squadron and six combat

---

7. This summation of March's ground training achievements was made by the Wing Ground Training Officer.
8. A mountainous area not far from March Air Force Base.
9. The formal report on the inspection results had not been received from SAC, however all indications point to a very favorable report.

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SPECIAL WEAPONS (Cont'd).

crews carried out a special weapons exercise demonstrating their strength in in-flight insertion (IFI).

Special weapons training for March included 1505 hours, counting the 721 hours completed by the Armament and Electronics Squadron.

FLYING SAFETY

The plan of preventing aircraft accidents before they occur has continued to be the primary aim of those concerned with flying safety. Lectures and demonstrations were conducted with this purpose in mind, with both flying and maintenance personnel attending.

Aircraft accidents at other bases involving the same type aircraft in use within the 320th were discussed with the maintenance personnel, stress being given to the preventive, pre-accident maintenance which could have prevented the loss. The necessity of a thorough pre-flight for accident prevention was impressed upon each individual. A special feature covered for the benefit of these ground repairmen concerned the use of drag chutes and the accident potentials involved.

In the discussion-type lectures for rated personnel, the following subjects were thoroughly covered: Use and techniques of flare speeds, the operation and problems concerning the emergency landing gear extension system, Air Training Command violations and regulations, IFR clearances and reasons for delays in giving let-down clearances, drag chute streamers, and special starting procedures necessary at George AFB and other bases lacking proper power carts.

(CONFIDENTIAL)

Fire-out Percentage. The fire-out percentage for the month of

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Fire-out Percentage (Cont'd.

March was the lowest it has been for several months. More gunnery missions were flown, however, to explain in part the percentage drop (2) this month - 1) in February and 15 in January). Of the total 13,600 rounds loaded for the nine maximum and fourteen 200-round missions, 9296 rounds were used for a fire-out percentage of 68.3%.

Weapons Cleaning Platforms. As a result of safety violations in the ground clearing of aircraft weapons, plans for the construction of mobile platforms were conceived and submitted to the 4 & B Squadron Commander. These stands, constructed to permit easy movement, would eliminate the present practice of backing a pick-up to the turrets and clearing the weapons while standing on the truck bed.

B-4 Mock-up Area. The lack of adequate space for housing the B-4 remote controlled turret mock-up, and the shortage of proper classroom space continues to be a problem. The situation is especially ticklish because of the many individual sections and organizations which are involved.

The gunnery instructors, as on most installations, are assigned to the permanent housekeeping unit, in this case the 807th Air Base Group's Operations Squadron. This squadron is also responsible for furnishing the facilities, but as yet they have been unsuccessful in obtaining the coordination necessary to secure a building or ground space for installing the gunnery units. Therefore the Wing Gunnery Section has found it necessary to assume the burden, but at the end of March had been unable to find anything available to answer their needs.

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B-47 Lock-Up Area (Cont'd).

The training aids and program to be forwarded to Fifteenth Air Force by Second Air Force, and subsequently given to the 32[illegible]th, did not arrive during March, but was anticipated before the end of April.

STANDARDIZATION BOARD

The Wing B-47 Standardization crew was assigned to MacDill AFB, Florida for 15 days temporary duty to observe and participate in the operations of the 3908th Strategic Evaluation Squadron. Their purpose in flying to the Florida station was to learn the procedures of evaluation, so they could be of aid in preparing the 32[illegible]th crews for their evaluation at Davis-Monthan AFB, scheduled for April.

The report submitted to the 32[illegible]th Director of Operations was very comprehensive on the details of testing and the fields of preparation necessary to pass the examinations. This report, including the special comments on gunnery, special weapons, and observer training, is included in this history as exhibit O.[10]

A policy for the action to be taken in case of compressor stalls during air refueling was set down in operations Memorandum #11, published during the month.[11] It directed the pilot who first notices a compressor stall to retard the throttle of the engine, and if that does not eliminate the stall, to execute a normal disconnect and lower the nose to increase the airflow through the engine.

10. Report of visit to 3908th Strategic Evaluation Squadron, made by the 32[illegible]th Bombardment Wing B-47 Standboard Crew on 29 March - 1954. Exhibit O.
11. Operations Memorandum #11, dated 5 March 1954. Exhibit P.

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LIST OF EXHIBITS

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APPENDIX

The following documents and reports comprise the appendix of the historical report for March 1954:

"A"

Headquarters, Fifteenth Air Force Regulation 20-7A, dated 9 March 1954. This regulation establishes a change in the mission of the 320th Bombardment Wing, deleting the secondary mission of reconnaissance. (See Chapter I, subtitle: Mission)

"B"

The Roster of Key Personnel, Headquarters 320th Bombardment Wing. Included are the Commander, Deputy Commander, Adjutant, all 320th Staff Section Directors, and all Squadron Commanders. (See Chapter I, subtitle: Change of Key Personnel)

"C"

Headquarters, 320th Bombardment Wing Personnel Actions Memorandum 16, dated 5 March 1954. This PAM assigned Captain Clifford H. Burnett to the post of Wing Adjutant, vice First Lieutenant Ben O. Prigmore. (See Chapter I, subtitle: Change of Key Personnel)

"D"

Headquarters, 320th Bombardment Wing Regulation 205-20 (no date). This regulation, titled "Security", outlines minimum security requirements and directs the number of security guards to be posted at 320th aircraft and hangars. (See Chapter I, subtitle: Security)

"E"

Headquarters, 320th Bombardment Wing Letter 320-C, dated 5 March 1954, subject: Guard Duty. This military letter, signed by the Wing Commander, directs the wearing of the uniform and carrying of weapons while posted on flight line guard duty. (See Chapter I, subtitle: Security)

"F"

Monthly Analysis for March 1954. This is the monthly report prepared by the Comptroller, security classification SECRET, which lists the Wing's accomplishments by numerical scores as directed by SAC Manual 170-1. (See Chapter I, subtitle: Leadership and Morale. Also Chapter I, subtitle: Monthly Analysis. Also Chapter II, subtitle: Personnel Activities (Officer Manning)

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KODAK SAFETY FILM

"G"

Unit Leadership Effectiveness and Morale Ratings for March 1954. Included are the stenciled charts, plus the analysis prepared by the Comptroller listing the gains and losses and the reasons behind them. (See Chapter I, subtitle: Leadership and Morale)

"H"

Headquarters, Strategic Air Command General Order 1 , dated 9 March 1954. This general order is the authority for the new Table of Organization for the 320th Bombardment Wing. (See Chapter II, subtitle: Reorganization of Units)

"I"

Table of Organization, 320th Bombardment Wing. This is a copy of the new T/O assigned this Wing, listing the vacancies by AFSC and the ranks authorized to fill these vacancies. (See Chapter II, subtitle: Reorganization of Units)

"J"

Photograph and cut line of the Oklahoma City Air Materiel Area team assigned to the 320th A & E Maintenance Squadron to oversee the project for the installation of Collins 18S-4 radio sets in this Wing B-47s. (See Chapter III, subtitle: Radio Malfunctions)

"K"

Maintenance Information Bulletin 3-54, dated 15 March 1954. This bulletin covers the problems and new ideas of this Wing's maintenance personnel. KC-97 tire "soft spots" and pressurizing pump failures are especially covered. (See Chapter III, subtitles: Anti-Skid Mechanism Failures and Pressurizing Pump Failures)

"L"

Flying Training Accomplishments. This is the list of statistics prepared monthly for the history by the Operations and Training Staff Section. It includes all KC-97 and B-47 flying time and air refueling operations. (See Chapter IV, subtitles: B-47 Training and Air Refueling Training)

"M"

Wing Commander's Remarks excerpted in portion from the Air Training Report (6-SAC-T12). These are the pertinent observations and recommendations written into the T12 by the Wing Commander. (See Chapter IV, subtitle: B-47 Training)

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"N"

Headquarters, 32 th Bombardment Wing Aeronautical Order 25, dated 30 March 1954. This order designates 17 32 th combat ready crews as "lead crews", the first lead crews in this organization since the inception of B-47s. (See Chapter IV, subtitle: Combat Ready Status)

"O"

Report of the visit to the 39 8th Strategic Evaluation Squadron as written by the B-47 Standboard crew upon their return from MacDill Air Force Base, Florida. Included with the report are three of the four annexes originally attached. (See Chapter IV, subtitle: Standardization Board)

"P"

Operations Memorandum 11, dated 5 March 1954, establishing a policy for the action to be taken in case of B-47 compressor stalls during air refueling. (See Chapter IV, subtitle: Standardization Board)

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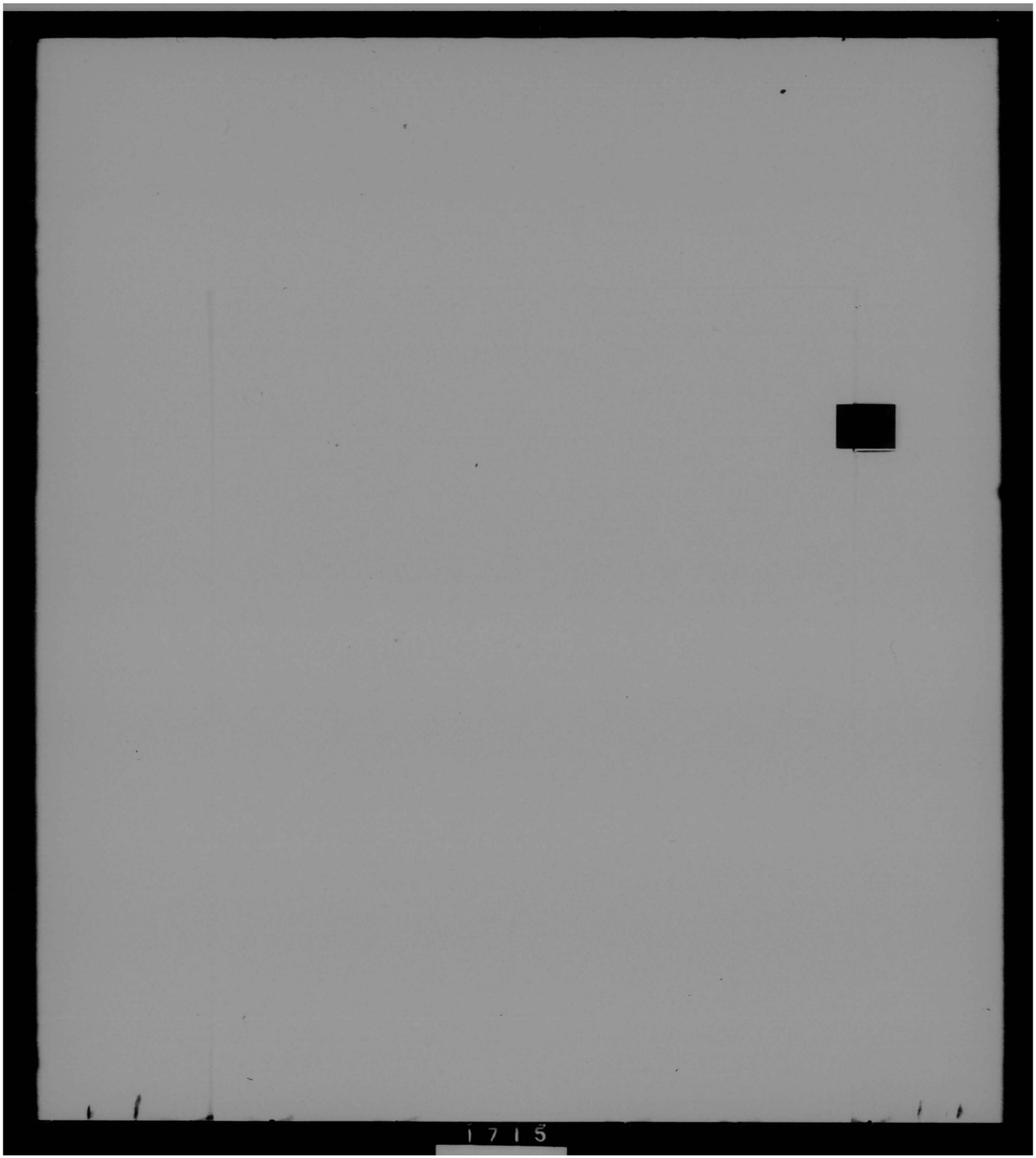

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CHANGE

15th AFR 2-4A
1 Page
Page 1

REGULATION)
:
2-4A)

HEADQUARTERS FIFTEENTH AIR FORCE
March Air Force Base, California
9 March 1954

ORGANIZATION - GENERAL

Mission - 12th Air Division and Assigned Combat Units

15AFR 2-4, 28 Aug 53, is changed as follows:

* * *

3. MISSIONS.—

a. The Commander, 12th Air Division, will:

(1) Delete so much as reads: The 32nd Bombardment Wing will be manned, trained, and equipped for the secondary purpose of conducting long-range reconnaissance operations.

* * *

c. The Commander, 32nd Bombardment Wing, will:

(1) Delete so much as reads: , and the secondary purpose of conducting long-range reconnaissance operations.

* * *

BY ORDER OF THE COMMANDER:

JOHN M. NORVELL
Colonel, USAF
Acting Chief of Staff

OFFICIAL:

JOHN W. ALLEN
Colonel, USAF
Adjutant

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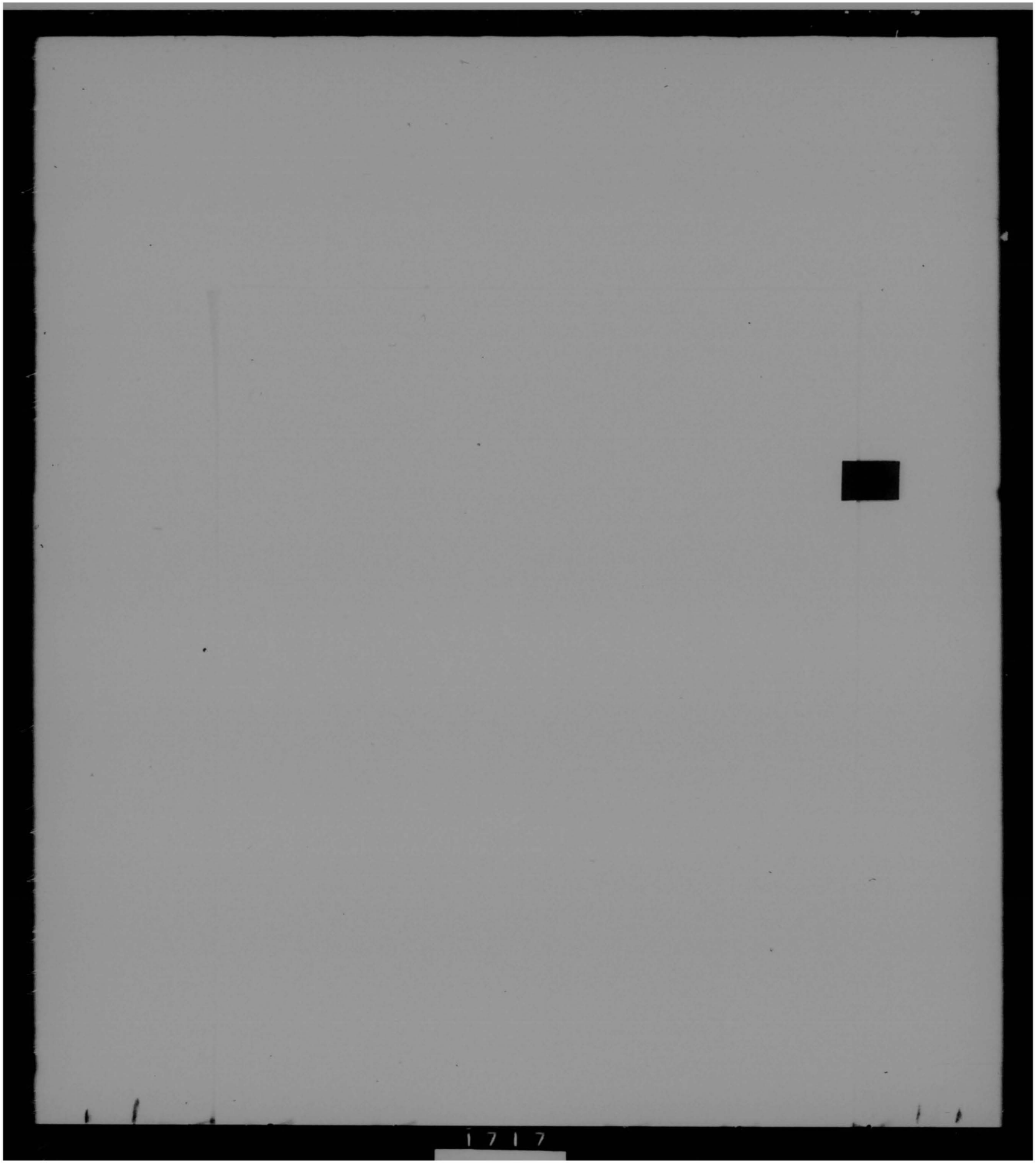

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Roster of Key Personnel

31 March 1954

COMMANDER
Colonel Loran D. Briggs

Deputy Commander
Colonel Ernest C. Eddy

Adjutant
Captain Clifford H. Burnett

Inspector
Major Frederick W. Grindle Jr.

Comptroller
Lt Col James R. Irish

Director of Personnel
Lt Col Kieth A. Whitaker

Director of Materiel
Lt Col Clark A. Tate

Director of Operations
Colonel Paul K. Carlton

Comdr, Hq Sq Sec
Captain Clifford H. Burnett

Comdr, 320th Air Rflg Sq
Lt Col Russell F. Ireland

Comdr, 320th Fld Maint Sq
Major Thomas A. Wacht

Comdr, 320th Per Maint Sq
Major Robert J. Dunn Jr.

Comdr, 320th A & E Maint Sq
Major Eugene L. Hudson

Comdr, 441st Bomb Sq
Lt Col David S. Pallister

Comdr, 442d Bomb Sq
Lt Col William A. Martin

Comdr, 443d Bomb Sq
Lt Col William J. Would

Security Officer
Lt Col Ervin J. Tetiva

Comdr, 320th Tact Hosp
Lt Col Charles E. Englehart

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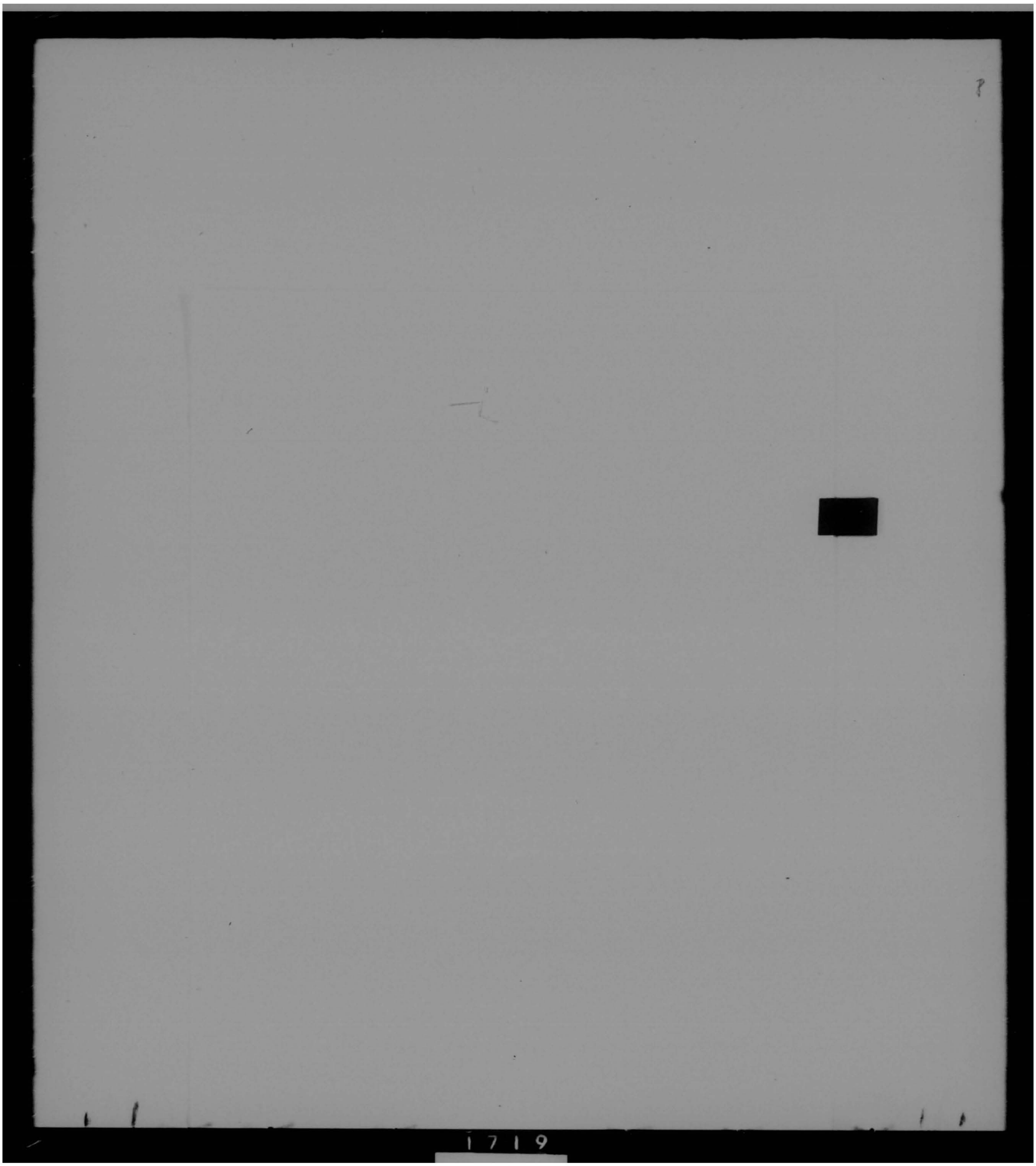

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HEADQUARTERS 320TH BOMBARDMENT WING, M
MARCH AIR FORCE BASE
CALIFORNIA

PERSONNEL ACTIONS MEMORANDUM) 5 March 1954

NUMBER 15)

E-X-T-R-A-C-T

2. CAPT CLIFFORD H BURNETT, AO 787608, Hq Sq Sec, is aptd duty as Wing Adjutant. Vice 1ST LT BEN G PRIGMORE, AO 711874, Hq Sq Sec, reld. Eff dt 5 Mar 54.

KEITH A WHITAKER
Lt Colonel, USAF
Dir of Personnel

/s/LESLIE D SHAPTON
Major, USAF
Personnel Officer

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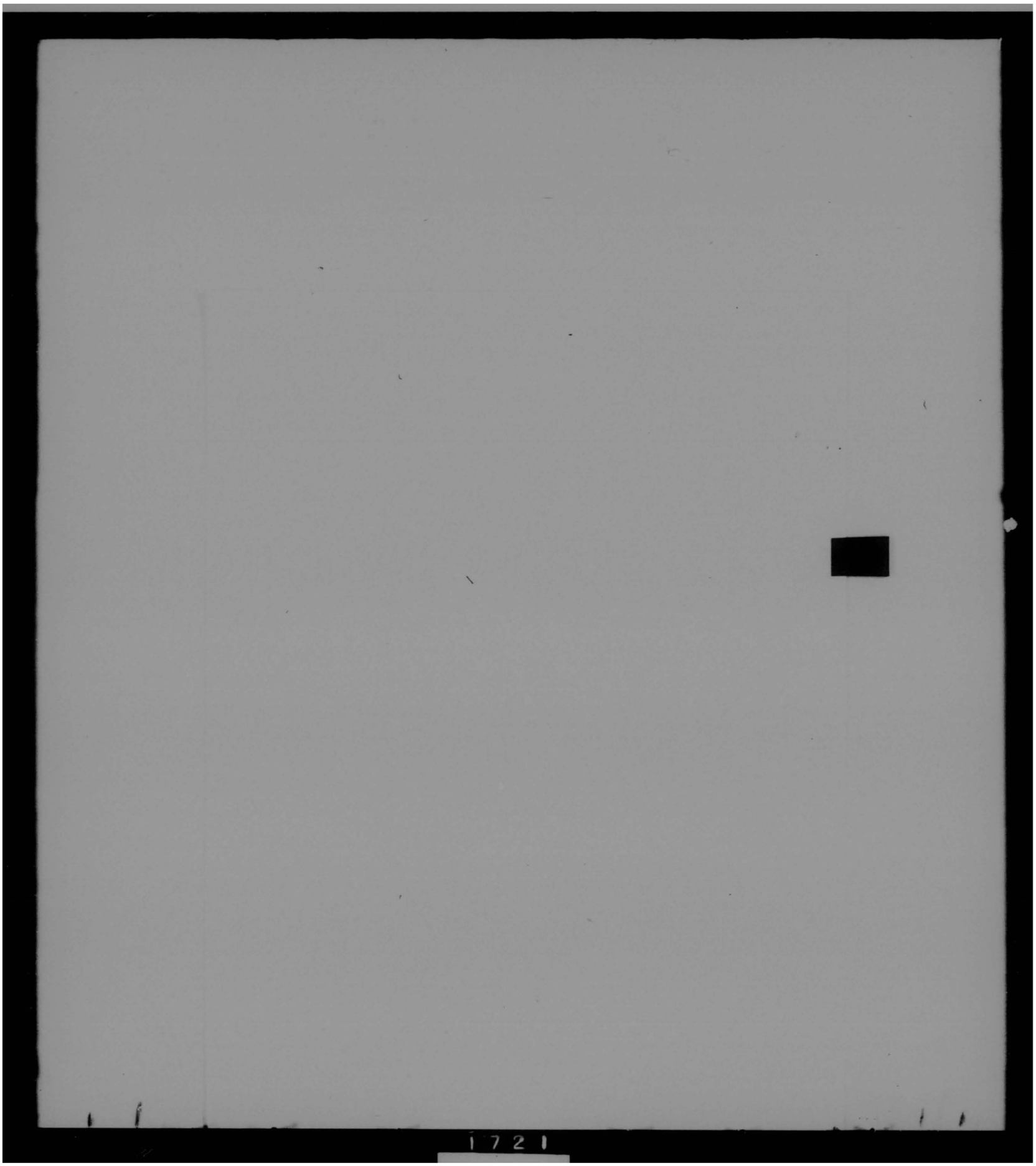

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HEADQUARTERS 320TH BOMBARDMENT WING, MEDIUM
MARCH AIR FORCE BASE, CALIFORNIA

WING REGULATION)
:
NUMBER 205-20)

SECURITY

Establishment of Security Investigation
Team and Their Duties

1. PURPOSE: To establish Unit Security Investigating Teams to implement requirements of Wing Regulation 205-19.

2. SCOPE: This pertains to all units of the 320th Bombardment Wing.

3. RESPONSIBILITY: In order to provide unit support to the Air Police and Security forces in procedures pertaining to acts of suspected sabotage and/or penetrations, the Unit Commanders will organize Unit Security Investigation Teams and publish Unit SOP's to implement the requirements outlined in Wing Regulation 205-19.

4. GENERAL: Unit SOP's will provide the following:

a. Specific names of qualified persons with alternates assigned to this duty, preferably airmen living on the Base who would be available immediately.

b. An outline of specific responsibilities for areas of investigation such as aircraft, aircraft parking areas, hangars, barracks, etc.

c. Specific check lists with regard to what to look for and where to look for it.

d. A layout of areas and locations of materiel and buildings involved.

e. Provisions for keeping SOP current.

f. Monthly briefings of personnel concerned.

g. Minimum personnel requirements for the specific items listed below are:

(1) Aircraft and aircraft parking areas - 2 airmen and 10 alternates per 5 aircraft or fraction thereof.

(2) Hangars - 6 airmen and 6 alternates.

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(3) Barracks, orderly rooms, storage sites, supply buildings etc. - number of personnel to be provided will be at the discretion of the unit commander.

b. Inclusion of Base Regulation 205-19, Wing Regulations 205-19 and 205-20 as inclosures to Unit SOP's.

5. A copy of the unit's SOP, regulations cited in paragraph above excluded, will be forwarded to the Wing Security Officer and future revisions will be forwarded to him as they are published.

6. Provisions of this regulation will be implemented by 20 March 1954.

BY ORDER OF THE COMMANDER:

CLIFFORD A. BURNETT
Captain, USAF
Adjutant

OFFICIAL:

Clifford A. Burnett
CLIFFORD A. BURNETT
Captain, USAF
Adjutant

DISTRIBUTION: "B"

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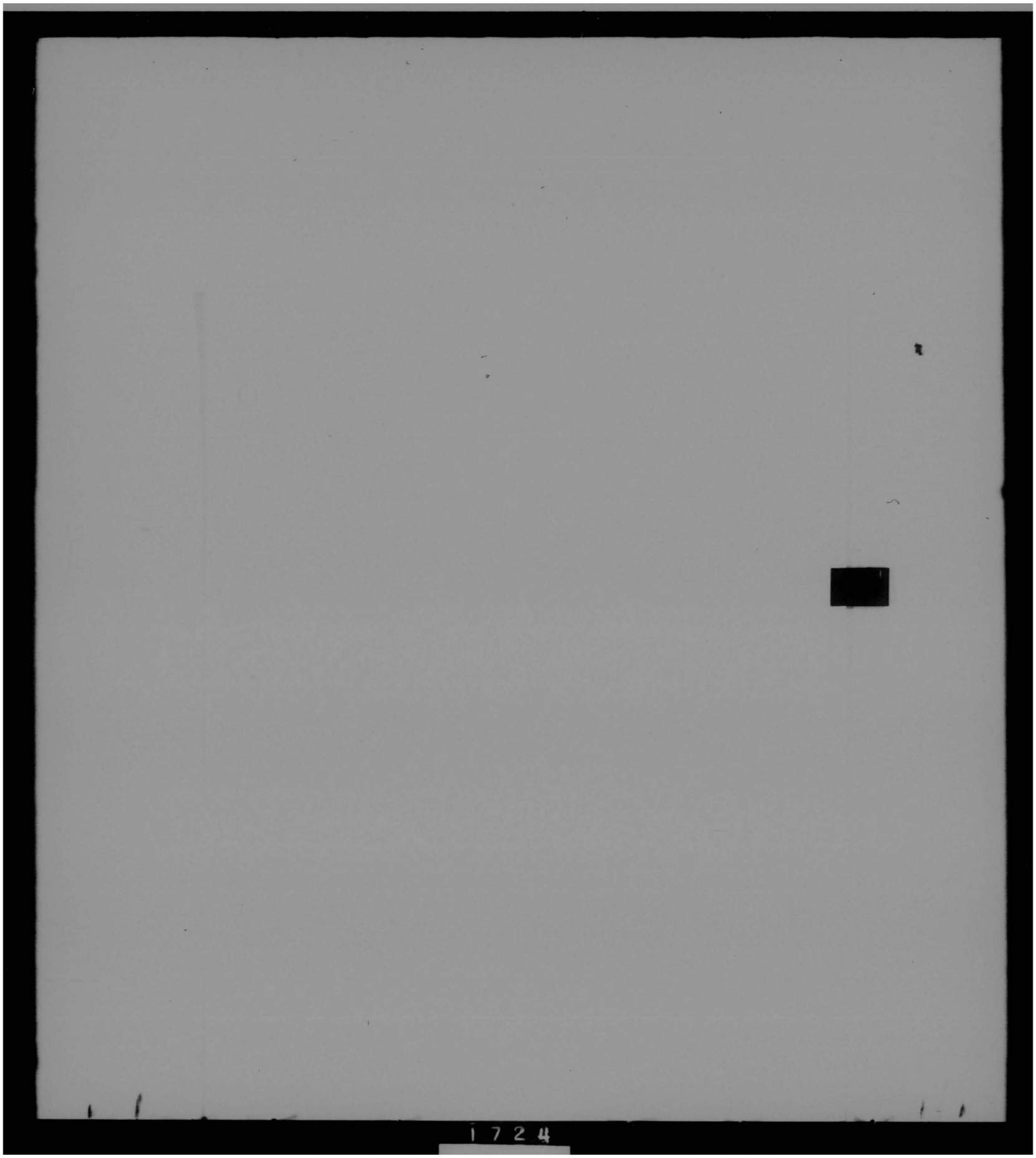

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HEADQUARTERS 320TH BOMBARDMENT WING, (M)
March Air Force Base
California

[illegible]OC 5 March 1954

SUBJECT: Guard Duty

TO: See Distribution

1. In many recent instances, airmen of the 320th Bomb Wing have been observed by the undersigned performing guard duty at various gates on the flight line in a manner totally unbecoming an airman of the USAF.

2. Fundamentals, taught during the basic training of an airman, apparently have been forgotten or ignored.

3. Airmen have been observed wearing torn, dirty, unkempt uniforms, in dire need of a shave and/or haircut, and on many occasions demonstrated an inability to act in a military manner or render a proper military salute.

4. To insure that this condition is <u>immediately</u> corrected, the following procedures will be adhered to:

a. Guards will wear Class A uniforms while on duty as gate security guards.

b. Uniforms will be clean and neat in appearance.

c. Guards will be clean shaven and inspected for a proper haircut.

d. In the event inclement weather is forecast, guards will possess the appropriate protective garments required during their tour of duty.

e. Either the carbine or 45 cal. pistol are acceptable while performing guard duty, however, if pistol is utilized, pistol belt will be worn. Shoulder holsters will <u>not</u> be worn around the hips.

f. Squadron Commanders will assure themselves that airmen are fully familiar with the type weapon being utilized.

g. Guards will be inspected by the Squadron Commander or his authorized representative prior to posting of the guards.

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6. Squadron Commanders will immediately comply with all provisions of 320th Bombardment Wing Regulation 205-8, dated 27 November 1953, and with paragraph 4 of this dispo which will be published as a revision to paragraph 10b(4) of cited regulation.

Loran D. Briggs
LORAN D. BRIGGS
Colonel, USAF
Commander

DISTRIBUTION:
4 cys Comdr Hq Sq Sec
4 cys Comdr 441st Bm Sq
4 cys Comdr 442nd Bm Sq
4 cys Comdr 443rd Bm Sq
4 cys Comdr 320th A&E Sq
4 cys Comdr 320th Fld Maint Sq
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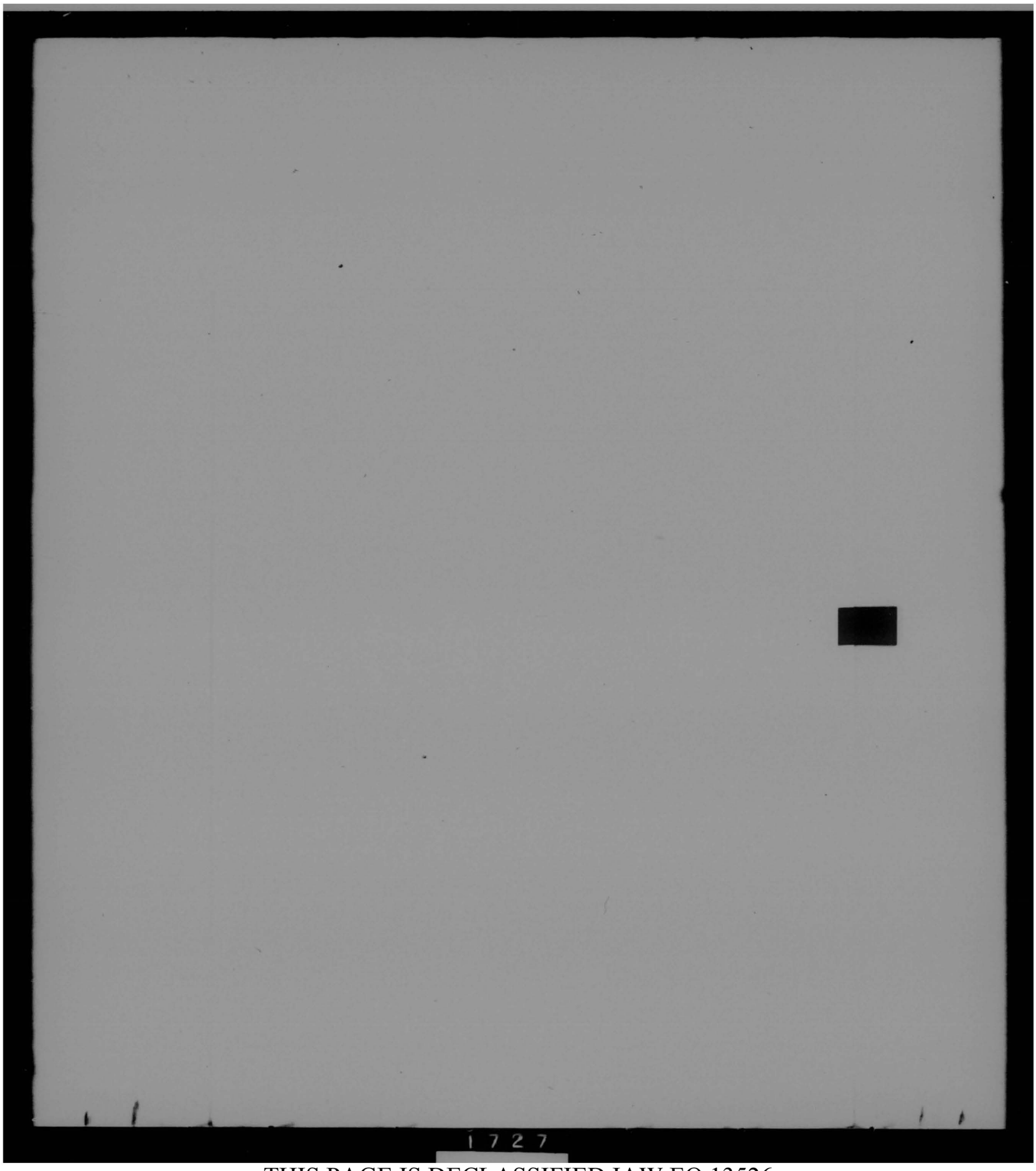

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SECRET

CLASS: SECRET
AUTH : CO 320 BW
DATE : 17 Apr 54
INITS:

320TH BOMBARDMENT WING, (M) JET
March Air Force Base, California

320 AC 17 April 1954

SUBJECT: (Unclassified) Monthly Analysis for March 1954 (RCS: 15-U2)

TO: Commander
Fifteenth Air Force
Attention: COMA
March Air Force Base
California

(Secret) SECTION I
FORECAST OF SAC MANAGEMENT CONTROL SYSTEM SCORES

Personnel	Max Score	Wing % of Max Score For the Qtr	Score for The Qtr	SAC MBW Avg Score December
1. Manning in Req Spec				
a. Officers	25	70.0%	17.5	10.0
b. Airmen	45	10.0%	4.5	18.0
2. AWOL Rate	30	100%	30.0	30.0
3. Ground Safety	25	5.0%	1.2	14.2
4. Reenlistment Rate	40	50.0%	20.0	5.3
5. Personnel Records	15	100%	15.0	14.5
6. MTD Utilization	20	98.1%	19.6	19.4
	200	53.9%	107.8	98.4
Materiel				
1. Flying Hours as a % of Required	60	87.6%	52.6	57.8
2. Report of Surveys	40	100%	40.0	37.4
3. Flyaway Kits	40	30.0%	12.0	14.7
	140	74.7%	104.6	87.9
USCM & Flying Safety				
1. USCM	80	86.2%	69.0	41.2
2. Flying Safety	40	90.0%	36.0	32.0
	120	87.5%	105.0	59.5

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SECRET

320 AC
Subject: Monthly Analysis for March 1954

Operations	Max Score	Wing % of Max Score For the Qtr	Wing Score for The Qtr	SAC MBW Avg Score December
1. Training Minimums				
a. Bombardment	150	92.5%	138.7	67.1
b. Tanker	50	82.2%	41.1	19.2
2. MES Radar Bomb Acc	40	88.0%	35.2	28.0
3. MES Visual Bomb Acc	25	94.0%	24.0	18.3
4. Night Cel Nav Prof	20	NR	NR	11.7
5. ECM Proficiency	40	NR	NR	NR
6. Cruise Control Prof	15	100%	15.0	10.0
7. Camera Gunnery Prof	NA	NA	NA	NA
8. Air Refueling Prof				
a. Wet Hookups	20	100%	20.0	20.0
b. Radar Rendezvous	20	100%	20.0	18.7
9. Scored Crews				
a. Bombardment	40	90.0%	36.0	36.0
b. Tanker	10	100%	10.0	10.0
10. Combat Ready Crews				
a. Bombardment	40	30.0%	12.0	18.7
b. Tanker	10	100%	10.0	10.0
11. Physical Conditioning	20	10.0%	2.0	10.0
	500	82.7%	364.0	232.2

SECTION II

1. Grand Total (Max Score 900)(681.4 points earned)

a. The Wing scored a total of 681.4 points (75.7%) of a possible 900 points during the quarter ending 31 March 1954. Comparative scoring for the two month period (January & February) and the quarter is shown below:

CATEGORY	January and February Points	% of Total	Quarter ending 31 March Points	% of Total
Personnel	128.5	24.4%	107.8	15.8%
Materiel	76.6	14.6%	104.6	15.4%
Flying Safety	97.0	18.4%	105.0	15.4%
Operations	224.0	42.6%	364.0	53.4%
	526.1	100.0%	681.4	100.0%

b. The Personnel Section scored 107.8 points for the quarter, showing a decrease of 20.7 points. Officer manning showed a decrease of 2.5 points due to an erroneous reporting procedure used in computing the combined January and February score. Airmen manning remained the same as the last

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1. Grand Total (Cont'd)

b. reporting period. The AWOL Rate scored 30 points which is the same as the last reporting period. Ground Safety showed a decrease of 13.8 points scoring 1.2 points for the quarter. Reenlistment Rate, Personnel Records, and MTD Utilization remained the same as the last reporting period.

c. The Materiel Section scored a total of 104.6 points for the reporting period, showing an increase of 28.0 points. Flying Hours as a Percent of Required scored 52.6 points showing an increase of 10.0 points. Reports of Survey scored 40.0 points, showing an increase of 18.0 points over the last reporting period. Flyaway Kits remained the same as the last reporting period, scoring 12.0 points.

d. The USCM and Flying Safety scored a total of 105.0 points, showing an increase of 8.0 points. The same computation was used for the USCM as no USCM was flown during the month of March. Flying Safety scored 36.0 points, showing an increase of 8.0 points.

e. The Operations Section scored a total of 364.0 points for the reporting period, showing an increase of 140.0 points over the two month period. Training Minimums scored a total of 179.8 points for the quarter showing an increase of 88.7 points. RBS Radar Bombing Accuracy scored 35.2 points for the quarter showing an increase of 0.8 points. RBS Visual Bombing Accuracy scored 24.0 points showing a decrease of 1 point. Cruise Control and Wet Hookups remained the same as the last reporting period while Radar Rendezvous showed an increase of 2 points. The Scored Crew Category, which was not rated the last reporting period scored 46.0 points. Combat Ready Crews scored 22.0 points for the quarter showing an increase of 5.5 points. Physical Conditioning remained the same as the last reporting period scoring 2.0 points.

PERSONNEL

1. Manning in Required Specialities

a. Officers (Max Score 25)(17.5 points earned)

(1) The status of Officer manning as of 31 March 1954 was as follows:

No. Officers Required	407
No. Officers "IRS"	360
Percent "IRS"	90.4%
Percent of Score	70.0%
Score	17.5

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1. Manning in Required Specialities (Cont'd)

a. Airmen (Max Score 45)(4.5 points earned)

(1) The status of Airmen manning as of 31 March 1954 was as follows:

No. Airmen Required	1932
No. Airmen "IRS"	1358
Percent "IRS"	70.3%
Percent of Score	10.0%
Score	4.5

2. AWOL Rate (Max Score 30)(30.0 points earned)

a. The AWOL Rate for the Wing for the quarter ending 31 March 1954 was as follows:

No. of AWOL's	13
AWOL Rate	1.67
Percent of Score	100%
Score	30.0

b. The Wing experienced thirteen (13) AWOL's during the quarter ending 31 March 1954. Five (5) in the 441st Bomb Sq, two (2) in the 442d Bomb Sq, one (1) in the Air Refueling Sq, one (1) in the Periodic Maint Sq, one (1) in the M&E Sq, one (1) in the Hq Sq Sect and two (2) in the Tactical Hospital.

3. Ground Safety (Max Score 25)(1.25 points earned)

a. The computation for Ground Safety for the quarter ending 31 March 1954 is as follows:

Accident Cost Index	8.91
Ground Safety Index	13.24
Percent of Score	5.0%
Score	1.25

b. The Wing experienced twenty-two (22) accidents during the quarter ending 31 March 1954.

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4. Reenlistment Rate (Max Score 40)(20.0 points earned)

a. The Reenlistment Rate for the Wing for the quarter ending 31 March 1954 was as follows:

Terminations Eligible to Reenlist	29
Number of Reenlistments	7
Reenlistment Rate	41.4
Percent of Score	50.0%
Score	20.0

5. Personnel Records (Max Score 15)(15.0 points earned)

a. The percent completeness of Officers and Airmen Personnel Records for the quarter ending 31 March 1954 was as follows:

Percent Complete Officers Records	99.98%
Percent Complete Airmen Records	100.0%
Percent of Score	100.0%
Score	15.0

6. Mobile Training Detachment Utilization (Max Score 20)(19.6 pts earned)

a. MTD Utilization for the quarter ending 31 March 1954 was as follows:

Wing Required (B-47 & KC-97)	21000
Utilized (B-47 & KC-97)	10500
Utilized (B-47 Fleet MTD)	4317
Utilized (KC-97 MTD)	5775

$10500 + 4317 + 5775 = \frac{20592}{21000} = 98.1\%$ or 19.6 points earned

MATERIEL

1. Flying Hours as a Percent of Required (Max Score 60)(52.6 points earned)

a. The Wing had 4873 B-47 and 2344 KC-97 Flying Hours required for the quarter ending 31 March 1954. 4373 B-47 and 2127 KC-97 Hours were utilized during the quarter.

b. Computation is as follows:

$$\frac{\text{Flying Hours Required B-47 - 4873 + KC-97 - 2344 - 7217}}{\text{Flying Hours Utilized B-47 - 4373 + KC-97 - 2127 - 7000}} = 96.9\%$$

100.0% minus 96.9% = 3.1 x 4 = 12.4. 100.0% minus 12.4 = 87.6% of the score or 52.6 points earned.

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2. Reports of Survey (Max Score 40)(40.0 points earned)

a. Reports of Survey for the quarter ending 31 March 1954 was as follows:

No. of Surveys	21
Dollar Cost	$883.37
Average Cost Per Survey	42.07
Surveys per 1000 Population	2.69

b. An average cost of $42.07 per survey and the average of 2.69 surveys per 1000 population nets the Wing 100.0% of the score or 40.0 points earned.

3. Flyaway Kits (Max Score 40)(12.0 points earned)

a. The current completeness of the squadron Flyaway Kits as of 31 March 1954 was as follows:

441st Bomb Sq	72.6%
442d Bomb Sq	76.4%
443d Bomb Sq	67.4%
43rd Maintenance Sq	98.5%
	314.9%

$\frac{314.9\%}{4}$ = 78.6% or 30.0% of the score or 12.0 points earned.

b. The figures used in computing the percent completeness of the squadron Flyaway Kits are based on the inventory which was conducted during the month of February 1954. Up to date percent completeness cannot be determined at this time due to the re-inventory of the Flyaway Kits which is now in progress.

UNIT SIMULATED COMBAT MISSION AND FLYING SAFETY

1. Unit Simulated Combat Mission (Max Score 80)(69.0 points earned)

a. Computations based on the Wing mission accomplished during the month of February 1954 is as follows.

	BOMBER	TANKER
Aircraft possessed less TDY per S.O orders	45	18
Aircraft required to be airborne	45	18
Aircraft airborne	45	18
Aircraft effective	40	16
Aircraft completing mission	40	16

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1. Unit Simulated Combat Mission (Cont'd)

b. Computation

	BOMBER	TANKER
% Airborne acft completing mission	$\frac{40}{45}$ = 88.8%	$\frac{16}{18}$ = 88.8%
Points (from table C-1a)	51.0	51.0
Airborne acft completing mission	$\frac{40}{45}$ = 88.8%	$\frac{16}{16}$ = 88.8%
Points (from table C-1b)	18.0	18.0
% Required aircraft airborne	$\frac{45}{45}$ = 100%	$\frac{18}{18}$ = 100%
Adjustment Factor (from table C-1c	1.00	1.00

Bomber mission effectiveness score = (51 + 18) x 1.00 = 69.0

Tanker mission effectiveness score = (51 + 18) x 1.00 = 69.0

Total unit mission effectiveness score

$$\frac{69.0 \times 45 + 69.0 \times 18}{45 + 18} = \frac{4347}{63} = 69.0 \text{ points earned}$$

2. Flying Safety (Max Score 40)(36.0 points earned)

a. Computation is based on a three month period only.

b. During the three month reporting period the Wing experienced one (1) accident for 7279 hours flown for a rate of 13.7 which nets the Wing 90.0% of the score or 36.0 points earned.

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Subject: Monthly Analysis for March 1954

OPERATIONS

1. Training Minimums (Max Score 200)

a. Bombardment (Max Score 150)(138.7 points earned)

Major Category	Max Score	# Items Required	# Items Scored	% of Scored	Score
Bombing	35	107	100	93.5%	32.7
Navigation	25	43	42	97.7%	24.4
Cruise Control	10	12	12	100.0%	10.0
Air Refuel & Radar Rendezvous	25	42	35	83.3%	20.8
Gunnery	10	11	11	100.0%	10.0
Atomic Weapons	10	66	66	100.0%	10.0
Misc. Items	15	164	131	79.9%	11.9
Flying Time	20	2856	2702	94.3%	18.9
	150			92.5%	138.7

Major Category	Max Score	# Items Required	# Items Scored	% of Scored	Score
Wet Hookups & Radar Rendezvous	15	459	459	100.0%	15.0
Navigation	10	187	187	100.0%	10.0
Cruise Control	5	68	68	100.0%	5.0
Miscellaneous	10	293	280	95.6%	9.6
Flying Time	10	180	27	15.0%	1.5
	50			82.2%	41.1

2. RBS Radar Bombing Accuracy (Max Score 40)(35.2 points earned)

RBS Radar Bombing Accuracy for the Wing for the quarter ending 31 March 1954 was as follows:

Number of Runs	92
Proficiency Index	54
Score	35.2
CEA	2207
CEP	1310

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3. RBS Visual Bombing Accuracy (Max Score 25)(24.0 points earned)

RBS Visual Bombing Accuracy for the Wing for the quarter ending 31 March 1954 was as follows:

Number of Runs	37
Proficiency Index	58
Score	24.0
CEA	1205
CEP	970

4. Night Celestial Navigation Proficiency (Max Score 20)(Not Rated)

This item will not be rated in accordance with SAC message DOTRS 6267, dated 30 January 1954.

5. ECM Proficiency (Max Score 20)(Not Rated)

6. Cruise Control Proficiency (Max Score 15)(15.0 points earned)

Cruise Control Proficiency for the Wing for quarter ending 31 March 1954 was as follows:

Number of Missions	74
Average % Error	.10
Percent of Score	100.0%
Score	15.0

7. Camera Gunnery (NA)

8. Air Refueling Proficiency (Max Score 40)(40 points earned)

a. Air Refueling Proficiency for the Wing for the quarter ending 31 March 1954 was as follows:

(1) Wet Hookups (Max Score 20)(20.0 points earned)

Number Wet Hookups Attempted	852
Number Wet Hookups Successful	850
Percent Successful	99.8%
Percent of Score	100.0%
Score	20.0

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8. Air Refueling Proficiency (Cont'd)

(2) Radar Rendezvous (Max Score 20)(20.0 points earned)

Number Radar Rend Attempted	262
Number Radar Rend Successful	254
Percent Successful	96.9%
Percent of Score	100.0%
Score	20.0

9. Scored Crews (Max Score 50)(46.0 points earned)

a. Bombardment (Max Score)(36.0 points earned)

No. Combat Ready Crews all quarter	7
No. C/R Crews met requirements	5
Percent C/R Crews met requirements	71.4%
Percent of Score	90.0%
Score	36.0

b. Tanker (Max Score 10)(10.0 points earned)

No. Combat Ready Crews all quarter	19
No. C/R Crews met requirements	19
Percent C/R Crews met requirements	100.0%
Percent of Score	100.0%
Score	10.0

10. Combat Ready Crews (Max Score 50)(22.0 points earned)

a. The status of Combat Ready Crews for the Wing for the quarter ending 31 March 1954 was as follows:

(1) Bombardment Crews (Max Score 40)(12.0 points earned)

Number Combat Ready Crews Authorized	50
Number Combat Ready Crews Assigned	38
Percent of Score	30.0%
Score	12.0

(2) Tanker Crews (Max Score 10)(10.0 points earned)

Number Combat Ready Crews Authorized	20
Number Combat Ready Crews Assigned	20
Percent of Score	100.0%
Score	10.0

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11. Physical Conditioning (Max Score 20)(2.0 points earned)

a. Computation for the Physical Conditioning scoring for the quarter ending 31 March 1954 is as follows:

Number Combat Ready Personnel Assigned	308
Number Completed Required Hours	4
Percent Completed Required Hours	1.29%
Percent of Score	10.0%
Score	2.0

SECTION III

SOFT SPOTS

1. Negative.

SECTION IV

SPECIAL ANALYSIS

1. Negative.

SECTION V

COMMANDERS REMARKS

1. See Wing Commander's Remarks submitted on Air Training Reports for 320th Bombardment Wing (RCS: 6-SAC-T12A) and 320th Air Refueling Squadron (RCS: 4-SAC-T12).

ERNEST C. EDDY
Colonel, USAF
Deputy Commander

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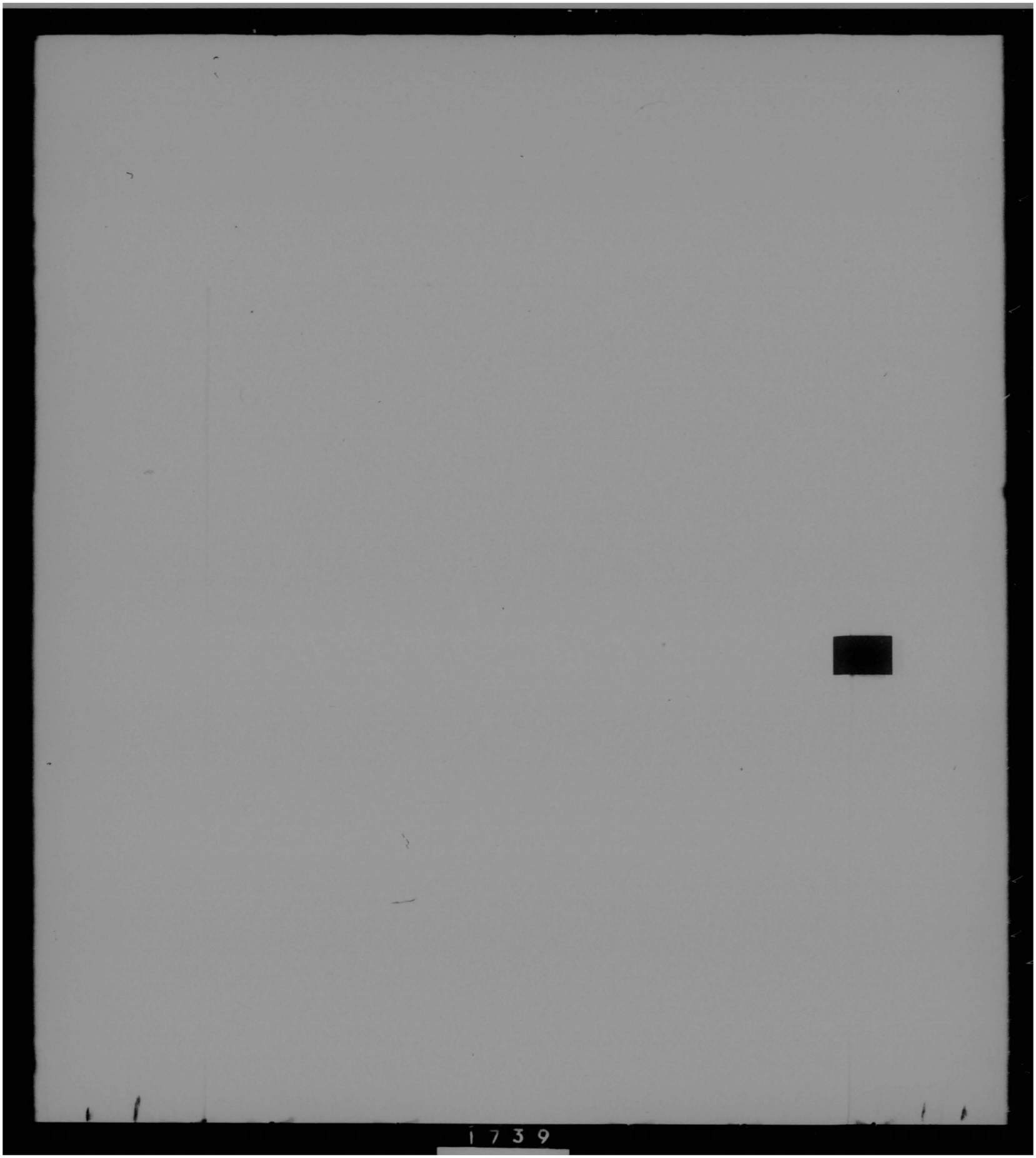

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OFFICE OF THE COMPTROLLER
HEADQUARTERS 320TH BOMBARDMENT WING (M)
March Air Force Base
California

320 AC 14 April 1954

SUBJECT: (Unclassified) Analysis of the Unit Leadership Effectiveness and Morale Ratings

TO: Commander
320th Bombardment Wing (M)
March Air Force Base
California

I. General

An analysis covering a three month period, January, February and March has been prepared by this office. The figures have been compiled and recorded under the provisions of 12th Air Division letter Subject: "Unit Leadership and Morale Rating" dated 1 February 1953. Ratings are based on a maximum of 950 points. March ratings are also based on a one month and a combination of January-February-March which is a three month moving average. The scores are based on a percentage of maximum points obtainable.

II. Analysis

WING HEADQUARTERS

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	83.5	81.1	8	13	2	6
February	72.7	77.2	21	19	8	8
March	71.9	75.8	29	19	8	8

441ST BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	61.0	78.1	24	16	9	7
February	94.1	80.3	4	14	1	6
March	74.7	76.7	27	18	7	7

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SAFETY FILM

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442D BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	75.6	83.1	15	10	6	4
February	91.0	83.6	6	11	2	3
March	63.0	75.7	33	20	9	9

443D BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	92.8	86.6	2	6	1	1
February	84.3	87.5	14	5	6	1
March	76.0	84.4	26	8	6	1

320TH AIR REFUELING SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	78.2	83.8	13	9	4	3
February	83.1	81.1	16	13	7	5
March	79.9	80.3	23	15	4	5

320TH ARMAMENT AND ELECTRONICS MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	80.7	82.3	11	12	3	5
February	86.6	83.9	10	9	5	2
March	81.5	82.9	19	11	3	2

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320TH FIELD MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	75.3	84.3	16	8	7	2
February	90.4	83.4	8	12	3	4
March	78.6	80.9	25	13	5	3

320TH PERIODIC MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	77.7	78.1	14	17	5	8
February	70.4	77.4	24	18	9	7
March	85.4	78.3	17	17	2	6

320TH TACTICAL HOSPITAL

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	74.2	76.2	22	19	8	9
February	85.8	74.9	11	21	5	9
March	88.4	80.6	12	14	1	4

III. Comments

The Wing one month overall average amounted to 77.7% for January, 84.3% for February and 77.7% for March. The Wing overall three month average amounted to 81.5% for January, 81.0% for February and 79.5% for March. Reenlistment Rate and NCO Membership are presently under study by base to be excluded from the system. The following is computed on a one month basis with a maximum of 770 points. Reenlistment 150 points and NCO Club Membership 30 have been excluded.

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III. Comments (Cont'd)

	Standing in Base	Standing in Wing
Hq Sq Sec	31	8
441st Bomb Sq	32	9
442d Bomb Sq	30	7
443d Bomb Sq	15	1
Air Refueling Sq	27	6
Field Maint Sq	16	2
Periodic Maint Sq	24	5
A & E Maint Sq	18	3
Tactical Hospital	21	4

Other than the points lost on Reenlistment and NCO Club Membership, a total of 1134 points were lost, 92.2% were attributable to the following offenses:

Offenses	Points Lost	% of Total
Security Violations (11 offenses)	102.0	9.0%
AWOL (5 offenses)	188.5	16.6%
Drunk and/or Disorderly (12 offenses)	144.0	12.7%
Uniform Violations (8 offenses)	34.0	3.0%
Major Accidents-Other (3 offenses)	41.0	3.6%
Moving Traffic Violations (23 offenses)	175.0	15.4%
Driving Drunk (2 offenses)	54.0	4.8%
Minor Accidents-Vehicle (4 offenses)	36.0	3.2%
Delinquent MPO's (33 offenses)	174.0	15.3%
M/R Errors (9 offenses)	98.0	8.6%

There were 24 squadrons competing in the three month period.

JAMES R. IRISH
Lt. Col., USAF
Comptroller

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LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM

AWARD SHEET FOR MARCH 1954

12th AD Assigned Units	% of Possible Score	12th AD Tenants	% of Possible Score
First Place - 22d Tactical Hospital	89.65	510th Aviation Sq	99.12
Second Place - Hq Sq Sec, 807th AB Group	87.07		
Third Place - 443d Bomb Sq	84.37		

Greatest Improvement

Hq Sq Sec, 807th AB Group	17.51 percentage points improved

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM PAGE 1		1		2		3		4		5		6		7		8		9	
		510th Avn Sq		Hq Sq Sec 807th ABGp		3933d RBS Sq		22d Air Rflg Sq		Hq Sq 22d Bomb Wg		523d AF Band		9th Wea Sq		416th USAF Hosp		22d Pdc Maint	
CATEGORY	PFD Str	43		321		49		396		177		51		77		85		191	
Part I Disciplinary Offenses	Pts Allotd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60		60		60		60		60		60		60		60		60	4	0
b. AWOL	130		130		130		130	1	130		130		130		130		130		130
c. Serious Incidents	90		90		90		90		90		90		90		90		90		90
d. Drunk and/or Disorderly	60		60		60		60	1	60		60		60		60		60	1	42
e. Uniform Violations	20		20		20		20		20		20		20		20		20	1	12
Part II Ground Safety																			
a. Minor Accidents (Other)	20		20		20	1	2		20		20		20		20		20		20
b. Major Accidents (Other)	50		50		50		50		50		50		50		50		50		50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50		50	2	40		50	1	50	1	40		50	1	20		50		50
b. Driving Drunk	90		90		90		90		90		90		90		90		90		90
c. Major Accidents Vehicle	50		50		50		50	1	33		50		50		50		50		50
d. Minor Accidents Vehicle	20		20	1	16		20		20		20		20		20		20		20
Part IV Reenlistments		D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R
a. Regular	150		NR		NR	1	1 150		NR	1	1 150		NR		NR		NR		NR
Part V NCO Mess		E	M	E	M	E	M	E	M	E	M	E	M	E	M	E	M	E	M
a. Members NCO Mess	30	14	14 30	125	125 30	20	20 30		NR		NR	17	17 30	15	7 0	18	16 0		NR
Part VI Administration																			
a. Delinquent NPC's	60		60	1	60		60	1	60		60		60		60	2	12		60
b. Morning Report Errors	70		70		70		NR		70	1	56		14		NR		70		70
% of Max Score (3-Mo. Avg.)			92.25		87.07		91.69		NR		NR		87.79		89.09		NR		NR
TOTAL POSSIBLE SCORE March			800		800		880		770		920		800		730		800		770
SCORE ERND			800		786		862		753		896		744		670		722		684
% OF MAX SCORE			100.00		98.25		97.96		97.79		97.39		93.00		91.78		90.25		88.83

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM	PAGE 2		10 March Flt Svs		11 19th Bomb Sq		12 320th Tac Hosp		13 42d Air Resc Sq		14 22d Tac Hosp		15 807th Fd Svs		16 2d Bomb Sq		17 320th Pdo Maint		18 22d A & E Sq	
CATEGORY	PRD Str		75		194		114		152		132		357		192		234		329	
Part I Disciplinary Offenses	Pts Altd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	
a. Security Violations	60		60		60		60		60		60		60		60		60		60	
b. AWOL	130		130	1	71.5		130		130		130	3	45.5		130		130		130	
c. Serious Incidents	90		90		90		90		90		90		90		90		90		90	
d. Drunk and/or Disorderly	60		60	1	42		60		60		60		60	2	18	1	48		60	
e. Uniform Violations	20		20		20		20		20		20		20		20		20		20	
Part II Ground Safety																				
a. Minor Accidents (Other)	20		20		20		20		20		20	1	20		20		20		20	
b. Major Accidents (Other)	50		50		50		50		50		50	1	33		50		50	1	33	
Part III Veh Accident Prevention																				
a. Moving Traffic Violations	50	2	5		50	1	25	2	20	1	30	1	50	2	25	3	20		50	
b. Driving Drunk	90		90		90		90		90		90		90		90		90		90	
c. Major Accidents Vehicle	50		50		50		50		50		50		50		50		50		50	
d. Minor Accidents Vehicle	20		20		20	1	4	1	6		20	1	18		20		20	1	16	
Part IV Reenlistments		D R		D R		D R		D R		D R		D R		D R		D R		D R		
a. Regular	150		NR		NR		NR	1	1	150		NR		NR		NR	1	1	150	5 0 15
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M		
a. Members NCO Mess	30	21 7	0		NR	20	20	30	50	36	0	29	29	30	62	62	30		NR	35 23 0 NR
Part VI Administration																				
a. Delinquent MPO's	60		NR	1	48	1	36	2	30	1	36	1	60		60	9	0		60	
b. Morning Report Errors	70		NR		70	1	42		NR	3	14		70	1	56	1	63		70	
% of Max Score (3-Mo. Avg.)			88.18		NR		80.56		81.21		89.65		83.74		NR		78.29		NR	
TOTAL POSSIBLE SCORE MARCH			670		770		800		880		800		800		770		950		920	
SCORE ERND			595		681.5		707		776		700		696.5		659		811		764	
% OF MAX SCORE			88.80		88.51		88.38		88.18		87.50		87.06		85.58		85.37		83.04	

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM	PAGE 3		19 320th A&E Sq		20 807th AP Sq		21 22d Fld Maint Sq		22 33d Bomb Sq		23 320th Air Rflg Sq		24 807th Mtr Veh Sq		25 320th Fld Maint Sq		26 443d Bomb Sq		27 441st Bomb Sq	
CATEGORY	PRD Str		433		380		383		197		333		212		402		255		257	
Part I Disciplinary Offenses	Pts Altd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	
a. Security Violations	60	1	60		60		60	1	30	1	60		60	4	18	1	54	1	54	
b. AWOL	130		130	1	110		130		130		130		130		130		130	3	32.5	
c. Serious Incidents	90		90		90		90		90		90		90		90		90		90	
d. Drunk and/or Disorderly	60	1	60		60	1	60		60	2	36		60	1	60	1	54	3	12	
e. Uniform Violations	20		20		20		20	1	12	1	18	1	14	2	14		20	3	4	
Part II Ground Safety																				
a. Minor Accidents (Other)	20	1	20		20		20		20	1	20		20		20		20		20	
b. Major Accidents (Other)	50	1	33	1	33	1	33		50	1	33		50		50	1	33		50	
Part III Veh Accident Prevention																				
a. Moving Traffic Violations	50	5	20		50	3	30		50	6	10	1	45	3	30	1	50	1	50	
b. Driving Drunk	90		90		90		90		90		90		90		90	1	63	1	63	
c. Major Accidents Vehicle	50		50		50		50		50		50		50		50		50		50	
d. Minor Accidents Vehicle	20	1	20		20		20	1	8		20	5	0		20		20	1	12	
Part IV Reenlistments		D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R	
a. Regular	150	3	1 60	5	1 30	2	0 15	1	0 15		NR	1	0 15	3	0 15	1	0 15		NR	
Part V NCO Mess		E	M	E	M	E	M	E	M	E	M	E	M	E	M	E	M	E	M	
a. Members NCO Mess	30	93	93 30	88	60 0		NR		NR	108	60 0	53	35 0	78	78 30	32	28 0	29	29 30	
Part VI Administration																				
a. Delinquent MPO's	60	3	42	1	60		60		60	8	12		60	1	60	1	60	1	60	
b. Morning Report Errors	70	3	49		70		70		70		70		70	1	70	1	63		70	
% of Max Score (3-Mo. Avg.)			82.94		79.79		NR		NR		80.25		72.78		80.88		84.37		76.70	
TOTAL POSSIBLE SCORE [illegible]			950		950		920		920		800		950		950		950		800	
SCORE EARNED			774		763.5		748		735		639		754		747		722		597.5	
% OF MAX SCORE			81.47		80.37		81.30		79.89		79.88		79.37		78.63		76.00		74.69	

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING STUDY

PAGE 4

CATEGORY	PPD Str Pts Altd	2t 807th Instl Sq		29 Hq Sq 320th Bomb Wg		30 807th Sup Sq		31 1907-7 AACS Det		32 807th Opr Sq		33 442d Bomb Sq							
		264		184		480		208		546		258							
Part I Disciplinary Offenses		No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	2	30		60	3	30		60	1	60	3	12						
b. AWOL	130	1	97.5	1	71.5	4	45.5	2	32.5	2	97.5	1	97.5						
c. Serious Incidents	90		90		90		90		90		90		90						
d. Drunk and/or Disorderly	60	2	24	1	42	2	54	1	48	3	42	2	24						
e. Uniform Violations	20	2	10		20		20		20	3	12	2	10						
Part II Ground Safety																			
a. Minor Accidents (Other)	20	1	20		20	1	20		20	1	20		20						
b. Major Accidents (Other)	50	1	33		50		50		50	1	33		50						
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	4	15		50	4	30		50	8	15	3	20						
b. Driving Drunk	90		90		90		90		90		90		90						
c. Major Accidents Vehicle	50		50	1	33		50		50		50		50						
d. Minor Accidents Vehicle	20	2	4	1	8		20		20		20		20						
Part IV Reenlistments		D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R
a. Regular	150		NR		NR	1	0	15	1	0	15	1	0	15	2	0	15		
Part V NCO Mess		E	M	E	M	E	M		E	M		E	M		E	M		E	M	E	M	E	M
a. Members NCO Mess	30%	47	47	30	68	57	0	137	137	30	56	46	0	202	156	0	32	20	0				
Part VI Administration																			
a. Delinquent MTO's	60	1	60	6	6		60		60	14	12	3	30						
b. Morning Report Errors	70	3	35	2	35	1	70		NR	3	56		70						
% of Max Score (3-Mo. Avg.)		74.43		75.84		71.88		83.79		69.67		75.72							
TOTAL POSSIBLE SCORE		800		800		950		880		950		950							
SCORE EARNED		588.5		575.4		674.5		605.5		612.5		598.5							
% OF MAX SCORE		73.56		71.94		71.00		68.81		64.47		63.00							

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OFFICE OF THE COMPTROLLER
HEADQUARTERS 320TH BOMBARDMENT WING (M)
March Air Force Base
California

320 AC 14 April 1954

SUBJECT: (Unclassified) Analysis of the Unit Leadership Effectiveness and Morale Ratings

TO: Commander
320th Bombardment Wing (M)
March Air Force Base
California

I. General

An analysis covering a three month period, January, February and March has been prepared by this office. The figures have been compiled and recorded under the provisions of 12th Air Division letter Subject: "Unit Leadership and Morale Rating" dated 1 February 1953. Ratings are based on a maximum of 950 points. March ratings are also based on a one month and a combination of January-February-March which is a three month moving average. The scores are based on a percentage of maximum points obtainable.

II. Analysis

WING HEADQUARTERS

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	83.5	81.1	8	13	2	6
February	72.7	77.2	21	19	8	8
March	71.9	75.8	29	19	8	8

441ST BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	61.0	78.1	24	16	9	7
February	94.1	80.3	4	14	1	6
March	74.7	76.7	27	18	7	7

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320 AC
Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

442D BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	75.6	83.1	15	10	6	4
February	91.0	83.6	6	11	2	3
March	63.0	75.7	33	20	9	9

443D BOMBARDMENT SQUADRON (M)

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	92.8	86.6	2	6	1	1
February	84.3	87.5	14	5	6	1
March	76.0	84.4	26	8	6	1

320TH AIR REFUELING SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	78.2	83.8	13	9	4	3
February	83.1	81.1	16	13	7	5
March	79.9	80.3	23	15	4	5

320TH ARMAMENT AND ELECTRONICS MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	80.7	82.3	11	12	3	5
February	86.6	83.9	10	9	5	2
March	81.5	82.9	19	11	3	2

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320 AC
Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

320TH FIELD MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	75.3	84.3	16	8	7	2
February	90.4	83.4	8	12	3	4
March	78.6	80.9	25	13	5	3

320TH PERIODIC MAINTENANCE SQUADRON

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	77.7	78.1	14	17	5	8
February	70.4	77.4	24	18	9	7
March	85.4	78.3	17	17	2	6

320TH TACTICAL HOSPITAL

The scores and standings for the one and three month periods are as follows:

	Score		Standing in Base		Standing in Wing	
	1 Mo.	3 Mo.	1 Mo.	3 Mo.	1 Mo.	3 Mo.
January	74.2	76.2	22	19	8	9
February	85.8	74.9	11	21	5	9
March	88.4	80.6	12	14	1	4

III. Comments

The Wing one month overall average amounted to 77.7% for January, 84.3% for February and 77.7% for March. The Wing overall three month average amounted to 81.5% for January, 81.0% for February and 79.5% for March. Reenlistment Rate and NCO Membership are presently under study by base to be excluded from the system. The following is computed on a one month basis with a maximum of 770 points. Reenlistment 150 points and NCO Club Membership 30 have been excluded.

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Subject: Analysis of the Unit Leadership Effectiveness and Morale Ratings

III. Comments (Cont'd)

	Standing in Base	Standing in Wing
Hq Sq Sec	31	8
441st Bomb Sq	32	9
442d Bomb Sq	30	7
443d Bomb Sq	15	1
Air Refueling Sq	27	6
Field Maint Sq	16	2
Periodic Maint Sq	24	5
A & E Maint Sq	18	3
Tactical Hospital	21	4

Other than the points lost on Reenlistment and NCO Club Membership, a total of 1134 points were lost, 92.2% were attributable to the following offenses:

Offenses	Points Lost	% of Total
Security Violations (11 offenses)	102.0	9.0%
AWOL (5 offenses)	188.5	16.6%
Drunk and/or Disorderly (12 offenses)	144.0	12.7%
Uniform Violations (8 offenses)	34.0	3.0%
Major Accidents-Other (3 offenses)	41.0	3.6%
Moving Traffic Violations (23 offenses)	175.0	15.4%
Driving Drunk (2 offenses)	54.0	4.8%
Minor Accidents-Vehicle (4 offenses)	36.0	3.2%
Delinquent MPO's (33 offenses)	174.0	15.3%
M/R Errors (9 offenses)	98.0	8.6%

There were 24 squadrons competing in the three month period.

JAMES R. IRISH
Lt. Col., USAF
Comptroller

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LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM

AWARD SHEET FOR MARCH 1954

12th AD Assigned Units	% of Possible Score	12th AD Tenants	% of Possible Score
First Place - 22d Tactical Hospital	89.65	510th Aviation Sq	99.12
Second Place - Hq Sq Sec, 807th AB Group	87.07		
Third Place - 443d Bomb Sq	84.37		

Greatest Improvement

Hq Sq Sec, 807th AB Group	17.51 percentage points improved

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM PAGE 1		1 510th Avn Sq		2 Hq Sq Sec 807th ABGp		3 3933d RBS Sq		4 22d Air Rflg Sq		5 Hq Sq 22d Bomb Wg		6 523d AF Band		7 9th Wea Sq		8 4164th USAF Hosp		9 22d Pdc Maint	
CATEGORY	PFD Str Pts Altd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
Part I Disciplinary Offenses		43		321		49		396		177		51		77		85		191	
a. Security Violations	60		60		60		60		60		60		60		60		60	4	0
b. AWOL	130		130		130		130	1	130		130		130		130		130		130
c. Serious Incidents	90		90		90		90		90		90		90		90		90		90
d. Drunk and/or Disorderly	60		60		60		60	1	60		60		60		60		60	1	42
e. Uniform Violations	20		20		20		20		20		20		20		20		20	1	12
Part II Ground Safety																			
a. Minor Accidents (Other)	20		20		20	1	2		20		20		20		20		20		20
b. Major Accidents (Other)	50		50		50		50		50		50		50		50		50		50
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50		50	2	40		50	1	50	1	40		50	1	20		50		50
b. Driving Drunk	90		90		90		90		90		90		90		90		90		90
c. Major Accidents Vehicle	50		50		50		50	1	33		50		50		50		50		50
d. Minor Accidents Vehicle	20		20	1	16		20		20		20		20		20		20		20
Part IV Reenlistments		D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R
a. Regular	150		NR		NR	1	1 150		NR	1	1 150		NR		NR		NR		NR
Part V NCO Mess		E	M	E	M	E	M	E	M	E	M	E	M	E	M	E	M	E	M
a. Members NCO Mess	30	14	14 30	125	125 30	20	20 30		NR		NR	17	17 30	15	7 0	18	16 0		NR
Part VI Administration																			
a. Delinquent NPOIs	60		60	1	60		60	1	60		60		60		60	2	12		60
b. Morning Report Errors	70		70		70		NR		70	1	56		14		NR		70		70
% of Max Score (3-Mo. Avg.)			92.25		87.07		91.69		NR		NR		87.79		89.09		NR		NR
TOTAL POSSIBLE SCORE March			800		800		880		770		920		800		730		800		770
SCORE REND			800		786		862		753		896		744		670		722		684
% OF MAX SCORE			100.00		98.25		97.96		97.79		97.39		93.00		91.78		90.25		88.83

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM	PAGE 2	10 March Flt Svs		11 19th Bomb Sq		12 320th Tac Hosp		13 42d Air Resc Sq		14 22d Tac Hosp		15 807th Fd Svs		16 2d Bomb Sq		17 320th Pdo Maint		18 22d A & E Sq	
CATEGORY	PPD Str	75		194		114		152		132		357		192		234		329	
Part I Disciplinary Offenses	Pts Altd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60		60		60		60		60		60		60	1	30		60		60
b. AWOL	130		130	1	71.5		130		130		130	3	45.5		130		130		130
c. Serious Incidents	90		90		90		90		90		90		90		90		90		90
d. Drunk and/or Disorderly	60		60	1	42		60		60		60		60	2	18	1	48		60
e. Uniform Violations	20		20		20		20		20		20		20		20		20		20
Part II Ground Safety																			
a. Minor Accidents (Other)	20		20		20		20		20		20	1	20		20		20		20
b. Major Accidents (Other)	50		50		50		50		50		50	1	33		50		50	1	33
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	2	5		50	1	25	2	20	1	30	1	50	2	25	3	20		50
b. Driving Drunk	90		90		90		90		90		90		90		90		90		90
c. Major Accidents Vehicle	50		50		50		50		50		50		50		50		50		50
d. Minor Accidents Vehicle	20		20		20	1	4	1	6		20	1	18		20		20	1	16
Part IV Reenlistments		D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R
a. Regular	150		NR		NR		NR	1	1 150		NR		NR		NR	1	1 150	5	0 15
Part V NCO Mess		E	M	E	M	E	M	E	M	E	M	E	M	E	M	E	M	E	M
a. Members NCO Mess	30	21	7 0		NR	20	20 30	50	36 0	29	29 30	62	62 30		NR	35	23 0		NR
Part VI Administration																			
a. Delinquent MPO's	60		NR	1	48	1	36	2	30	1	36	1	60		60	9	0		60
b. Morning Report Errors	70		NR		70	1	42		NR	3	14		70	1	56	1	63		70
% of Max Score (3-Mo. Avg.)		88.18		NR		80.56		81.21		89.65		83.74		NR		78.29		NR	
TOTAL POSSIBLE SCORE MARCH		670		770		800		880		800		800		770		950		920	
SCORE ERND		595		681.5		707		776		700		696.5		659		811		764	
% OF MAX SCORE		88.80		88.51		88.38		88.18		87.50		87.06		85.58		85.37		83.04	

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM	PAGE 3		19 320th A&E Sq		20 807th AP Sq		21 22d Fld Maint Sq		22 33d Bomb Sq		23 320th Air Rflg Sq		24 807th Mtr Veh Sq		25 320th Fld Maint Sq		26 443d Bomb Sq		27 444st Bomb Sq	
CATEGORY	PPD Str		433		380		383		197		333		212		402		255		257	
Part I Disciplinary Offenses	Pts Altd	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	
a. Security Violations	60	1	60		60		60	1	30	1	60		60	4	18	1	54	1	54	
b. AWOL	130		130	1	110		130		130		130		130		130		130	3	32.5	
c. Serious Incidents	90		90		90		90		90		90		90		90		90		90	
d. Drunk and/or Disorderly	60	1	60		60	1	60		60	2	36		60	1	60	1	54	3	12	
e. Uniform Violations	20		20		20		20	1	12	1	18	1	14	2	14		20	3	4	
Part II Ground Safety																				
a. Minor Accidents (Other)	20	1	20		20		20		20	1	20		20		20		20		20	
b. Major Accidents (Other)	50	1	33	1	33	1	33		50	1	33		50		50	1	33		50	
Part III Veh. Accident Prevention																				
a. Moving Traffic Violations	50	5	20		50	3	30		50	6	10	1	45	3	30	1	50	1	50	
b. Driving Drunk	90		90		90		90		90		90		90		90	1	63	1	63	
c. Major Accidents Vehicle	50		50		50		50		50		50		50		50		50		50	
d. Minor Accidents Vehicle	20	1	20		20		20	1	8		20	5	0		20		20	1	12	
Part IV Reenlistments		D R		D R		D R		D R		D R		D R		D R		D R		D R		
a. Regular	150	3 1	60	5 1	30	2 0	15	1 0	15		NR	1 0	15	3 0	15	1 0	15			NR
Part V NCO Mess		E M		E M		E M		E M		E M		E M		E M		E M		E M		
a. Members NCO Mess	30	93 93	30	88 60	0		NR		NR	108 60	0	53 35	0	78 78	30	32 28	0	29 29	30	
Part VI Administration																				
a. Delinquent MPO's	60	3	42	1	60		60		60	8	12		60	1	60	1	60	1	60	
b. Morning Report Errors	70	3	49		70		70		70		70		70	1	70	1	63		70	
% of Max Score (3-Mo. Avg.)			82.94		79.75		NR		NR		80.25		72.78		80.88		84.37		76.70	
TOTAL POSSIBLE SCORE			950		950		920		920		800		950		950		950		800	
SCORE EARNED			774		763.5		748		735		639		754		747		722		597.5	
% OF MAX SCORE			81.47		80.37		81.30		79.89		79.88		79.37		78.63		76.00		74.69	

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UNIT LEADERSHIP EFFECTIVENESS AND MORALE RATING SYSTEM — PAGE 4

CATEGORY	PTS Str Pts Altd	26 807th Instl Sq		29 Hq Sq 320th Bomb Wg		30 807th Sup Sq		31 1907-7 AACS Det		32 807th Opr Sq		33 442d Bomb Sq							
		264		184		480		208		546		258							
Part I Disciplinary Offenses		No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points	No	Points
a. Security Violations	60	2	30		60	3	30		60	1	60	3	12						
b. AWOL	130	1	97.5	1	71.5	4	45.5	2	32.5	2	97.5	1	97.5						
c. Serious Incidents	90		90		90		90		90		90		90						
d. Drunk and/or Disorderly	60	2	24	1	42	2	54	1	48	3	42	2	24						
e. Uniform Violations	20	2	10		20		20		20	3	12	2	10						
Part II Ground Safety																			
a. Minor Accidents (Other)	20	1	20		20	1	20		20	1	20		20						
b. Major Accidents (Other)	50	1	33		50		50		50	1	33		50						
Part III Veh Accident Prevention																			
a. Moving Traffic Violations	50	4	15		50	4	30		50	8	15	3	20						
b. Driving Drunk	90		90		90		90		90		90		90						
c. Major Accidents Vehicle	50		50	1	33		50		50		50		50						
d. Minor Accidents Vehicle	20	2	4	1	8		20		20		20		20						
Part IV Reenlistments		D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R	D	R
a. Regular	150		NR		NR	1	0	15	1	0	15	1	0	15	2	0	15		
Part V NCO Mess		E	M	E	M	E	M		E	M		E	M		E	M		E	M	E	M	E	M
a. Members NCO Mess	30	47	47	30	68	57	0	137	137	30	56	46	0	202	156	0	32	20	0				
Part VI Administration																			
a. Delinquent MPO's	60	1	60	6	6		60		60	14	12	3	30						
b. Morning Report Errors	70	3	35	2	35	1	70		NR	3	56		70						
% of Max Score (3-Mo Avg.)		74.43		75.84		71.88		83.79		69.67		75.72							
TOTAL POSSIBLE SCORE (MAX)		800		800		950		880		950		950							
SCORE EARNED		588.5		575.4		674.5		605.5		612.5		598.5							
% OF MAX SCORE		73.56		71.94		71.00		68.81		64.47		63.00							

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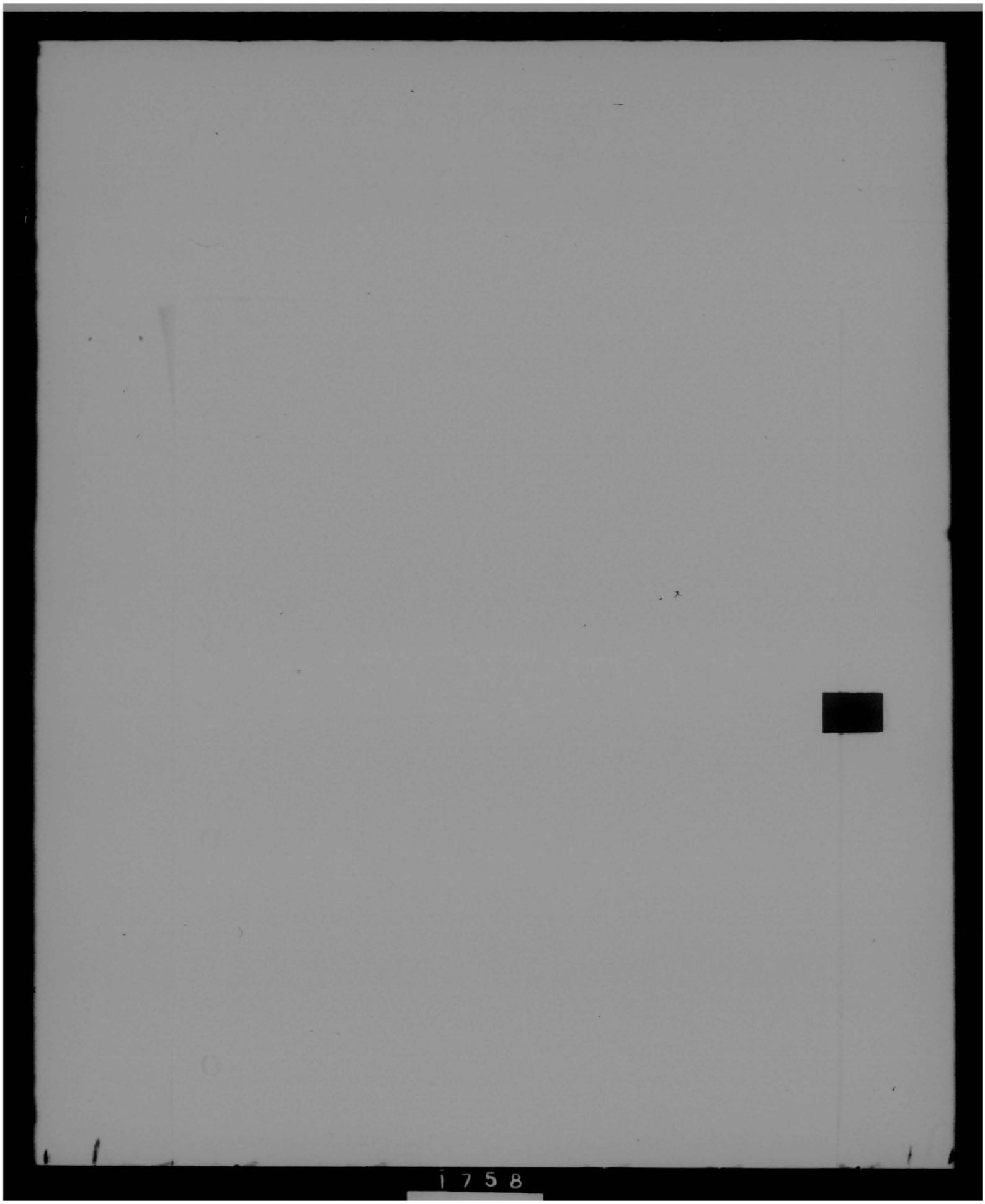

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HEADQUARTERS STRATEGIC AIR COMMAND
Offutt Air Force Base
Omaha, Nebraska

GENERAL ORDERS)
NUMBER 10)

9 March 1954

REORGANIZATION OF UNITS AT MARCH AIR FORCE BASE. 1. Announcement is made of the reorganization of the following units, effective 15 April 1954, as indicated:

Unit	T/O	Authorized Strength OFF	AMN
Hq, Bomb Wg, M 22, 320	1-1047P 1 Jan 54 1 x Part II	45 (each)	107
Bomb Sq, M 2, 19, 33 441, 442, 443	1-1178P 1 Jan 54 1 x Parts II, IIA	65 (each)	105
Fld Maint Sq 22, 320	1-7169P 1 Jan 54 1 x Part II	7 (each)	357
Periodic Maint Sq 22, 320	1-7171P 1 Jan 54 1 x Part II	5 (each)	158
Armt & Elect Maint Sq 22, 320	1-7170P 1 Jan 54 1 x Part II	13 (each)	339
Air Rfl Sq, M 22, 320	1-1179P 1 Jan 54 1 x Parts II, IIA, IIC	85 (each)	228

2. Equipment is authorized by letter cited in paragraph 4, below.

3. Appropriate remark will be entered in the organizational status table of the morning report in accordance with Chapter 2, SAC Manual 171-1.

4. Authority: Letter, DAF, AFOMO 36j, subject: "Reorganization of the Hq, 22d Bombardment Wing, Medium, and Certain Other USAF Units at March Air Force Base," 23 February 1954.

BY ORDER OF THE COMMANDER:

OFFICIAL:

GLENN P. NELL
Colonel, USAF
Adjutant

HEADQUARTERS STRATEGIC AIR COMMAND OFFICIAL

R. M. MONTGOMERY
Brigadier General, USAF
Chief of Staff

Air Force-SAC, Offutt O-9(6/54)

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2 - Comdr, AMC (ATTN: MCMSX02), Wright-Patterson AFB, Ohio
25 - Comdr, 22d Bomb Wg, M, March AFB, Calif
25 - 320th Bomb Wg, M, March AFB, Calif
2 - Mil Air Div, Hq Sixth Army, Room 112, Bldg 38, Presidio of San Francisco, Calif
2 - Comdr, Topeka AF Depot, Topeka, Kans
5 - Comdr, 831st Specialized Depot, Shelby, Ohio
2 - AF Ln Repr, KCRC, 601 Hardesty Ave, Kansas City 24, Mo

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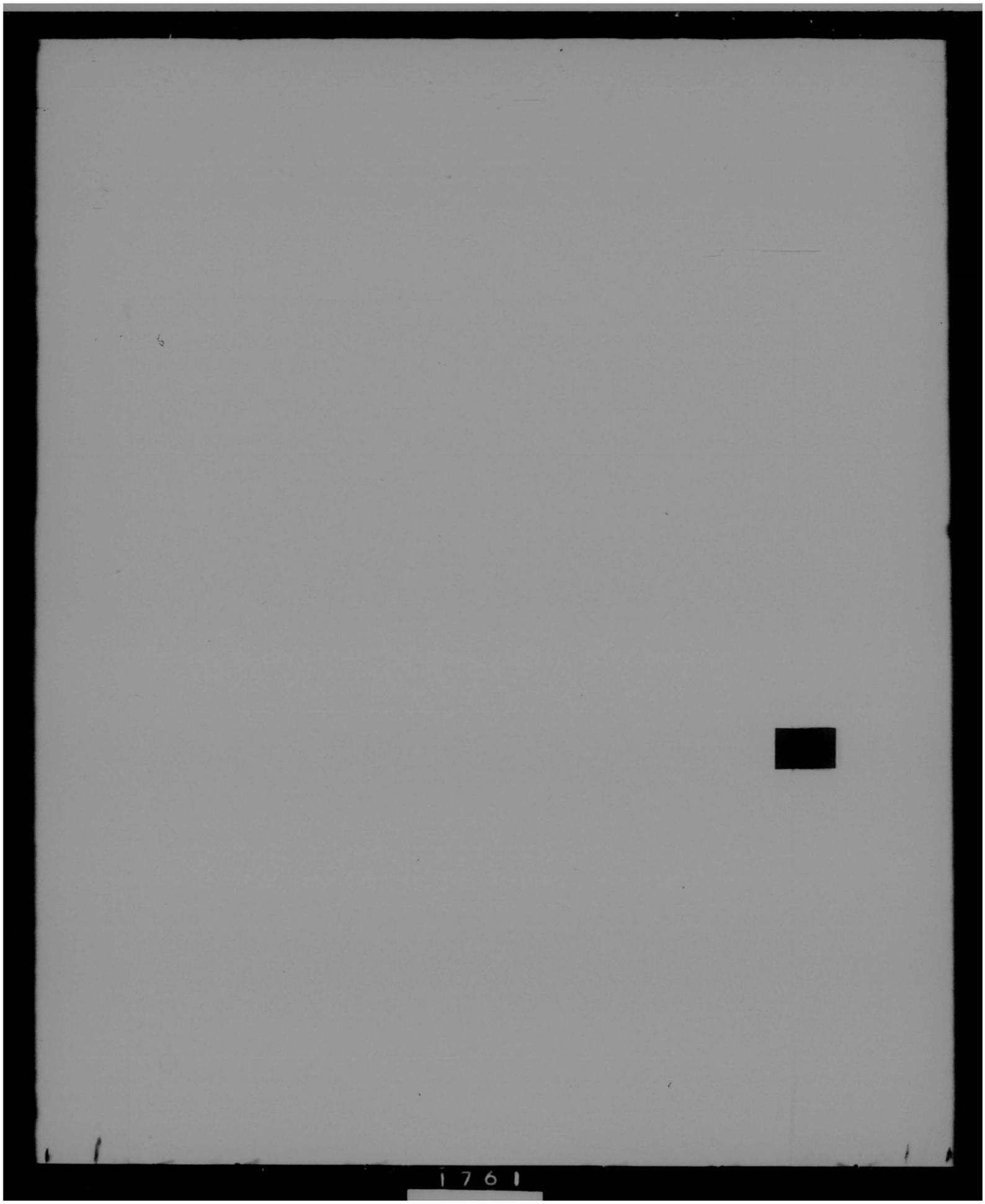

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As set up by Headquarters Strategic Air Command General Order 10 a new table of organization for the 320th Bombardment Wing went into effect this month.

This new organization authorizes 45 officers and 147 airmen for Headquarters Squadron Section. Broken down by AFSCs, it includes:

FOR OFFICERS:

Title	AFSC	No. Authorized
Commander	0002	1 General
Director of Personnel	0016	1 Lt Col
Wing Inspector	0036	1 Col
		1 Lt Col
Director of Materiel	0046	1 Col
Comptroller	0056	1 Lt Col
Deputy Commander	0066	1 Lt Col
Pilot AOB	1244	2 Maj
		1 Capt
Deputy Director	1416	3 Lt Col
		3 Maj
Air Operations Officer	1435	2 Maj
Flying Safety Officer	1444	1 Maj
Intelligence Staff Officer	2016	1 Lt Col
Intelligence Photo Radar	2044	1 Maj
		2 Capt
Intelligence Officer	2054	1 Maj
		1 Capt
Comm Elect Staff Officer	3016	1 Maj
[illegible] Officer	3024	1 Maj
Gunnery Officer	3244	1 Capt
Munitions Officer	3254	1 Maj
Chief	4316	1 Lt Col
Acft Performance Engineer	4324	1 Capt
Flt Test Maint Officer	4334	1 Maj
		1 Capt
Acft Maint Officer	4344	1 Maj
		1 Lt
Production Control Officer	4365	1 Maj
		1 Capt
Supply Staff Officer	6416	1 Maj

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REORGANIZATION OF UNITS (Cont'd).

Title	AFSC	No. Authorized
Supply Officer	6424	1 Maj 1 Capt
Commander	7024	2 Maj
Adjutant	7324	2 Capt
FOR AFTRN:		
Sr Intel Operations Specl	20450	1 S/Sgt
Sr Photo Intpr Specialist	20451	1 S/Sgt
Intel Operations Tec	20470	1 M/Sgt 1 T/Sgt
Photo Interpretation Tec	20471	2 T/Sgt
Draftsman	22350	1 S/Sgt 2 A/1C
Radio Operations Supv	2937	1 M/Sgt
Acft Radio Maint Tech	30170	1 M/Sgt
A/C Elect Nav Eq Mnt Tech	30171	2 T/Sgt
Bomb Nav Sys Supv	32170	1 M/Sgt
K Series Sys Tec	32171E	1 S/Sgt
Turret Sys Supv	32370	1 M/Sgt
Turret Sys Tec	32371C	2 T/Sgt
Aircraft Maintenance Supv	43170	6 M/Sgt
Acft Maint Tech	43171B	1 M/Sgt 3 T/Sgt
Acft Maint Tech	43171J	6 M/Sgt 6 T/Sgt
Munitions Supervisor	46170	1 M/Sgt
Air Operations Supervisor	60170	3 M/Sgt 2 T/Sgt
Aprn Organ Supply Specl	64151	1 A/2C
Senior Organ Supply Specl	64151	3 S/Sgt 1 A/1C
Organ Supply Supervisor	64173	1 M/Sgt
Stock Control Technician	64175	1 M/Sgt 1 T/Sgt
Apprentice Clerk	70230	9 A/2C
Clerk	70250	17 S/Sgt 9 A/1C
Stenographic Specialist	70252	1 S/Sgt
Administrative Supervisor	70270	3 M/Sgt 2 T/Sgt
First Sergeant	73170	1 M/Sgt
Classification Specialist	73250	1 A/1C
Personnel Specialist	73251	3 S/Sgt
Personnel Supervisor	73270	1 M/Sgt 1 T/Sgt

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ORGANIZATION OF UNITS (Cont'd).

Title	AFSC	No. Authorized
Management Tec	80170	2 T/Sgt
Production Scheduling Tec	80270	1 T/Sgt
Statistical Specl	83150	1 S/Sgt
		1 A/1C

The 441st, 442d, and 443d Bomb Squadrons will be manned as follows:

FOR OFFICERS:

Commander	0166	1 Lt Col
Pilot AOB	1244	4 Maj
		13 Capt
		15 Lt
Special Weapons Tng Officer	1435	1 Maj
		1 Capt
		1 Lt
Acft Obsr Nav Bo Bardier	15243	6 Capt
		9 Lt
Intelligence Officer	2054	1 Capt
ECM Officer	3424	1 Lt
Aircraft Maintenance Off	4344	1 Maj
Supply Officer	6424	1 Lt
Adjutant	7324	1 Lt

FOR AIRMEN:

Sr Intel Operations Specl	20150	1 S/Sgt
Intel Operations Tec	20170	1 T/Sgt
Aprn Aircraft Mechanic	43101	4 A/2C
Aircraft Mechanic	43151	20 S/Sgt
		18 A/1C
Aircraft Jet Engine Mec	43153	6 S/Sgt
		6 A/1C
Aircraft Maintenance Supv	43170	5 T/Sgt
Aircraft Maintenance Tec	43171	17 T/Sgt
Aprn Veh & Mtr Eq Eng Mec	47134	1 A/2C
Aprn Veh & Mtr Eq Elect	47135	1 A/2C
Veh & Mtr Equip Eng Mech	47154	1 A/1C
Veh & Mtr Equip Elect	47155	1 S/Sgt
		1 A/1C
Veh Maint Tech	47171	1 T/Sgt
Air Operations Supervisor	60170	1 T/Sgt
Vehicle Operator	60350	1 S/Sgt
		1 A/1C
Aprn Orgn Supply Specl	64131	2 A/2C

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Title	AFSC	No. Authorized
Orgn Supply Specialist	64151	2 S/Sgt 1 A/1C
Orgn Supply Supervisor	64173	1 T/Sgt
Apprentice Clerk	70230	3 A/2C
Clerk	70250	2 S/Sgt 1 A/1C
First Sergeant	73170	1 M/Sgt
Aprn Classification Specl	73230	1 A/2C
Classification Specialist	73250	1 A/1C
Personnel Specialist	73251	1 S/Sgt
Aprn Sv Tng & Pers Eq Sp	92230	1 A/2C
Svl Trng & Pers Eq Sp	92250	1 A/1C

The 320th Air Refueling Squadron will have:

FOR OFFICERS:

Commander	0060A	1 Lt Col
Pilot Bombardment	1234	4 Maj 16 Capt 20 Lt
Air Operations Officer	1435	1 Maj 1 Lt
Acft Obsr Navigator	1534A	1 Maj 10 Capt 10 Lt
Intelligence Officer	2054	1 Capt
Acft Performance Engineer	4324	1 Lt
Aircraft Maintenance Off	4344	1 Maj
Supply Officer	6424	1 Lt
Adjutant	7324	1 Capt

FOR AIRMEN:

Sr Intel Operations Specl	20450	1 S/Sgt
Intel Operations Tec	20470	1 T/Sgt
Aprn Aircraft Mechanic	43131B	22 A/2C
Aprn Acft Recpr Eng Mec	43132A	1 A/2C
Aircraft Mechanic	43151B	8 S/Sgt 10 A/1C
Aircraft Recpr Engine Mec	43152A	14 S/Sgt 16 A/1C
Sr In/Flt Refueling Specl	43159	20 S/Sgt
Aircraft Maintenance Supv	43170	8 M/Sgt
Aircraft Maintenance Tec	43171B	20 M/Sgt 6 T/Sgt
In/Flt Refueling Tec	43179	10 M/Sgt 10 T/Sgt

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Title	AFSC	No. Authorized
Flight Engineer Tec	432718	20 M/Sgt
Veh & Mtr Equip Eng Mech	47154	1 A/1C
Air Operations Supervisor	6[illegible]170	1 [illegible]/Sgt
Supply Helper	64[illegible]10	1 A/3C
Aprn Orgn Supply Specl	64131	1 A/2C
Orgn Supply Specialist	6[illegible]151	2 S/Sgt
		1 A/1C
Orgn Supply Supervisor	64173	1 [illegible]/Sgt
Apprentice Clerk	7 230	3 A/2C
Clerk	7[illegible]250	1 S/Sgt
		2 A/1C
First Sergeant	7[illegible]17	1 [illegible]/S t
Aprn Classification Specl	73230	1 A/2C
Classification Specialist	73[illegible]	1 A/1C
Personnel Specialist	73251	1 S/S t
Aprn Sv Trg & Pers Eq Spl	92[illegible]3	1 A/2C
Sv Trg & Pers Equip Specl	92250	2 A/1C

The "new look" in the Armament and Electronics Maintenance Squadron consists of:

FOR OFFICERS:

Air Electronics Officer	3[illegible]54	[illegible] Maj
		1 Capt
Commander	3216	1 Lt Col
Armament Systems Officer	3434	2 Maj
		[illegible] Capt
		1 Lt
Supply Officer	6424	1 Capt
Adjutant	7324	1 Capt

FOR AIRMEN:

Aprn Acft Radio Repmn	30130	5 A/2C
Aprn A/C Elect Nav Eq Rpmn	30131	[illegible] A/2C
Acft Radio Repmn	30150	11 S/Sgt
		[illegible]2 A/1C
Acft Elect Nav Eq Repmn	30151	1[illegible] S/Sgt
		7 A/1C
Acft Radio Maint Tech	3[illegible]170	4 [illegible]/Sgt
		7 [illegible]/Sgt
A/C Elect Nav Eq Mnt Tech	3[illegible]171	2 [illegible]/Sgt
		7 [illegible]/Sgt
ACE Repmn	3[illegible]2[illegible]	6 S/Sgt
		3 A/1C

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Title	[illegible]	No. Authorized
[illegible] Maint Tech	3[illegible]70	1 [illegible]/Sgt
		2 [illegible]/Sgt
Aprn K Series System Mec	32130B	6 A/2C
Sr K Series Sht-Opt Specl	32150B	3 S/Sgt
Sr K Ser Air-Recn Specl	32150C	6 S/Sgt
Sr K Series Cmptr Specl	32150D	3 S/Sgt
K Series System Mechanic	32150A	22 S/Sgt
		28 A/1C
Bomb Nav Systems Supv	32170	9 [illegible]/Sgt
K Series System Tec	32171A	14 [illegible]/Sgt
		18 [illegible]/Sgt
Aprn Gunlaying System Mec	32330C	6 A/2C
Gunlaying System Mechanic	32350C	21 S/Sgt
		15 A/1C
Turret Systems Supervisor	32370	6 [illegible]/Sgt
		1 [illegible]/Sgt
Turret System Technician	32371C	12 [illegible]/Sgt
Aprn Camera Repairman	4 33[illegible]	1 A/2C
Camera Repairman	4 35[illegible]	5 S/Sgt
		2 A/1C
Camera Repair Technician	4 37[illegible]	1 [illegible]/Sgt
		2 [illegible]/Sgt
Aprn Elec Inst Repairman	4 433	2 A/2C
Electrical Inst Repairman	4 435	9 S/Sgt
		12 A/1C
Instrument Overhaul Supv	4 47[illegible]	1 [illegible]/Sgt
Instrument Overhaul Tec	4 471	4 [illegible]/Sgt
Aprn Weapons Mechanic	46230	3 A/2C
Weapons Mechanic	46250	11 S/Sgt
		17 A/1C
Weapons Maintenance Supv	46270	2 [illegible]/Sgt
		6 [illegible]/Sgt
Aprn Organ Supply Specl	64131	1 A/2C
Organ Supply Specialist	6413[illegible]	2 S/Sgt
		2 A/1C
Organ Supply Supervisor	64170	1 [illegible]/Sgt
		1 [illegible]/Sgt
Clerk	72250	1 S/Sgt
		4 A/1C
First Sergeant	73170	1 [illegible]/Sgt
Aprn Personnel Specialist	73231	1 A/2C
Classification Specialist	73250	1 A/1C
Personnel Specialist	7325[illegible]	1 S/Sgt

The 32 th Periodic Maintenance has been assigned the following new strength:

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Title	AFSC	No. Authorized
Commander	4316	1 Lt Col
Aircraft Maintenance Off	4344	1 Maj
		1 Capt
Supply Officer	6424	1 Lt
Adjutant	7324	1 Lt

FOR ATTEL:

Aprn Aircraft Mechanic	43131B	2 A/2C
Aprn Aircraft Mechanic	43131	5 A/2C
Aprn Acft Recpr Eng Mec	43132A	8 A/2C
Aprn Acft Jet Engine Mec	43133	16 A/2C
Aircraft Mechanic	43151B	5 S/Sgt
		5 A/1C
Aircraft Mechanic	43151	5 S/Sgt
		9 A/1C
Aircraft Recpr Engine Mec	43152A	8 S/Sgt
		8 A/1C
Aircraft Jet Engine Mec	43153	17 S/Sgt
		17 A/1C
Aircraft Electrician	43154	5 S/Sgt
		3 A/1C
Aircraft Electrician	43154B	1 S/Sgt
		1 A/1C
Aircraft Instrument Mec	43156	5 S/Sgt
		1 A/1C
Aircraft Maintenance Supv	43170	6 M/Sgt
Aircraft Maintenance Tec	43171B	4 T/Sgt
Aircraft Maintenance Tec	43171	1 A/2C
Aprn Veh-Mtr Equip Eng Wh	47134	1 A/2C
Veh-Mtr Equip Engineer	47134	1 A/1C
Veh & Air Equip Elect	47155	1 A/1C
Vehicle Operator	6[illegible]	1 S/Sgt
Aprn Orgn Supply Specl	6411	1 A/2C
Orgn Supply Specialist	6411	2 S/Sgt
		8 A/1C
Orgn Supply Supervisor	6417[illegible]	1 T/Sgt
Apprentice Clerk	7023[illegible]	1 A/2C
Clerk	7[illegible]25[illegible]	2 S/Sgt
		2 A/1C
First Sergeant	7317[illegible]	1 M/Sgt
Classification Specialist	73250	1 A/1C
Personnel Specialist	73251	1 S/Sgt

The 32[illegible]th Field Maintenance Squadron is now authorized:

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This is the new T/O version of the Field Maintenance Squadron:

FOR AFCENT

Title	AFSC	No. Authorized
Draftsman	22350	1
Apr Office Mach Mech	41130	1
Sr Office Machine Mech	41150	1
Apr Elec Instr Repmn	42433	2
Elec Instr Repmn	42437	7
Instr Overhaul Supv	42470	1
Apr Acft Propeller Mech	42330	1
Acft Propeller Mech	42350	5
Acft Propeller Tec	42371	1
Ac Accy-Equip Repmn	42457	2
Apr Acft Hydraulic Mec	42530	4
Acft Hydraulic Mec	42550	15
Acft Hydraulic Supv	42570	1
Acft Hyuraulic Tec	42571	3
Apr Ac t Mech	43131B	2
Apr Acft Elec Accy Repmn	42630	1
Acft Elec Accy Repmn	42650	8
Acft Elec Accy Supv	42670	1
Acft Elec Accy Tec	42671	5
Apr Acft Mech	43132A	7
Apr Acft Jet Eng Mech	43133	3
Apr Acft Elect	43134B	4
Apr Acft Instr Mech	43136	5
Acft Mech	43151B	13
Acft Mech	43151J	9
Acft Mecpr Eng Mech	43152A	27
Acft Jet Eng Mech	43153	15
Acft Elect	43154B	27
Acft Instr Mec	43156	12
Acft Maint Supv	43170	5
Acft Maint Tec	43171B	4
Acft Maint Tec	43171J	4
Apr Acft Jet Eng Repmn	43332	3
Acft Jet Eng Repmn	43352	12
Acft Jet Eng Ovrhl Supv	43372	1
Acft Jet Eng Ovrhl Tec	43373	1
Apr Automotive Mech	47131	1
Apr Veh-Mtr Equip Eng Mech	47134	2
Apr Veh-Mtr Equip Elect	47135	1
Automotive Mech	471 1	2
Veh-Mtr Equip Engr	47134	2
Veh-Mtr Equip Elect	471 5	2
Veh Maint Tech	47171	1
Apr Machinest	53130	2
Machinist	53150	2

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Title	AFSC	No. Authorized
Machine Shop Supv	5317[illegible]	2
Master Machinist	5311[illegible]	2
Apr Metal Process Spec	53230	2
Metal Processing Specl	53[illegible]50	3
Metal Processing Supv	53270	1
Apr Airframe Repmn	53430	12
Airframe Repmn	53450	25
Airframe Repair Supv	53470	2
Airframe Repair Tec	53471	5
Apr Woodworker	55230	1
Apr Painter	55231	1
Woodworker	55250	2
Painter	55251	3
Apr Parachute Rigger	58130	4
Apr Fabric-Leather Wkr	58131	1
Parachute Rigger	58150	13
Fabric and Leather Worker	58151	10
Parachute-Fabric Supv	58170	4
Rubber Products Repmn	58250	2
Apr Veh Opr	60330	1
Vh Opr	60350	4
Apr Orgn Supply Spec	64131	2
Orgn Supply Supv	64173	1
Apr Clerk	70230	2
Clerk	70250	7
First Sergeant	73170	1
Apr Personnel Spec	73231	1
Classification Spec	73250	1
Personnel Spec	73251	1
Personnel Supv	7327[illegible]	1
Materials Estimator Tec	8[illegible]271	1
FOR OFFICERS		
Commander	4310	1
Maint Officer	4344	2
Supply Officer	6421	1
Adjutant	7321	1

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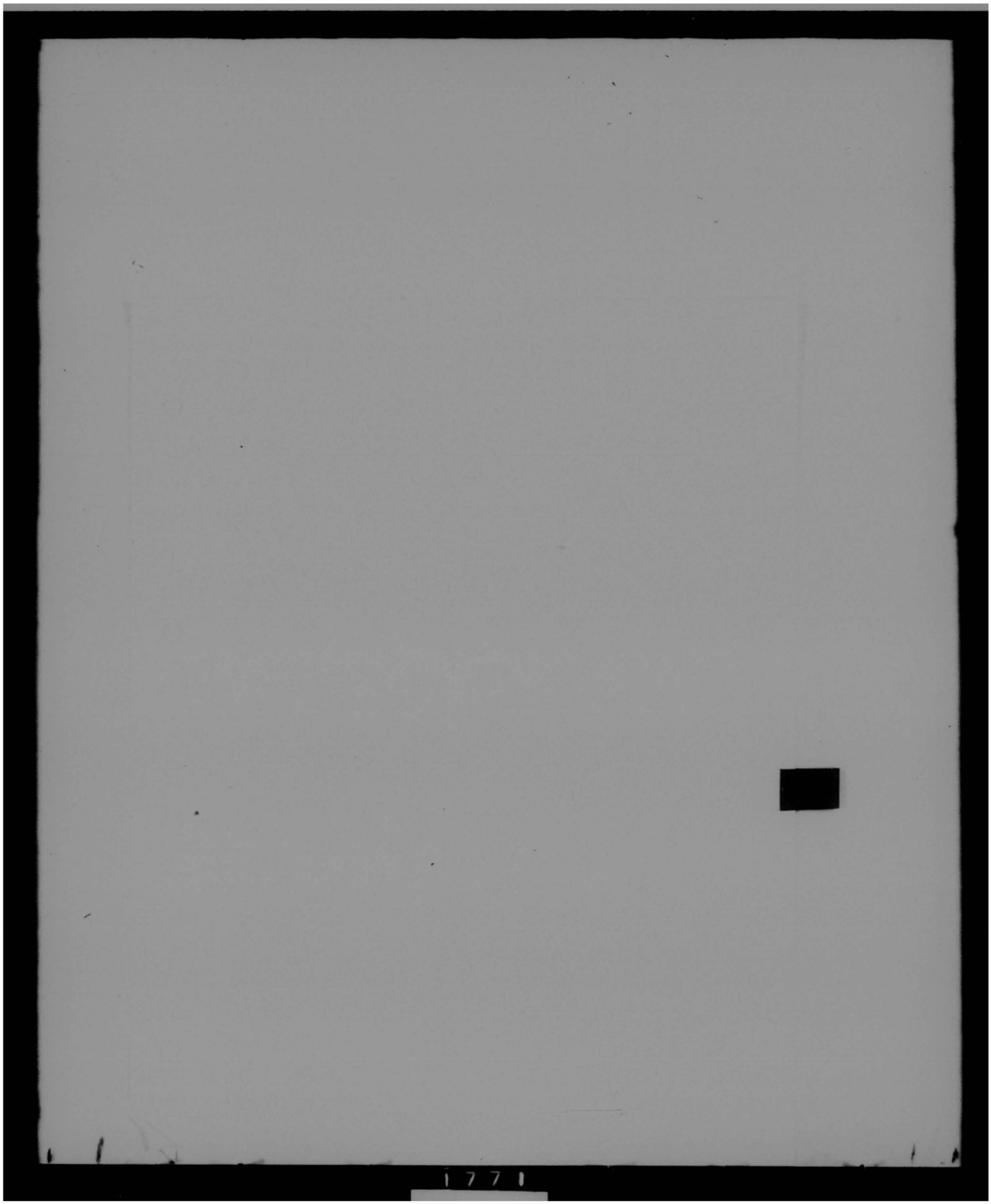

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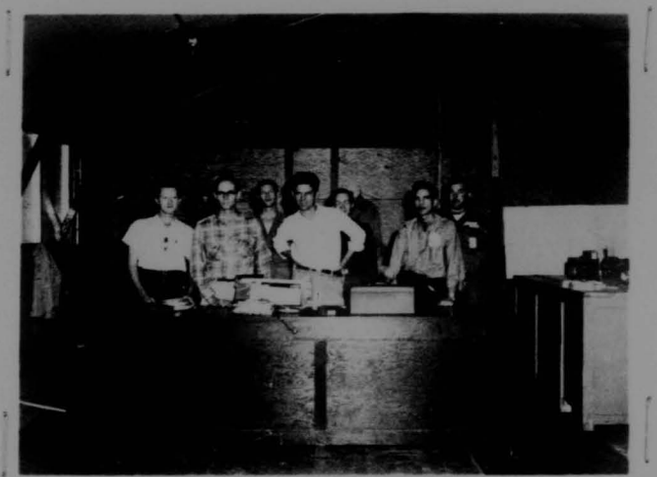
Collins 18 S - 4 Radio Set, ELECTRICAL INSTALLATION TEAM



From Left to Right: Shoemaker - OCAMA, Grissom - 320th A&E, Homer - OCAMA (Chief of OCAMA Team), Ernst - 320th A&E, Scott - OCAMA, Ambrose - 320th A&E, Ford, - OCAMA, Richard - 320th A&E.

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320th ARMAMENT AND ELECTRONICS HISTORICAL REPORT (MARCH)

Collins 18 S - 4 Radio Set: SHEET METAL INSTALLATION TEAM.

From Left to Right: Lassiter - 320th F.M., Sanders - OCAMA, Robbins - 320th F.M., Cravacho - 320th F.M., Leclerc - 320th F.M., Ulm - 320th F.M., Oberg - 320th F.M., Ables - OCAMA, Stower - 320th F.M., Raincrow - OCAMA, Maiello 320th A & E, Wilson - OCAMA.

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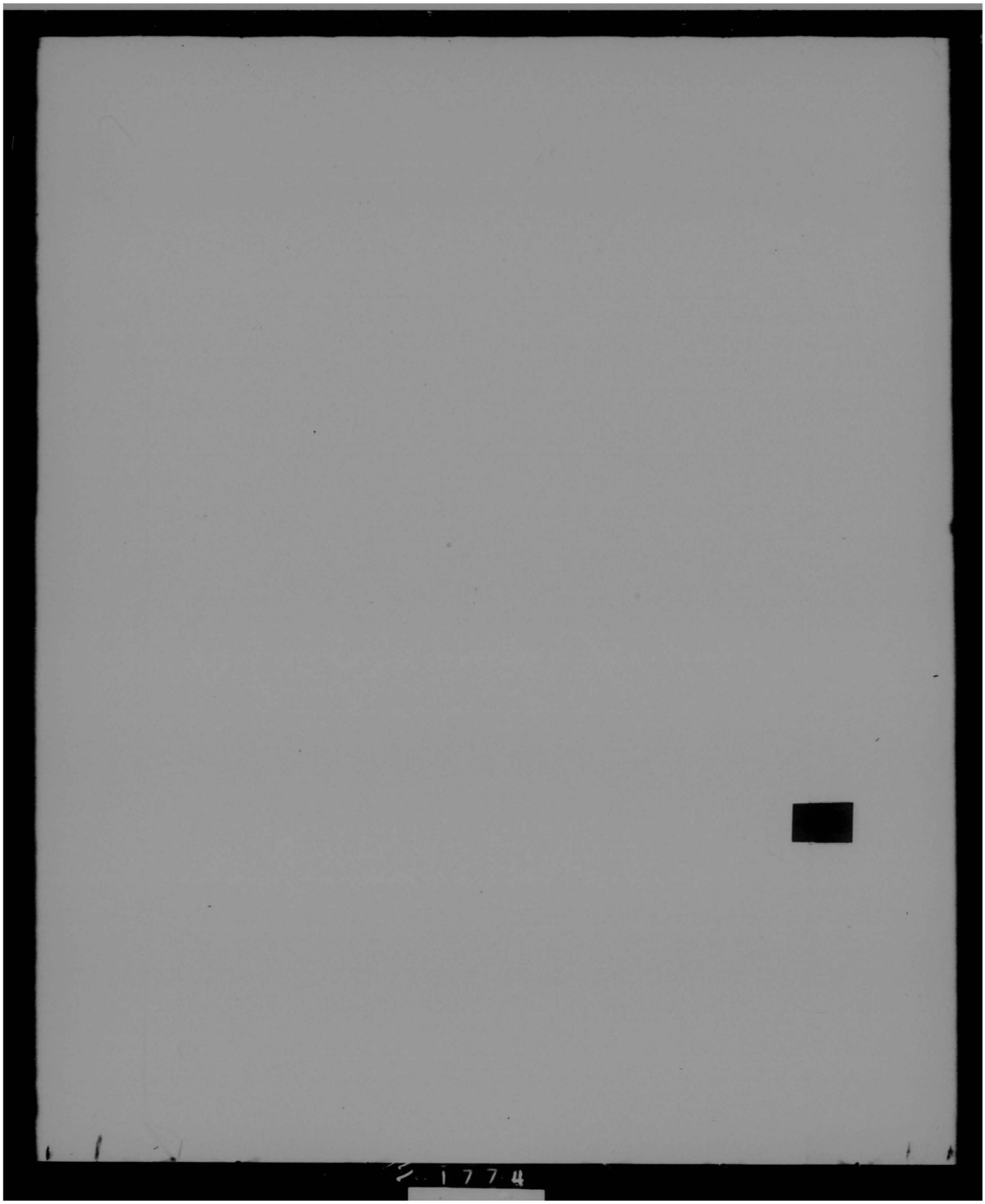

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MAINTENANCE INFORMATION BULLETIN
NUMBER 3-54(15 Mar 54)

The Maintenance Information Bulletin is compiled and edited by the Maintenance Standardization Team and is dependent upon information from each section within the maintenance organizations. A penciled note, or a telephone call to theStandardization Team (7188) from ANY PERSON having a maintenance problem, or suggestion, is requested. If YOU have information concerning maintenance that YOU believe to be of general interest, and if such information will benefit more people, PASS IT ON ! ! The Maintenance Information Bulletin is YOUR bulletin, so help to help others by pooling our INFORMATION.

This bulletin is in two (2) parts. Part I consists of B-47 Aircraft Items: Part II consists of KC-97 aircraft applicable items.

Part I

1. Leave the Jewelry Off.
2. Scuttled Fuel Cells.
3. Poor Packaging.
4. De-pressurizing Hydraulic System (B-47)
5. Canopy Seal Lubrication.
6. Amplifier Damage to Fuel Quantity Indicator.
7. Lubrication of Brake Chute Jettison Mechanism.
8. Pressure Door Release Handle Guard Damage.

Part II

1. KC-97 Fuel Selector Valves
2. Wheel-well Light Causes Tire Damage (KC-97).
3. Pressurizing Pump Failure (KC-97)
4. Crankcase Breather
5. APP Exhaust Fumes

General

1. Is YOUR thinking adequate ????
2. Red Cross Entries on AF Form I.
3. CREMCO Deisel Generator Set 2C-000
4. C-26 voltmeter checks
5. C-26 Front Drive Bracket Mounting Bolts

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PART II

KC-97 Fuel Selector Valves

Reports indicate that considerable difficulty is encountered with fuel selector valves, located in the flap well of KC-97 aircraft. This is the result of exhaust gases being deflected into the flap well. When mixed with moisture these gases become corrosive.

Corrosion starts in the cannon plug and connector, rendering the fuel selector inoperative.

Wheel-Well Light Causes Tire Damage (KC-97)

A problem evidenced by the appearance of soft spots on the main landing gear outboard tires of KC-97 airplanes was solved recently. In numerous reports of tire soft spots, it was noted that the damage occurred at the same position diameter - wise across the tread, and each spot was approximately 1 1/4 inches in diameter. The soft spot extended down to the first layer of cord.

Sleuthing on the part of Air Force personnel established that the tire damage resulted only when the wheel-well lights had been inadvertently left on during flight. It was also noted that in every instance of a new soft spot occurring, the wheel-well light contained a Westinghouse 4505 lamp with a clear lens.

In production, KC-97 aircraft are equipped with General Electric 4502 diffuser-type lamp lenses in the wheel-well light installations. The parabolic reflectors of both the 4502 and 4505 lamps are such that a beam of light of approximately the same diameter as the lamp will be emitted by the unit. However, the prismatic action of the lens of the 4502 lamp is necessary to prevent damage to the tires as described.

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A clear lens will permit heat to be concentrated against the outboard main wheel when the light is on and the landing gear is retracted.

It is recommended that damaged or burned out wheel - well lamps be replaced only with General Electric 4502 lamps which incorporate a diffusing lens. In any event, wheel-well lights should always be switched "OFF" after the landing gear has been retracted.

Pressurizing Pump Failure (KC-97)

Hydraulic pressurization of the aerial refueling system is provided by two hydraulic pumps located on the lower accessory case of the two outboard engines. These pumps and their individual adapter, gear boxes require constant lubrication and cooling, which is provided by the return - line flow of hydraulic fluid. The electric-motor-driven pressurizing pump supplies this fluid to the inlet ports of the engine-driven pumps. If this pump should fail during aerial-refueling operations, the engine - driven hydraulic pumps will cavitate. Continued aerial refueling or extended flight after pressurizing pump failure will cause overheating of the engine - driven hydraulic pump and gear box installations.

When the pressurizing pump ceases to maintain adequate inlet pressures at the engine - driven pump inlet ports, aerial refueling hydraulic pressure immediately drops off and the low pressure warning light on the engineer's panel comes on. The accepted procedure after failure of the pressurization pump is to discontinue refueling operations and land as soon as possible. If landing cannot be made within approximately 30 minutes after pressurizing pump failure, the engine-driven hydraulic pumps and their adapter gear boxes should be removed from the airplane after landing, bench checked, and inspected for excessive internal wear due to overheating.

The electric-motor-driven return line pressurizing pump will eventually be replaced with a new jet-eductor type pressurizing pump on all KC-97 series airplanes. (See BFSN issue 164 page 18.) The new jet pump contains no moving parts and therefore is not subject to mechanical malfunction.

CRANKCASE BREATHER -- KC-97

The engine crankcase breather is designed to protrude approximately 1/8 inch beyond the cowling. However, through normal usage, the cowl may become bent in this area so that the breather no longer protrudes. As a consequence, oil from the breather may enter the accessory section.

This condition may be corrected by loosening the clamps that hold the 12-1596-469 breather elbow, and sliding the elbow outward so that the breather again extends approximately 1/8 inch beyond the cowling.

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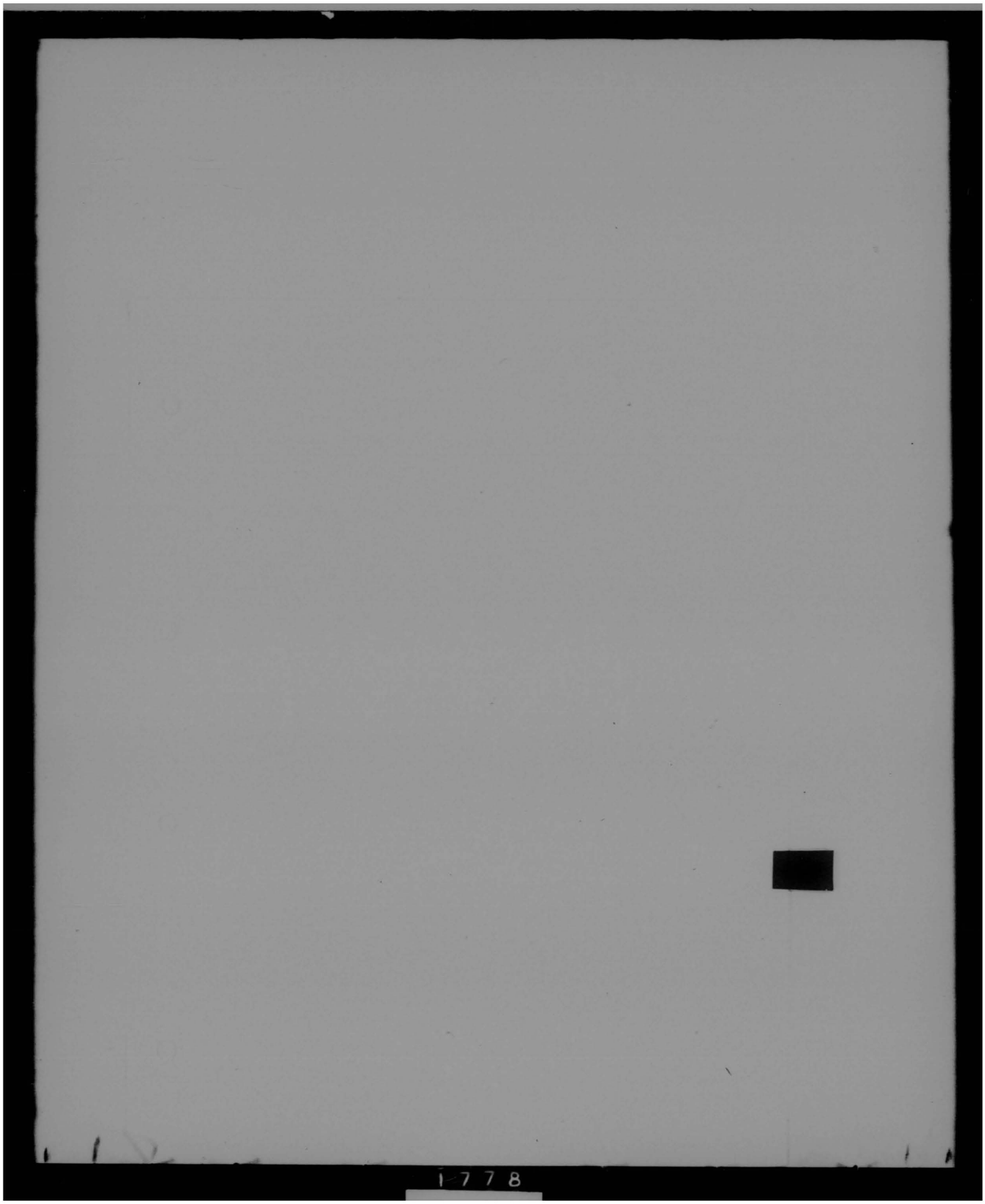

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FLYING TRAINING ACCOMPLISHMENTS

	LC-87	B-47
Total Flying Time	804:00	1807:55
Number Sorties	177	355
Number Practice Bombs	0	20
Number Scored Bombs	0	35
Radar Gross Errors	0	6
Radar Attacks (Camera Scored)	0	75
Radar Record Runs	0	43
Malfunction Runs	0	72
Visual Gross Errors	0	4
Visual Record Runs	0	11
Visual Attacks (Camera Scored)	0	28
Night Celestial Legs (quality)	24	24
Night Celestial Legs (quantity)	0	28
Day Celestial Legs	35	54
Grid Legs	9	36
Number of Lorans	0	0
Other Navigation Legs	20	150
Maximum Load Missions	0	9
Number Rounds Fired	0	7380
Air-to-Air Gunnery	0	13
Rounds Fired	0	1920
Number Scored Attacks	0	0
Hours Formation 3-8 aircraft	62:00	42:00
Hours Formation 9 or more aircraft	0	0
Formation Releases	0	0
Formation Assemblies	17	15
Long Range Cruise Control (Sup)	3	0
Long Range Cruise Control (Unsup)	10	21
Number Pilot Proficiency Missions	38	37
Hours Depressurized Flying	0	135:00
Number ICA's	206	394
Number Dry Hook-ups	354	372
Number Wet Hook-ups	264	292
Number of Rendezvous	80	69

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CONFIDENTIAL

Headquarters - 320th Bombardment Wing (M)
Wing Commander's Remarks - Part III 1 March - 31 March 1954

(1) Hours flown performing missions ordered by higher Headquarters: 126:45

(a) VIP Missions 54:05

Hq SAC Transition Missions 9:05
Hq 15th AF Transition Missions 21:05
Hq 12th ADiv Transition Missions 22:55

(b) Hq SAC directed ordered Missions 48:50

(c) Evaluation Missions 23:50

(2) Weather and local conditions affected training as follows: 19:20

* * * * * * * * * * *

(9) Remarks on materiel and personnel problems:

(a) A slight improvement was made during the month in manning of "K" System AFSC personnel.

	Authorized	Assigned
7 level	39	20
5 level	62	17
3 level	6	81
	107	118

(b) "K" System maintenance continues to be the principal limiting factor in B-47 maintenance. Serious shortages still exist in skill levels assigned and shortages in test equipment have not materially changed since the January report.

(10) Request this Wing be relieved of visual camera attacks. There are no means of taking photos to indicate a score; K-23 cameras for RAI and optics are not installed in aircraft. Request this Wing also be relieved of scored crew category on cruise control since there is no scoring table for scoring this item in SAC technical pamphlet 170-1.

* * * * * * * * * * *

(13) Non-combat ready crews capable of deploying aircraft in event of an emergency: 8

* * * * * * * * * * *

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(1) Comments and recommendations:

(a) A total of 1818:1[illegible] hours was flown in YB-47 aircraft during the month of March. An average of 45 aircraft possessed for an average of 40:24 hours per aircraft.

(b) Forty-six crews were in training at March Air Force Base as of 31 March 1954. Of these, 17 were lead, 21 combat ready. The four crews not available for training still had at least one crew member in Air Training Command schools.

(c) All aircraft have been converted from the reconnaissance to the bombing configuration.

TOTAL WING TACTICAL RUNS

	Total Runs	CEA	CEP
No. Radar RBS Practice	185	4040	2300
No. Visual RBS Practice	36	2927	1500
No. Actual Releases Practice	19	1796	N/A

TOTAL WING RECORD RUNS

	Total Runs	CEA	CEP
No. Radar RBS Record	50	2366	1335
No. Visual RBS Record	17	1495	1100
No. Actual Releases Record	32	907	N/A

1. The primary deterrents to better bombing results continue to be weak "K" maintenance and shortage of target materials. Special emphasis is being placed this month on scheduling of missions on as firm a basis as possible in an effort to assist "K" maintenance and also improve combat crew target study and mission planning.

(d) During March continued emphasis has been placed on celestial navigation training. This Wing has been relieved of scored celestial legs (SAC Msg DOTMS 6267) for this quarter. Night celestial navigation continued to improve, with a CEA of 18.6 miles for 26 practice legs. Combat ready crews flew 18 record legs for a CEA of 12.1 miles. The day celestial CEA decreased to 20.9 for record and 20.3 for 24 practice legs.

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Headquarters - 320th Bombardment Wing ( )
Wing Commander's Remarks - Part III 1 March - 31 March 1954

1. Improvement of platform for celestial shots by placing autopilot in second station and utilizing "M" system in bomb to maintain course is not workable in many aircraft without the installation of a switch to cut the computers out of the "M" System. An actual check of the amount of "wander" inherent in most autopilots indicated that a properly functioning autopilot's wander was negligible and where excessive, the autopilot was in need of maintenance. As a result, less emphasis has been placed on "M" steering.

* * * * * * * * * * *

LOUIS D BRIGGS
Colonel, USAF
Commander

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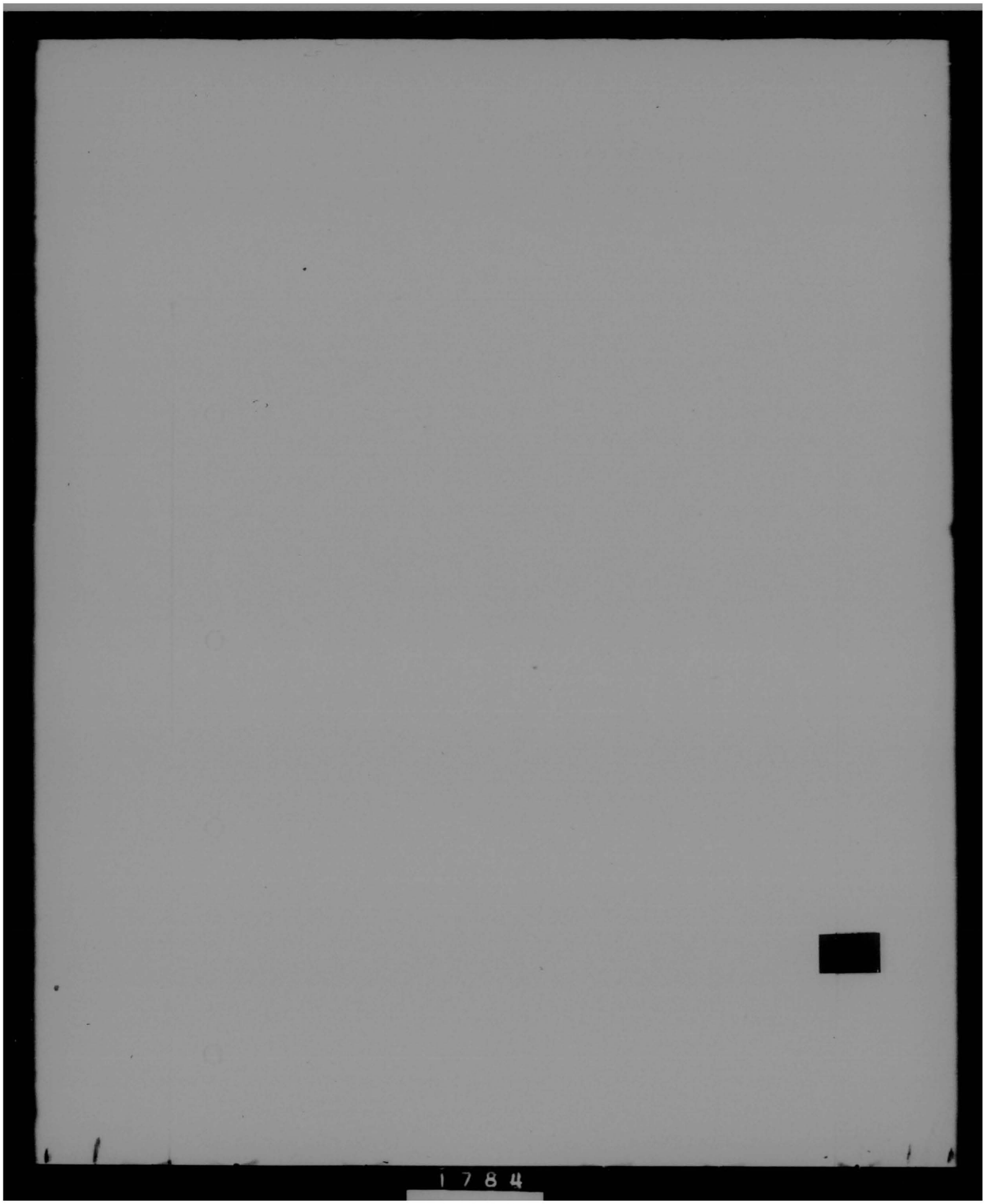

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HEADQUARTERS
320TH BOMBARDMENT WING, MEDIUM, (SAC)
March Air Force Base, California

AERONAUTICAL ORDERS)
NUMBER 25)

30 March 1954

1. The fol-named crew members, 441st Bm Sq, are designated LEAD CREWS, eff this date. AUTH: SAC Reg 35-23.

MAJ [illegible] E. [illegible]OR JR, 14073A
CAPT DAVID M. DURHAM, 17663A
MAJ HARRY [illegible] ERICKSON, A0440334

CAPT ROBERT [illegible] REINERT, 15270A
CAPT FRED J. [illegible]TT, 15764A
CAPT LOUIS [illegible]TINICH JR, A0708521

CAPT DANIEL S. HERSHAM, 15441A
1ST LT [illegible] A. GALLAHER, 20078A
CAPT CLAUDE I. HOBSON, A02088760

CAPT GEORGE L. MILLER, 25508A
1ST LT CORBIN C. SIMPSON, A0759097
MAJOR GEORGE D. [illegible], 10397A

CAPT J. P. [illegible] JR, 16865A
1ST LT ROBERT L. SHERIDAN, A02090162
1ST LT JOSEPH J. THOMPSON, 18562A

2. The fol-named crew members, 442d Bm Sq, are designated LEAD CREWS, eff this date. AUTH: SAC Reg 35-23.

MAJ [illegible] [illegible], 15815A
CAPT [illegible] [illegible] JR, 13599A
CAPT [illegible] [illegible], A0691620

CAPT [illegible] [illegible] BURTON, 14027A
CAPT [illegible] [illegible], A02098379
1ST LT [illegible] [illegible] STEIN, A02086455

MAJ CHARLES F. [illegible], 13289A
1ST LT ARVID J. [illegible], A02093831
1ST LT [illegible] [illegible], A02078072

CAPT PHILLIP E. HOPKINS JR, 17504A
CAPT LOUIS F. GESSNER, 16322A
CAPT GERALD F. KELLEHER, A0673584

CAPT [illegible] C. STUBBLEFIELD, A0690002
CAPT JOE [illegible], A0744609
CAPT [illegible] [illegible], A0769150

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AO 25, Hq 320th Bomb Ng (M), March AFB, Calif, dtd 30 Mar 54 Cont'd

Par 2 cont'd

CAPT HENRY J. LATIMORE JR, 15368A
CAPT COURTLAND C. MOORE, A0784059
CAPT FARRIS A. TURNER JR,

3. The fol-named crew members, 443d Bm Sq, are designated LEAD CREWS, off this date. AUTH: SAC Reg 35-23.

MAJ VAUGH F. LINIGER, 13048A
1ST LT PRENTICE H. FARRIS, A01909283
MAJ SYDNEY C. HUDIBURGH, A0425371

CAPT ROY J. COGGIN, A0798976
CAPT DEAN [illegible] CAUSCHE, 17655A
CAPT BENJAMIN E. HUSKEY, A02089030

CAPT DONALD D. ADAMS, 17253A
CAPT JOHN [illegible] DICE, 15498A
1ST LT JAMES [illegible] ESTES, A02076604

MAJ HENRY F. [illegible], 12247A
1ST LT EDWARD G. SEDIVEC JR, A0942834
CAPT VINCENT J. IMBORNONE, A02063425

CAPT LEONARD J. STEVENS, 15774A
CAPT FRIEDRICH J. WEEDMAN, A02070570
1ST LT GLEN L. FORNES, A0939418

CAPT WALTER B. KAMP, 17135A
1ST LT GEORGE A. CRANE JR, 17893A
CAPT ERNEST J. KAPPE, A0750170

BY ORDER OF THE COMMANDER:

OFFICIAL:

CLIFFORD H. BURNETT
Captain, USAF
Adjutant

CLIFFORD H. BURNETT
Captain, USAF
Adjutant

DISTRIBUTION "A"

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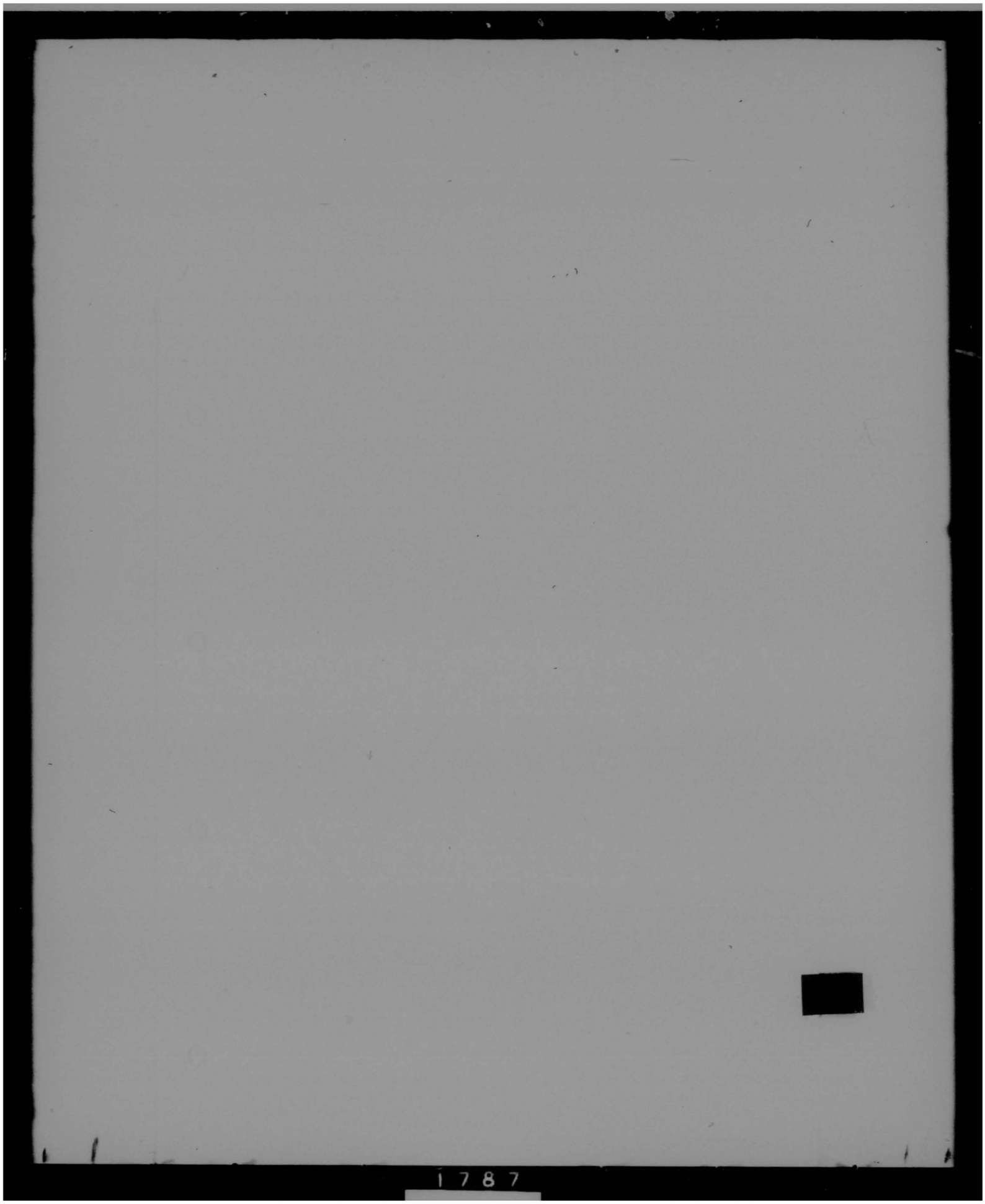

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SECURITY CLASSIFICATION (If any)

DISPOSITION FORM

FILE NO.	SUBJECT
320 DOSB	REPORT OF VISIT TO 3918 STRATEGIC EVALUATION SQUADRON

TO	FROM	DATE	COMMENT NO. 1
320 DO	320 DOSB/2-2268	25 March 1954	LT/ob

1. During the period of 15 March thru 24 March 1954, crew ROLAND, composed of Major Tabor, Major Erickson and Capt Dunham, visited Detachment #2 of the 3918th Strategic Evaluation Squadron located at MacDill AFB, Florida. The purpose of this visit was to learn the procedures, amount of flying, areas of evaluation and any general information that will aid the 92nd Bombardment Wing crews when they are evaluated at Davis-Monthan AFB, Arizona.

2. The evaluation of a crew will require from 2 to 3 weeks TDY at Davis-Monthan AFB with an aircraft, crew chief and adequate maintenance support to fly a minimum of three (3) missions.

3. In general, the evaluation is broken down into flight and ground phases. During the flight phase three (3) missions will be flown, 2 night missions and one day mission, all of approximately six (6) hours duration. The requirements during these flights will be eight (8) Radar Record Runs, 2 Night Celestials, 2 Visual Camera Runs (Manual), numerous control times and a complete instrument check for both the A/C and CP. The ground phase will include a Special Weapons loading including all checks and a simulated mission sitting in the aircraft using the interphone system. Examinations will be given on Instruments, Rules, Regulations and Computer problems to both pilots. The crew will be given a long "open book" exam on all subjects relating to flying and their duties. The Observer will take an exam relating to his speciality. The CP will take a gunnery exam. The crew will take individual Special Weapons exams depending upon whether they are Bomb Commanders and/or their training in Special Weapons. The usual amount of time will be devoted to briefing, target study, mission planning and critique. In addition to the ground requirements listed above the CP will go to the GQ Range where he will preflight, load, fire and do a postflight on the B-4 turret.

4. In so far as the evaluation is done using our local SOP's and Regs it will behoove each crew member to know all of the SOP's and Regs thoroughly; in line with this, some section will have to prepare and dispatch to the Evaluation Squadron at Tucson a complete set of all our flying regulations, SOP's and Operations Memos.

5. To prepare our crews to satisfactorily complete the evaluation it is recommended that special training be established in the following areas before they go to Davis-Monthan AFB.

Both pilots - Instruments, Rules and Regulations, Weather and Computer problems.

DD FORM 1 FEB 50 96 REPLACES NME FORM 96, 1 OCT 48, WHICH MAY BE USED.

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32[illegible] DOSS (25 Mar 54)
Subject: Report of Visit to [illegible]908 Strategic Evaluation Squadron (cont'd)

Copilot - A-4 Turret and Gunnery System with check list for the GQ Range.
Observer - Complete knowledge of SOP's and a refresher on Celestial theory.
Complete Crew-A refresher on Special Weapons to include pre-flight, UL preflight, loading, postloading and a simulated mission using SAC Atomic SOP's.

In view of the importance of satisfactory completion of this evaluation, it is further recommended that only the best aircraft and most experienced crew chief accompany each crew.

[illegible]. TATUM, Major, USAF
President, Wing Standardization Board

4 Attachments:
1. Syllabus for eval plus 2 sample runs.
2. Spec Weapons contents)
3. Gunnery System contents)
4. Observer's contents - Maj Bricknon

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320 DO82 [redacted] 25 March 1974

1. A written examination of fifty (50) questions covers nomenclature, and operation of the M-3 50 Cal. Machine Gun, gun charger, B-4 turret, AN-APG/33 Radar, and all component parts.

2. One mission is flown with 400 rounds to be fired. The pilot is not required to load the ammunition on this mission. He is required to complete a preflight with the Evaluation School Check list. Evaluation School check lists are also used for inflight procedures and post-flight procedures. Differences noted are that 2 seconds burst are fired with 45 second cooling periods in lieu of 5 second cooling periods. The guns will be cleared after landing by AMC personnel.

3. The final phase of Gunnery Evaluation is the O4 Range.

a. The pilot picks up the M-3 machine gun at the weapons shack. The weapons (2 ea. M-3 50 Cal. machine guns) are assembled in complete units, ready to install in the turret. The pilot takes the weapons to the O4 Turret and installs them. The Evaluation School check list will be used on the O4 range. Care should be taken to follow the check list precisely to avoid leaving switches on when working in the turret.

b. The pilot follows the check list and makes a complete preflight of the B-4 system as it is set up on the O4 range. The ammunition is loaded by the pilot himself. Care should be taken to have all switches off until the ammunition is placed in the booster motor sprockets.

c. The pilot charges the ammunition into the weapons and proceeds to fire at the O4 targets. Care should be used to fire 2 second bursts and allow some cooling time, though 45 seconds was not required on the O4 range for a cooling period between bursts. The pilot should track the targets with various leads. These leads have not been accurately determined. An understanding of a "rod" and "angle-off" is necessary. Safety precautions should always be of primary consideration.

d. After firing, the pilot removes the guns, polices the brass and cleans the guns. Here a knowledge of assembly and disassembly are necessary.

DAVID [redacted], Capt, USAF
Pilot, Wing Standardization Board

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320 BOSB SPECIAL WEAPONS PROJECTS 25 March 1954

1. The first phase of the Special Weapons Evaluation is a written examination. This exam in the case of the pilot depends on the training level of the individual.

a. All observers take an exam on inflight control, bombing system, loading, IFI, and procedures.

b. The A/C takes an exam on loading, IFI, DTM, bombing systems, and SOP's.

c. The pilot takes the same exam as the A/C if he is a bomb commander. If not, he takes a shorter exam with less emphasis on the IFI and nomenclature of the weapon.

2. The crew conducts a loading with the aid of 4 or 5 AGE personnel. These people do only what the A/C directs them to do. The Check List should be followed in detail.

a. Inspect the bomb carefully and point out all discrepancies.

b. Use care in lowering dolly so that the fins of the bomb do not strike the ramp.

c. The sway braces should be double checked before boarding aircraft to save the pilot the time consuming task of checking them by himself.

d. All equipment should be loaded and prepared for IFI before boarding aircraft to prevent climbing down again for loading this equipment.

e. Care should be taken not to actuate the bomb bay doors during the simulated mission.

3. After the loading is completed the crew boards the aircraft and simulates flying a mission with complete IFI, IFI, and DTM. This is probably the most difficult part of the Evaluation Program and should be very thoroughly prepared. A clear understanding of the weapon and all situations concerning "go" and "no go" are necessary. Care should be taken to develop a complete check list for the bomb run to include all switches and procedures necessary. One mistake, such as failing to arm the bomb will result in failure of the evaulation for the crew.

4. An important part of the preflight check list is the bombing systems check. This is to check the operation of all releases and bomb doors. We have not been performing this check and need some work on this aspect of Special Weapons.

DAVID ... DUNCAN, Capt, USAF
Pilot, Wing Standardization Board

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TRAINING A COMBINED CREW OBSERVER PRIOR TO B-47 EVALUATION

1. Examinations. During the course of B-47 evaluation the observer will be given the following three (3) written examinations:

a. Combat Crew Examination.
b. Observer's Proficiency Examination.
c. Observer's Special Weapons Examination.

The Combat crew exam is an open book type examination taken by the complete crew. Most of the questions applicable to the observer concern the B-47 Bomb Release System and the K-System. A general review of the B-47 Technical Orders on the bombing system and a review of K-System operation should be adequate for this examination.

The Observer's Proficiency Examination is a multiple choice type examination so designed as to make it practically impossible to attain a perfect grade. This examination covers the following phases:

(1) B-47 General
(2) Dead Reckoning
(3) Celestial
(4) K-System and Bombing System
(5) In-Flight Maintenance (K-System)
(6) Loran, Pressure Pattern, and Grid.

The questions generally are of the academic type and a good review of the above subjects as taught at Mather AFB is recommended.

The third examination covers Special Weapons and consists of the following phases:

(1) In-Flight Monitoring.
(2) In-Flight Control.
(3) Standing Operating Procedures.
(4) B-2 Release System.

The first two phases include circuits and fuses. It is recommended that the Special Weapons training program be expanded to cover these items. SOP's and check lists on the preflight of the B-2 release and on inflight procedures for the observer are needed.

2. Target Study. The individual observer is required to select, measure and compute offset aiming point distances using the Mosaic's provided in the mission folder. The evaluation detachment uses special targets and restricts the use of easy or obvious OAP's. Two target predictionsare required for each target. A total of eight individual targets are used during the course of the evaluation. It is recommended that instruction on the selection and computation of offset aiming points be given by the target prediction team.

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32 D SB (25 Mar 44)
Training Recommended for Observers Prior to B-47 Evaluation (cont'd)

3. Mission Summary. On the flight missions, adherence to the Wing SOP's and check lists is the criteria for grading the inflight mission. The results obtained in bombing, control problems and celestial navigation are also scored and contribute to the final mission grade. Only night celestial legs are flown. It is to be noted that errors in celestial computations and plotting were common and were the largest single factor causing crews to fly unsatisfactory celestial legs. It is recommended that the Observer study the following items prior to evaluation to insure a satisfactory flight grade:

a. Pre-Flight Inspection
b. Radar Navigation to include control time solutions.
c. Pre-IP Procedures to include a complete bombing equipment check and use of the check list.
d. Bomb Run Procedures.
e. A-System Inflight Maintenance
f. Celestial Procedures and Precomputations.
g. Safety Procedures.
h. Crew coordination and interphone procedures.
i. Mission Records properly filled out in accordance with regulations.

[redacted], Major, USAF
Observer, Wing Standardization Board

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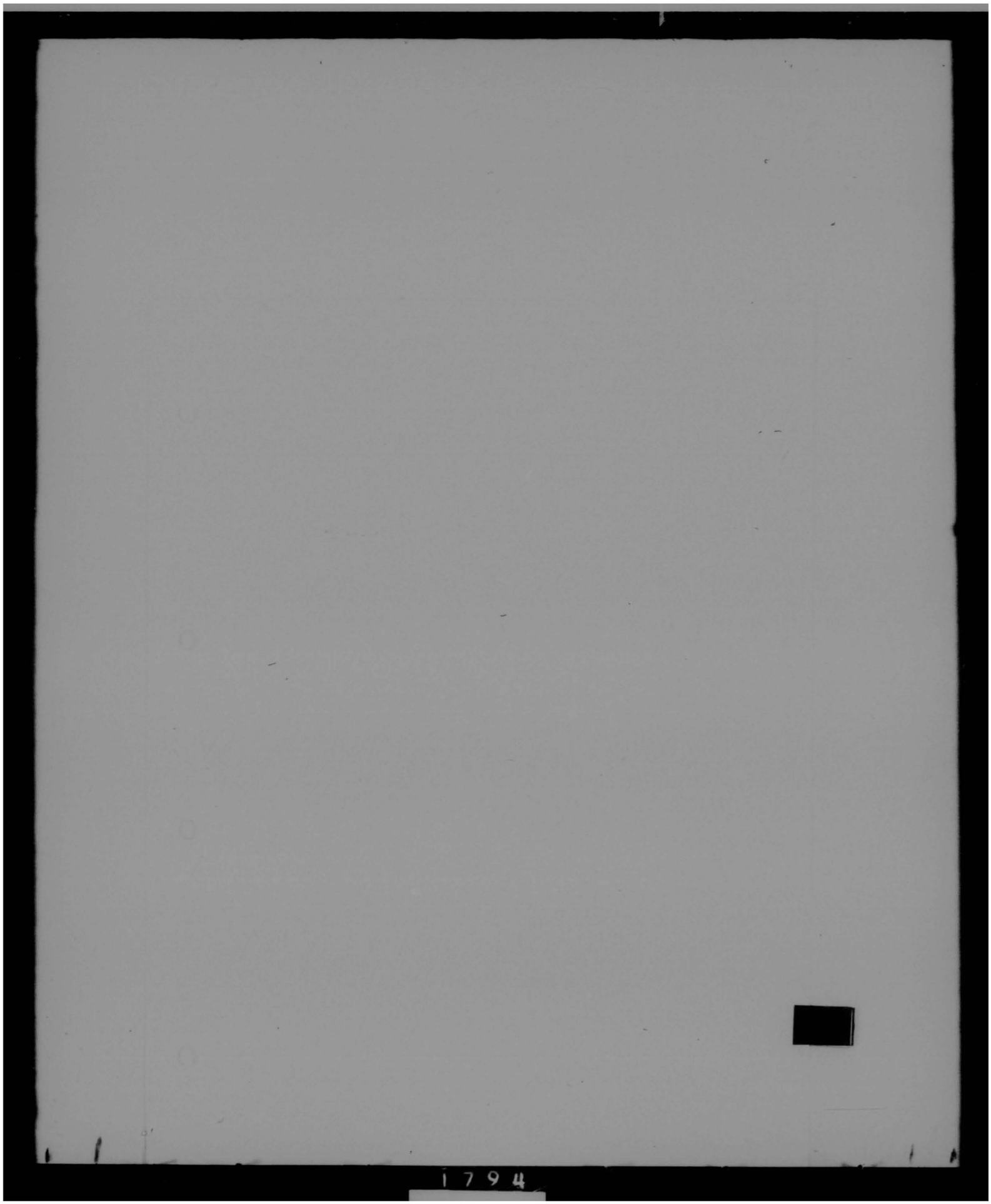

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HEADQUARTERS 32ND BOMBARDMENT WING, MEDIUM
March Air Force Base
California

320 BO 5 March 1954

OPERATIONS ORDER 11

TO: See Distribution

1. SQUADRON B-47'S NOT TO EXCEED .95M AT REFUELING: Engine Compressor stalls have been encountered during aerial refueling. This condition constitutes a definite hazard to flight and may result in serious damage to the engines concerned. The following procedure will be adhered to by all B-47 crews during aerial refueling missions.

a. Turn engine stall prevention switch ON during aerial refueling.

b. Pilot flying the aircraft will exercise caution when moving throttles during aerial refueling.

c. Pilot not actually flying the aircraft will monitor RPM (also fuel pressure and EGT when pilot in front seat is not flying the aircraft) during aerial refueling.

d. The pilot who first detects an engine compressor stall will advise the other pilot and retard the throttle of the affected engine.

e. If retarding the throttle does not eliminate the compressor stall, the pilot will execute a normal disconnect and lower the nose to increase the air flow through the engine.

f. All compressor stalls during flight will be noted in the Form 1. (Anytime the engine EGT reaches 1000° C, the engine will be shut down immediately.

2. SHORTENED RUNWAY LANDINGS:

a. Occasionally it is necessary to make a landing with a B-47 where the length of available runway is marginal. In order to reduce the landing roll required, the aircraft commander will shut down engines 1, 2, 5 and 6 after the aircraft is on the ground and it is definite a go-around will not be needed. This policy will be used only where minimum landing roll is required in the interest of Flying Safety.

3. PILOT TO FORECASTER SERVICE:

a. Pilot to forecaster service is available on UHF Channel

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13 (344.6 mcs) at all times. Pilots of aircraft equipped with UHF, desiring for caster service, will contact March Tower on Channel 13 with request for weather forecaster.

4. [illegible]:

a. Drag chutes will not be installed during inclement weather until 30 minutes prior to starting engines. Where the drag chute must be installed while it is raining, canopy covers will be utilized to keep the chute dry until the drag chute door is closed. The drag chute door will be closed at all times during inclement weather except when the A/C is checking the chute for proper hook-up.

/s/ [illegible]
Lt. Colonel, USAF
Director of
Operations

DISTRIBUTION:

5 Cys 32[illegible] D/M
10 cys 320 D/O
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DOCUMENT TO ROLL INDEX

Frame Number	Classification Number	Date Period	Vol.	Pt.	Title	Security Classification	Remarks
4	K-WG-319-Hi	Jul-Sep71	1		319th Bomb Wing	AFEO-SNF	Roll # AFEO-82
7	↓	" "	2		↓	AFEO-SNF	Roll # AFEO-82
10	K-WG-319-Hi	Oct-Dec71			319th Bomb Wing	AFEO-S	Roll # AFEO-82
13	K-WG-320-Hi	Dec/52			320th Bomb Wing	S	
177	↓	Jan/53			↓	S	
272		Feb/53				S	
370		Mar/53				S	
469		Apr/53				S	
591		May/53				S	
710		Jun/53				S	
821		Jul/53				S	
921		Aug/53				S	
1041		Sep/53				S	
1126		Oct/53				S	
1233		Nov/53				S	
1327		Dec/53				S	
1436	↓	Jan/54			↓	S	
1556	K-WG-320-Hi	Feb/54			320th Bomb Wing	S	

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SAFETY FILM

DOCUMENT TO ROLL INDEX

Frame Number	Classification Number	Date Period	Vol.	Pt.	Title	Security Classification	Remarks
1673	K-WG-320-H1	Mar/54			320th Bomb Wing	S	
1801	K-WG-320-H1	Apr/54			320th Bomb Wing	S	
2002	Index				Index		

Some unreadable pages - Poor original

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