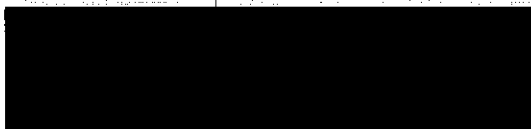


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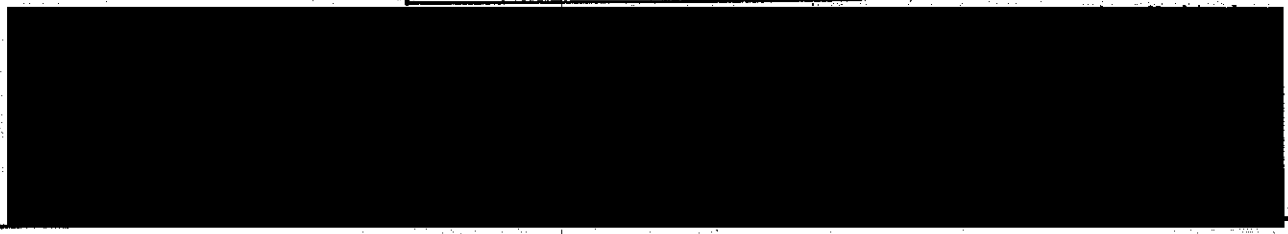


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THE HISTORY OF
 DETACHMENT 2, 6994TH SECURITY SQUADRON
 1 JULY 1971 - 31 DECEMBER 1971
 RCS: USS-D3



1 JANUARY 1972



Detachment 2, 6994th Security Squadron, APO San Francisco 96337



THE HISTORY OF
DETACHMENT TWO, 6994TH SECURITY SQUADRON
1 JULY 1971 - 31 DECEMBER 1971

Prepared by
Master Sergeant Carl A. Miller

Approved By:

John V. Thompson
JOHN V. THOMPSON, Major, USAF
Commander

FOREWORD

This operational history of Detachment 2, 6994th Security Squadron is a narrative depicting the significant detachment accomplishments during the historical period 1 July 1971 thru 31 December 1971.

This history was prepared by Master Sergeant Carl A. Miller. All comments and suggestions are welcomed and should be directed to the Operations Officer, Detachment 2, 6994th Security Squadron, APO San Francisco 96337

ROSTER OF KEY PERSONNEL

| <u>1 July 1971</u> | <u>Position</u> | <u>31 December 1971</u> |
|------------------------|--------------------|-------------------------|
| Lt Col E. E. Blackwell | Commander | Maj E. J. Ledet |
| Capt C. A. Chapelle | Operations Officer | Capt K. J. Wegner |
| Capt J. B. Baxa | Material Officer | Capt F. Loos |
| TSgt J. M. Stroud | First Sergeant | TSgt R. L. Murdock |
| SMSgt R. J. Naylor | NCOIC Operations | SMSgt W. E. McCollough |
| MSgt W. G. Tucker | Communications | MSgt D. T. Burns |
| TSgt W. M. Etherton | Mission Management | MSgt C. L. Turner |
| MSgt J. A. Chiovitti | Exploitation | MSgt J. E. Glenn |
| TSgt R. L. Murdock | Flight Operations | MSgt B. Lockett |
| MSgt D. F. Nelson | Administration | TSgt J. J. Nolan |
| TSgt E. Koskieniemi | Personnel | Sgt C. L. Robinson |
| SSgt J. B. Brewer | Security | MSgt E. Jones |
| MSgt N. M. Fritz | Maintenance | MSgt N. M. Fritz |
| SMSgt H. S. Johnson | Supply | SMSgt C. K. Meske |
| SSgt D. R. Boston | Plans | MSgt K. N. Owens |
| TSgt W. E. Christian | SEPE | TSgt W. E. Christian |



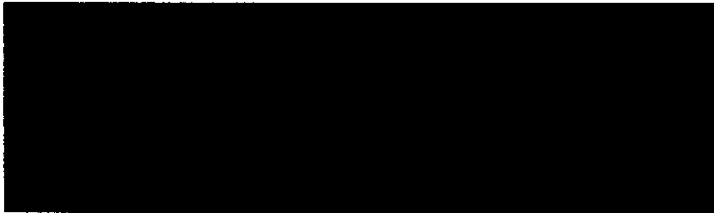
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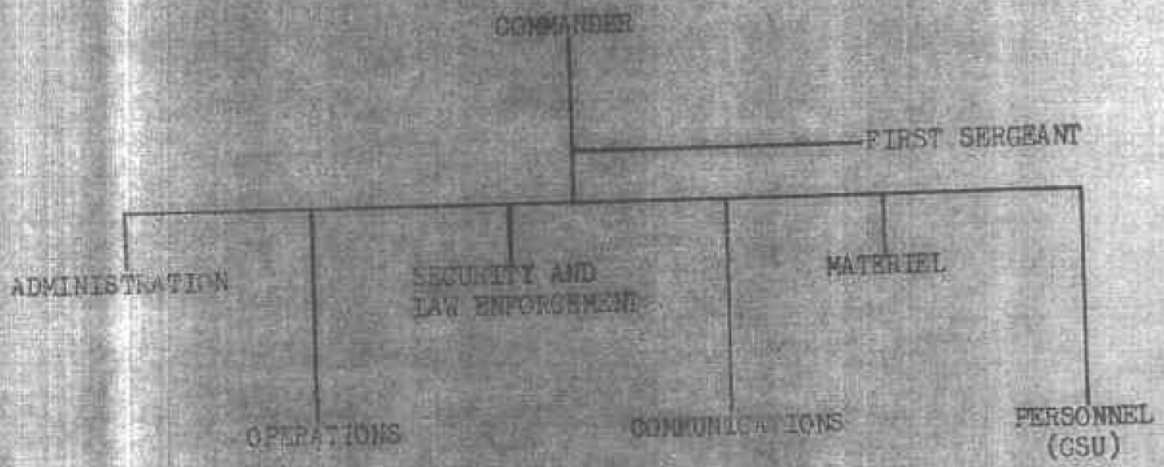




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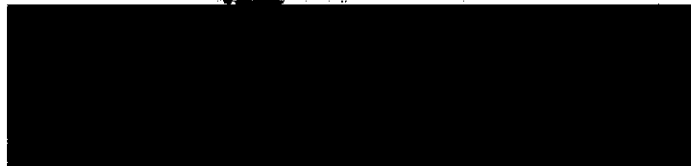
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CHRONOLOGY

5 July 1971 Major E. J. Ledet assumed command of Det 2, 6994 SS.

5 July 1971 Initial test of Project Cumbersome began.

5 July 1971 Rocket attack on DaNang Airfield, resulting in 5 killed and 37 injured.

15 July 1971 Rocket Belt Program implemented at DaNang Airfield

20 July 1971 Det 2 requested maintenance manning assistance.

31 July 1971 Project Cumbersome test halted due to breakdown of KY-8 cypher equipment.

2 August 1971 Det 2 normally tasked to participate in FIX/FAG, Black Bear program.

14 August 1971 Det 2 received authority to reconfigure voice processing positions.

15 August 1971 Det 2 received tasking for Project Abundant.

20 August 1971 First Project Abundant success.



25 August 1971 Rocket attack on DaNang Airfield, no damage.

25 August 1971 Det 2 received new reporting format for Project Abundant.

30 August 1971 Det 2 representative attended GDRS conference at Wheeler AFB, Hawaii.

2-3 September 1971 7AF team visits DaNang to survey available facilities for Det 2/362 TEWS to absorb Det 1/361 TEWS assets.

23 September 1971 Det 2 representative attended Base Budget meeting.

29 September 1971 Det 2 met with 554 GRS (Red Horse) and 362 TFWs to finalize construction plans.

2 October 1971 Brown Beaver Program implemented.

4 October 1971 Rocket attack on DaNang Airfield, no damage.

5 October 1971 7th Air Force queries impact of move of Det 1 to DaNang without new construction.

6 October 1971 Eight aircraft evacuated to NKP, due to severe weather associated with Typhoon Elaine.

8 October 1971 366 TFW issued, LAD 72-7-2, tasking wing organizations on support of move of Det 1 to DaNang.

10 October 1971 The eight aircraft returned from NKP.

16 October 1971 PBR issues Programs Action Directive (PAD) 71-300.

22 October 1971 Det 2 submitted first input to PAD 71-300.

22 October 1971 All operationally capable aircraft were evacuated to NKP, due to severe weather associated with Typhoon Hester.

25 October 1971 Project Cumbersome resumed.

28 October 1971 Aircraft returned from NKP.

3 November 1971 First personnel from Det 1 arrived at DaNang.

10 November 1971 Aircraft (9009) accident at NKP.

11 November 1971 Red Horse begun assembly of modulars for SI operations area.

12 November 1971 Det 2 personnel moved into lower floor of barracks 1631.

4 December 1971 Det 2 assigned strength peaked at 220.

8 December 1971 Project Left Twist implemented.

[REDACTED]

20 December 1971 Brown Beaver Program received favorable review by 7AF and was made a part of the TACAIR program in Laos.

29 December 1971

Det 2 requested authorization to take sanitized identification aids aboard mission aircraft.

CHAPTER I

MISSION AND ORGANIZATION

MISSION

[REDACTED] Detachment 2, 6994 Security Squadron was an element of the United States Air Force Security Service (USAFSS) stationed at DaNang Airfield, Republic of Viet Nam (RVN) conducting Airborne Radio Direction Finding (ARDF) and Airborne Communications Intelligence (ACI) collection in support of the intelligence requirements of commanders responsible for tactical operations in Southeast Asia (SEA), and providing cryptologic operations with supplementary data to enhance the value and depth of their technical and analytical development.¹ This support was rendered by locating and maintaining surveillance of enemy radio transmitters and providing ACI of those targets which could not be adequately covered by ground-based intercept.² Special targets of interest were selected by the tactical commanders and tasked through the ARDF Coordination Center (ACC). ACC subsequently tasked the detachment, with technical support provided by the three Collection Management Authorities (CMA).³ Each of these CMAs was responsible for specific areas as

[REDACTED]

[REDACTED]


[REDACTED]


follows: Seventh Radio Research Field Station (SRFS), Udorn, Thailand, for part of SEA Areas ten and eleven; Eighth Radio Research Field Station (RRFS), Phu Bai, RVN, for part of SEA Area ten and SEA Areas eight and nine; 330th Radio Research Company at Nha Trang, RVN for SEA Area seven and the other part of SEA Area ten.⁴

ORGANIZATION

(U) The detachment was subordinate to the Commander, 6994 Security Squadron, Tan Son Nhut Airfield, RVN.⁵ The detachment had an integral support element consisting of administration, personnel, supply, airborne equipment maintenance, communications, and security and law enforcement. Personnel requirements in support of the mission were provided by a geographically separated unit (GSU) while personnel records were maintained at the consolidated base personnel office (CBPO), 6902 Support Squadron, Wheeler AFB, Hawaii. This structure is shown on the organizational chart.

Operations:

 The Operations Branch, located in the southwest corner of Da Nang Airfield, was the keystone for mission accomplishment and performed the vital functions of directing, coordinating and controlling resources to accomplish the mission.⁶



[REDACTED]

A complete discussion of the organization and functions of each section of the Operations Branch is contained in the detachment's USS D3 Report for 1 January thru 30 June 1971. Close coordination was maintained between the detachment and the 362d Tactical Electronic Warfare Squadron (TEWS), which operated and maintained the Pacific Air Force (PACAF) EC-47 aircraft based at DaNang.

Operational Relationships:

[REDACTED] The operational relationship of the detachment with other units in the ARDF program is shown in Appendix VI figure 3. AOC was the hub on which the ARDF program revolved, performing the coordinating function between the intelligence community, the consumer, and the supporting agencies. A simplification of these relationships would be to say that the consumer stated the intelligence he desired, the intelligence community provided technical support necessary to gather the information, and the supporting agencies provided the necessary equipment and personnel to perform the mission. In this sense the detachment was both a member of the intelligence community and also a supporting agency, providing technical knowledge and expertise as well as the personnel and equipment to perform the actual ARDF and collection functions. The 362d TEWS role was primarily one of a supporting agency, providing the airframes, maintenance, pilots and navigators to support the mission.

[REDACTED]

[REDACTED]

atmospheric interference caused by the adverse weather, a decline in tactical activity, and a greater number missions tasked to fly in the less productive areas. The low productivity in SEA Area 11 was due in part to the emphasis placed on multi-channel targets in that area. Most multi-channel subscribers were units well protected by Anti-Aircraft Artillery (AAA). These guns prohibited the aircraft from flying close enough to the emitter to fix it in a reasonable period of time. Another problem caused by the long stand-off range was that the aircraft could not fly far enough to get the required LOB spread to resolve a fix.

AIRBORNE COMMUNICATIONS INTELLIGENCE

[REDACTED] ACI was separated into two sections; Radiotelephone (RT) shown on charts in Appendix II, and Manual Morse in Appendix X. Both are shown by overall effectiveness and by SEA Areas. ACI productivity increased in all areas except SEA Areas 8 and 11.

Radiotelephone Productivity:

[REDACTED] All the SEA Areas except SEA Area 8 show an increase in productivity. SEA Area 8 produced a steady decrease starting in September. This decrease was caused by the low level of tactical activity in this previously productive area.

Manual Morse Productivity:

[REDACTED] Manual Morse percentages are shown on charts 1
[REDACTED]
[REDACTED]

[REDACTED]

thru 6 in Appendix X. Productivity remained relatively stable except SEA Area 11 where only 13.2 hours were flown during December. The stability of Manual Morse Productivity was less affected by distance, atmospheric conditions, and low level of tactical activity than other modes of communication.

POSITION STATUS REPORTS

[REDACTED] Position Status Reports (PSR) were required when a mission resource was lost in excess of 24 hours in accordance with TECHINS 1056. The 90 PSR's issued reflected an average of 5.2 aircraft lost per day due to supply (NOBS) or maintenance (IRAN), EAM, or Corrosion Control) during the 184 day period from 1 July to 31 December.

COLLECTION MANNING

[REDACTED] The CMA's were authorized to designate the manning of the collection positions aboard the mission aircraft flown in their areas. Normal collection manning was one linguist for the Radiotelephone position and one Morse Systems Operator for the Manual Morse position. This could be changed to either two linguists or two Morse Systems Operators, depending on the best configuration for the area flown. This option may be the reason for the increases in productivity, however, on some occasions the manning was detrimental.

[REDACTED]

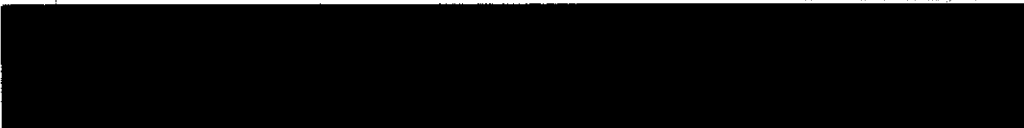
[REDACTED]

[REDACTED]

AIRCRAFT EXCHANGE

(U) In October, Detachment 2 assumed the responsibility to provide EC-470s (ALR-35/38 equipped) to Detachment 3, 6994 Security Squadron Nakhon Phanom RTAB, Thailand. Several radio operators from Detachment 3 were trained on the ALR-38 System as they flew missions with Detachment 2 crews. Since NKP did not have the maintenance facilities to perform phase maintenance on the EC-470s the aircraft were rotated back to DaNang for phase and other maintenance.²

(U) Detachment 2 received additional aircraft to compensate for the aircraft that would be TDY to NKP. These aircraft were EC-47 N/Ps and this caused a training situation for TENS as their pilots were qualified only in the EC-470s with the R2000 engines. Several missions had to be cancelled to provide aircraft for this transition training.³



CHAPTER III

PROCESSING AND REPORTING

[REDACTED] The processing and reporting functions improved in quality although they were hampered by inadequate support from the CMA's. The data base maintained by this unit was refined with increased emphasis placed on completeness and accuracy.

PROCESSING

[REDACTED] Processing of General Directorate of Rear Services (GDRS) communications necessitated review and action to reconfigure the two voice processing positions.¹ This change enabled scanning of [REDACTED] [REDACTED] for identification of ARDF targets and recognition of significant intelligence items.² Many lowgrade messages could be transcribed and quickly forwarded to CMAs for decrypting, translating and reporting. Plaintext messages could be flagged for priority transcription at the processing CMA, thus greatly increasing the timeliness of the intelligence gained from these facilities. In addition, the Master Program was also changed to authorize an additional voice processing position effective 1 January 1972.³

[REDACTED]

[REDACTED]

The position was not configured to include the demodulator necessary to process [REDACTED]; rather, it was intended to be used to process low-echelon tactical voice communications.

GDNS Conference:

[REDACTED] The detachment was represented by Sergeant Todd M. Melton, [REDACTED] at a GDNS conference conducted at Wheeler AFB, Hawaii, between 30 August and 4 September. Information concerning the equipment capabilities, structure of the GDNS organization, and a better understanding of GDNS functions was gathered as a result of this conference.

REPORTING

Abundant Reporting:

[REDACTED] Reporting requirement for Project Abundant changed several times [REDACTED]

[REDACTED]

Separate reports were established for each system;⁵ then, on 25 August the format for both reports was simplified.⁶ This unit had issued 78 [REDACTED] and 13 [REDACTED] reports as of 31 December. Since feedback was not provided on the intelligence gleaned from these messages the significance of this intercept was unknown.

[REDACTED]

[REDACTED]

ARDF Recovery Report:

[REDACTED] Although the ARDF Recovery Report (ARR) did not change, a message was received on 13 November notifying the detachment of a proposed change to the ARR format within a 30 to 90 day period; as of 31 December no change had been made.⁷

IDENTIFICATION RATE

[REDACTED] On 15 July, Pacific Security Region (PSR) requested the reason for a continued decline in the identification rate at this unit.⁸ Specifically, PSR inquired about the period 26 June thru 2 July when a 28 percent identification rate was obtained. PSR apparently based its figure on ARDF targets only and not on total intercept. (Many ARDF targets do not have call signs to aid in identification.) Of the 248 ARDF targets reported during the cited period only three additional targets were identified in feedback provided this unit. The identification rate for total intercept was approximately 49 percent.

[REDACTED] The identification rate was adversely affected by the almost continuous communications changes employed by the enemy since August. Continuity was lost on many Reference Designators (RD) and recoveries were further complicated by the advent of the

[REDACTED]

[REDACTED]

monsoon season and the resulting decrease in activity.



TECHNICAL SUPPORT

Both the collection and reporting functions were hampered by inadequate technical support from the GMA's and in particular by the 8th BRFS. Several factors could have caused this degradation; the seasonal rotation of experienced personnel, reduction in manning factors caused by the withdrawal of Army elements from Viet Nam, and the increased area of responsibility assumed by the 8th BRFS.

Technical Data Lists:

The Technical Data Lists (TDL) received from all three GMA's which supported the detachment were evaluated for the tasking periods 21 August thru 3 September.⁹ The three items noted were: (1) Very few UHF targets were provided for the AIR-38 system. (2) Multiple targets, located in widely separated areas were being placed on TDLs. (3) There was limited tasking of the UHF capability.¹⁰

During November many TDL's were not received or were not received in time to be placed on the mission aircraft.¹¹



High-Speed Run:

More effective utilization of airborne resources was possible when identification was made aboard the aircraft. The NSA produced High-Speed Ident Aid was one of the few documents authorized aboard mission aircraft for identification of ARDF targets. This Identification Aid was not received regularly despite repeated attempts to procure it from the CMA's.

Identification Change Report:

Changes in enemy communications required that the data base maintained by the detachment be constantly updated. Several technical means of identifying enemy communications were extracted from the Identification Change Report (ICR). In this way the data base was kept abreast of the latest developments recovered by the CMA's. Several times, however, the identifications made by the CMA's could not be explained and queries were sent requesting clarification. The information received in the replies proved very beneficial and was requested on all identifications made based on newly-recovered technical data. The 8th ARFS requested and received authorization to place a comments section in the ICR to explain the identifications as requested. Not one ICR received

thru 31 December contained this information, even after repeated requests were made.

SEA Technical Summary (SEATS) Re-Ident:

Another of the technical messages used to maintain the data base the SEATS Re-idents was also found to contain inaccurate data.¹⁶ In response to a query sent from this unit, NSA replied: Idents cited in reference resulted from an internal machine process that attempts "last-resort" ident of contacts by degarbling receiver callsigns.¹⁷

DATA BASE

The data base was refined and procedures were implemented to use all possible sources of technical data to maintain as accurate and complete a base as possible. A card file was generated to supplement NSA published Technical SIGINT Reports. Changes were made to the card file based on data received in the technical feedback reports such as the ICR and SEATS Re-ident Report.

AIRBORNE IDENTIFICATION

When the NSA produced high-speed runs were not received or they were inaccurate because of communications changes: working

[REDACTED]

aids that could be taken aboard the mission aircraft were developed. After several ideas were investigated it was decided that a listing of transmitters callsigns (fixed), a callsign book (PRG), a listing of basics, and data to support the collection of low-level communications would provide a reasonable identification capability aboard the aircraft. Authorization to take sanitized working aids containing this data aboard the mission aircraft was requested.¹⁸ The proposed aids represented more complete and accurate identification capability than even the high-speed run provided and were reduced to approximately the same total volume. As of 31 December authorization had not been received.

TDY TO CMAs

[REDACTED] Several analysts were sent on TDY to the various CMAs for the purpose of establishing an exchange of ideas and data.¹⁹ The subjects of TDLs, High-Speed Runs, technical data on low-level exploitable message passers, and the communications changes and their effects were discussed. In particular, was discussed, RT coverage on the TDLs and the unit was offered the task of compiling TDLs for the detachment from data provided by the CMAs (in this case the 8th WRFPS). There was an apparent misunderstanding as the CMA requested the detachment to prepare all TDL data for both MM

[REDACTED]

[REDACTED]

[REDACTED]

and RT. [REDACTED] This detachment did not have the expertise, manning, or necessary logs to compile TDLs for the missions supported by that CMA. Many of the problems discussed during the TDYs had not been resolved as of 31 December, however, valuable technical data was obtained and a better understanding of each unit's function was developed.

[REDACTED]

[REDACTED]

CHAPTER IV

LOGISTICS

(U) Logistics implemented new procedures and controls which reduced NORS outage rates and necessary forms were submitted to establish new supply levels and requirements. While several problem areas improved, they were not completely resolved. One area in particular, the maintenance manning situation, was not changed despite HQ USAFCS monitoring.¹

MAINTENANCE

Manning:

(U) Manning continued to plague the maintenance section. Manning assistance was required from other units as assigned manning dropped as low as 44 percent of authorized strength.² The highest manning factor attained was 63 percent. This required maintenance personnel to work a 72 to 84 hour work week during the entire last half of 1971. In August, two personnel from the 6994 Security Squadron were provided to assist; again in October three personnel were provided by the 6988 Security Squadron for

three weeks. Pacific Security Region provided another man for 15 days in October. With the merger of Detachments 1 and 2, manning authorizations increased and more maintenance personnel were assigned; however, the manning percentage of authorized versus assigned did not change.

Vibration Problems:

(U) The high failure rate of preamps and antennas continued to cause a burden on supply. An improved checkout procedure was developed by Captain John E. Baxa, [REDACTED] and SSgt Dan L. Loomis, [REDACTED] which decreased the rate of preamps being returned to the manufacturer. There were 232 items returned through supply for repair as they were not repairable at this station; 86 of these items were preamps (compared to 106 for the first half of 1971) and 11 were AN/ALR-38 antennas (compared to 24 for the first half of 1971). More durable replacement parts also reduced the turn-around frequency of these items, and the number of Emergency Unsatisfactory Maintenance Reports (EUMR) issued on this subject.³


SUPPLY

(U) The detachment had 43 NORS items from 1 July thru 31 December, 19 for pre-amps and 5 for antenna assemblies. Requests

[REDACTED]

for supply assistance were submitted and AF Form 1996 (Request for Special Level) accomplished to establish or increase supply levels for these items. NORS caused an outage of 363.5 days, roughly equivalent to the loss of two and one half aircraft per day during the last half of 1971. The most serious shortages were pre-amps and memory modules of which depot did not have sufficient assets on hand to meet demands.⁴ Approximately 50 AF Forms 1996 were submitted after a review in December to determine the spares required to support the AER-35/38 systems. The NORS rate was further reduced through closer controls of the repair cycle items. Additional space was requested to store the added number of spares resulting from the increase in assigned aircraft.⁵

(U) At a base budget meeting on 23 September the detachment representative pointed out that additional funds would be required to support the increase of personnel and aircraft programed for this unit.




CHAPTER V

SUPPORT

(U) Training, Flight Operations, Standardization/Evaluation Flight Examiner (SEFE) section, Communications, and Security Police all continued to support the mission within their specific areas. These functions were greatly affected by the merger of Detachment 1 in November as discussed in Chapter VIII.

TRAINING

(U) Training continued to receive special emphasis during the last half of 1971. Three steps were taken to improve the effectiveness of the Training Section: (1) The Training Section was added to the in/out processing clearance sheet for more effective control of training records. (2) A central library was established for COCDC, ECI, and WAPS study references. COCDC tests were administered to personnel assigned to OLAA, 6924 Security Squadron, because testing facilities were not available at Monkey Mountain. The number of personnel on UGT increased from 1 in July to 14 by December 31 and would have been higher if the 20351 AFSC had not been dropped.¹



[REDACTED]

(U) Records maintenance continued to be a problem. Approximately one-third of the Consolidated Training Records needed documentation of local job proficiency training.

[REDACTED] The Training Section conducted a ground training class for all airborne AFSCs, covering common training areas such as aircraft emergency procedures, local operational policies, and common equipment. The Voice Processing and ARDF Reporting Sections trained their personnel in their respective functions. Both sections' training programs were monitored by the Training Section. These programs guided the student through the ground functions and only after they were mastered did the student proceed to the airborne aspects.

FLIGHT OPERATIONS

(U) The problem of scheduling crews more than 24 hours in advance continued to complicate flight scheduling. In November, Flight Operations instituted a four-flight concept in an effort to better control and manage the assigned personnel.

STANDARDIZATION AND EVALUATION

(U) The SEFE Section reviewed all aircrew members' Flight Records (AF Form 816) and alleviated most of the discrepancies. The influx Detachment 1 personnel and the ALR-34 system required checkrides as Detachment 1 operators checked out in the ALR-35 and ALR-38 systems while Detachment 2 operators checked out with

[REDACTED]

[REDACTED]

the ALB-34 System.

(U) In October a TDY was conducted by TSgt William E. Christian, FR [REDACTED], and SSgt Arthur Silvin, FR [REDACTED], to Phu Cat Air Base, RVN, for the purpose of coordinating procedures and gathering material for checklists so that little degradation occurred during the merger.

(U) The 6994 Security Squadron SFPs visited the detachment in August and again in November. The areas of crew proficiency, operating procedures, training programs, SFP administration, and effectiveness were rated outstanding.²

COMMUNICATIONS

(U) The merger of Detachment 1 and Detachment 2 assured 100 percent manning of the communications center. The permanent communications center that was being held in abeyance was cancelled when it was determined that the present H-1 communications van would suffice for the rest of the time the unit remained at DaNang.³ This cancellation made communications equipment available for shipment to other units.

(U) Three tape cutting positions (UGC-54) were located in the operations area during July. This enabled more timely dispatch of the various technical reports sent by the detachment.

[REDACTED]

[REDACTED] During Typhoon Hester and on several other occasions during circuit outages the working agreement with the U.S. Naval Facility, DaNang, insured timely delivery of ARDF results to consumers.

SECURITY POLICE

(U) Special emphasis was placed on combat preparedness and physical security. The bunker positions around the operations area were reconstructed to provide better protection. Field phones were installed in each bunker with the master phone located in the entry control gate, thus allowing communications between these positions during an emergency.

PLANS AND PROGRAMS

(U) The Plans and Programs Section reviewed Emergency Actions Plan and prepared drafts to provide for the additional personnel absorbed from Detachment 1. The Commander's Disaster Control Center Checklists were also updated and reviewed.

Typhoon Evacuations:


(U) There were two typhoon evacuations between 1 July and 31 December. The first occurred on 6 October when eight aircraft evacuated to Nakhon Phanom RTAB, Thailand due to severe weather associated with Typhoon Elaine. The aircraft returned to DaNang on 10 October. The second evacuation took place on 22 October when all operationally capable aircraft were again deployed to

[REDACTED]

the safe haven site at NKP.⁴ The eye of this storm, Typhoon Hester passed approximately 35 miles southwest of DaNang. The storm did not cause any major damage to detachment resources; minor damage consisted of water seepage and debris scattered throughout the area. With the return of the aircraft on 28 October normal operations resumed. The Emergency Actions Plans facilitated reactions to these emergencies and insured minimum impact on mission effectiveness.

Rocket Attacks:

(U) There were 3 rocket attacks on DaNang Airfield during the last half of 1971, compared to 12 during the first half. The first attack was on 5 July with one 122MM rocket impacting on the roof of a barracks, resulting in 5 killed, 37 injured, one barracks destroyed, one severely damaged and one slightly damaged. The other two rocket attacks were on 25 August and 4 October and resulted in only minor damage. While much of this decline was attributed to the monsoon season and some allied sweeps through traditional rocket launching areas, it was believed that the Rocket Belt program was also a deterrent factor.



CHAPTER VI

SPECIAL INTEREST ITEMS

Project Abundant:

[REDACTED] Project Abundant was a covername for the use of [REDACTED] [REDACTED] to gain intelligence from intercepted communications.¹ Detachment 2 was a source of systems [REDACTED] [REDACTED] used by Front 4 and its associates. On 15 August the detachment was directed to participate in another aspect of this project. Front 4 planned a high point of tactical activity during the period 15-25 August and certain events made it necessary that last minute directives be sent from the headquarters to its subordinates. A message instructed the cryptographers to stand by the radios so these instructions could be decrypted and answered immediately.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] The most lucrative targets for this operation were selected based on their echelon, frequency of AEDF fixes, and location. [REDACTED] The First Battalion of the 46th Infantry would assault

[REDACTED]

[REDACTED]

[REDACTED]

as soon as possible after a fix was passed by the mission aircraft. Complete co-operation was obtained from the 362d TMS and the most highly skilled crews were scheduled to fly. Due to certain political complications the fix had to meet certain requirements before the assault force could be launched. On 17 August the operational elements of the assault force were in place and ready to react. Success came on 20 August at 0447Z when a heliborne assault was made on the Detached Element Front 4. Fourteen enemy were killed, two were captured, and a CHICOM K63 radio and six tactical code charts, eight sheets of cover designators/numbers, and 13 signal operating instructions were seized with no friendly casualties.³ On 23 August after two less successful assaults the three company force was disbanded. While the desired [REDACTED] was not obtained the operation was very pleasing to the XXIV Corps.⁴ Additional assaults were made, based on studies of ARDF fix clusters, resulting in several cave complexes being located and destroyed.⁵

Project Cumbersome:

[REDACTED] Project Cumbersome, plagued with problems ranging from poor weather to equipment malfunctions, resumed on 5 July.⁶ ARDF aircraft were instructed to contact the ground station at

[REDACTED]

[REDACTED]

Ubon RTAB, Thailand, 45 minutes past the hour in order to maximize effectiveness and insure optimum measurement and evaluation. On 31 July a KY-8 cypher switch problem caused another suspension of the project. During this suspension a discone antenna was installed. The antenna and other equipment was satisfactorily tested on 18 October. The second 30 day test begun on 25 October and results showed that ARDF aircraft operating in Southern Laos could be provided tip-offs to enemy communications activity. Programming action was initiated to permanently establish a station for this purpose. The success of this test was attributed to the outstanding support and expertise displayed by all participating units.

Project Left Twist:

On 8 December a device which enables communications to be exploited was positioned in the vicinity of YB308765. This unit was tasked to provide a sample of the intelligence being passed over the . In addition an ARDF fix was requested to more accurately determine the exact position of the device. Tasking was received placing the transmitter on cast iron coverage.

Due to the short range of the transmitter (approximately 20 Kilometers) the primary mission was AGI with ARDF as secondary. Tasking for this project was terminated on 16 December with coverage being assigned to another airborne platform.

Black Bear/Brown Beaver Program:

On 2 August, a new aspect of the FIX/FAC concept was formally tasked to this unit. The program was nicknamed Black Bear and provided for the relay of ARDF fix information to Forward Air Controllers (FAC) in the RVN, specifically SEA Areas 8 and 9. By 13 September it was noted that while the number of fixes being passed was consistent the number that were visually reconnoitred decreased. When fixes were not passed while the mission was airborne they were passed over secure ground communications after the aircraft had recovered. As done in Project Abundant, studies were made to isolate clusters of fixes. The 3rd NVA Battalion was relocated and several cave complexes were destroyed as a result of these studies. On 2 October the program was expanded to Laos under the name Brown Beaver. On 20 December

[REDACTED]

the Brown Beaver program received favorable review by 7th Air Force and made a part of the TACAIR program in Laos. [REDACTED] While the program enjoyed some success the number of fix locations checked by the PACs remained low and feedback is limited due to lack of accurate BPA.

Rocket Belt Program:

[REDACTED] During the middle of July the Director of Intelligence 366th Tactical Fighter Wing and Detachment 2 personnel began an informal program designed to protect DaNang Air Field from standoff rocket attacks. All targets fixed within a 20 kilometer radius of the Air Field were passed to the DI who inturn co-ordinated with other intelligence sources and evaluated the threat to the Airfield. He then selected fix locations to be passed to artillery units for targeting. November saw a further development an an even larger area was brought into the program. When targets were fixed in this new area artillery was targeted as soon as possible. While other factors such as the monsoon season, Typhoon Hester and allied sweeps have helped keep DaNang relatively free of rocket attacks it was felt this program contributed to the safety of DaNang Air Field. [REDACTED]

ALL-38 System to SEA Area Twenty:

[REDACTED] During October Detachment 2 was tasked to fly

[REDACTED]

[REDACTED]

[REDACTED]

several A-1H-38 missions in SEA Area 20 to search for and locate any multichannel targets in the suspect area. Several problems were encountered such as poor weather, equipment problems and lack of proper repair facilities. MACV commended the unit for their determined effort to fulfill this special ARDF request.²²


Unlocated Enemy Units:

MACV expressed concern over insufficient ARDF results on certain tactical units in SEA Areas 9, 10, and 11.²³ These units were believed to have moved since last being located and it was requested special efforts be made to locate them. All technical data available to this unit was compiled and every effort made to locate these units. However, continuity on these specific units was lost when a communications change occurred and they were not located.²⁴

EC-47Q Accident:

(U) One incident occurred which required Airborne Incident Report (AIR) reporting in accordance with USAFSS Regulation 55-18. This incident happened on 10 November when an EC-47Q (Aircraft 8009) left the runway at Nakhon Phanom RTAB, Thailand, four times during takeoff roll and finally came to stop approximately 2500 feet from

the starting point.²⁵ Damage was sustained to both wingtips and one horizontal stabilizer. No damage was suffered by USAFSS equipment or any personnel aboard the aircraft.²⁶ The aircraft had not returned to operational status as of 31 December.



CHAPTER VII

EQUIPMENT

[REDACTED] Detachment 2 had three different ANDF systems assigned: The AIR-34, AIR-35, and AIR-36. The basic was the AIR-34.¹ The AIR-35² could be referred to as a computerized version of the AIR-34. The AIR-36³ was a more refined system with an extended frequency range of 2-190 MHz vice 2-16 MHz for the AIR-34 and AIR-35. The concept of operation of the three systems was basically the same: locate a desired target signal, tune the equipment in order to obtain sufficient signal strength to enable the system to determine a line of bearing (LOB), and maneuver the airborne platform to gather sufficient data to locate the emitter. These functions were accomplished by two men, the navigator and a radio operator assigned to the "N" console. At the same time a radio operator assigned to the Y⁴ position was collecting intelligence for the purpose of identifying the unit. This three man team formed the basic ANDF crew.

[REDACTED]

The ALR-34, ARDF System:

Since the ALR-34 did not have a computer to resolve the fix location and RADIUS, the navigator was required to hand plot. He was also required to use a different procedure to update the DOPPLER. Since the navigator was frequently busy, manually converting and computing fix data, the radio operator on the "X" console had the capability to take prints on a target, thus gathering the data for the navigator. (The "X" console was the same as on the ALR-35 with the exception of the print capability and the requirement that the print-enable switch at the "X" console be on while the navigator was making his doppler updates.)

The ALR-35, ARDF System:

The computer utilized with the ALR-35 system had a memory core for 99 targets and could process as many as 20 LOB's to determine a fix location. While this system freed the navigator of the requirement to manually convert and compute fix data, it required him to monitor and edit the data used by the computer. The use of the system for working targets and navigation allowed the navigator to process target data quickly and accurately. Doppler updates were also simplified and more time was available to work targets.

The ALR-38, ARDF System:

The computer utilized with the ALR-38 system also had a memory core for 99 targets. It could use 15 LOB's to

[REDACTED]

determin a fix location, however up to three targets could be combined to resolve one fix position. The refinement in the AIR-38 system changed the appearance of the "K"⁵ console and removed the True Bearing Indicator (TBI), but the operation was still similiar. The programming of the data processor and the antenna system for the AIR-38 was different.⁶ While the main DF antennas were three dipoles, as in the AIR-34 and AIR-35 systems,⁷ there were ten monopoles that were used to provide additional data for the computer. The most significant difference of the AIR-38 was the extended frequency range that enabled the General Directorate of Bear Services (GDBS) multi-channel communications facilities to be located.

[REDACTED] All systems had a self test that was conducted three times during the mission; before take-off, shortly after take-off and shortly before landing. These self tests differed between the 34/35 and 38 systems and required the "K" operator to be able to properly conduct them and determine if the equipment was fully operational. The difference between the systems made it necessary for the radio operator at the "K" console to be proficient in recognizing discrepancies in equipment setups, power requirements, malfunctions and the necessary procedures to correct them. His ability to correct a malfunction often determined the success of the mission, if it could continue or would return to base.

[REDACTED]

[REDACTED]

[REDACTED]

CHAPTER VIII

MERGER OF DETACHMENT 1 AND DETACHMENT 2

(U) Rephrasing an old military axiom "Wait and Hurry up," probably provides the best description of the closure of Detachment 1, 6994 Security Squadron at Phu Cat Air Base and its subsequent assimilation by this unit. Being at the bottom of the Totem Pole and recognizing that all things run downward, it is not the intent of this chapter of history to cover those higher-level actions and ramifications which occurred during the "talk-and-plan" stages in June, July, August, September and October. Rather, the reader at this point should review Part II of the Detachment 1, 6994 Security Squadron USS-D3 History where he will find a vivid and well-described sequence of events leading up to the actual "go" decision and implementation. This unit was kept abreast of developments relative to the situation, thanks to the close coordination between it and Detachment 1, and their parent unit at Tan Son Nhut Airfield RVN, but until the actual visit by 7th Air Force representatives to DaNang on 2 and 3 September, it had been a position of waiting but not getting involved.

7th Air Force Team Visits DaNang to Discuss Resettlement of 361
TENS/Detachment 1, 6994 SS Assets:

(B) During the afternoon and evening of 2 September and again on 3 September, representatives from 7th Air Force, headed by Lt Col Clark, met with representatives of the 366 TFW, 362 TENS and Detachment 2, 6994 SS.* It had been initially briefed by Lt Col Clark that General Lavelle (Commander, 7th AF) had sent the team to review the impact of the move to DaNang along with the following ground rules: no new buildings, no significant money expenditures, no impact on the VIM Program, consider drawdown of the 9th Special Operations Squadron (AC-119 "Stinger" Gunships based at DaNang), consider the move to DaNang of the 12 TFS, plan for an in-place date of 1 November. The team then explained the 7th AF position, reviewed the 366 TFW/DaNang position, and those comments put forth by the tenant units concerned-- 362 TENS and Detachment 2, 6994 SS. In addition, existing facilities were toured, with the exception of Detachment 2 operations area for which none of the team held proper SI clearance. In response to the team's request, Detachment 2 compiled and submitted the following requirements for satisfying the merger:

1. Construction of an airconditioned ten-foot addition to the existing Bravo Maintenance Quonset building.
2. An additional 2000 square feet of floor space made available

* Offices Represented at This Meeting Were; 366 TFW: CC, CV, DM, BCE and DOX. 362 TENS: CC, DG. Detachment 2, 6994 SS: CC.

to the SI Operations. Considering the ground rules, it was decided from the onset that portable or modular buildings would best suit the need, particularly since they could be installed with little or no disruption to the existing SI Operation. (This proved later to be an exceptionally wise decision.) The existing facility was already overcrowded and, as will be seen later, assumption of a mission triple-fold pressed the facility to a point of being ridiculous until the new spaces were occupied. Short-lived consideration had been given to the possibility of attaching H-1 vans to the existing facility but the feasibility of doing such with its consequential disruption to everyday operations could not be tolerated. Of course, construction of a duplicate facility was against the grain of the ground rules forbidding new construction and excessive money spending.

3. With the vehicle situation on DaNang already critical, including that of Detachment 2, a minimum of three vehicles was requested; one multi-stop van for operations flight crew transport and two multi-stop vans for Bravo flight line maintenance.

4. Billeting spaces were the subject of considerable discussion because at the time planning was also in progress to gain an additional F-4 unit on DaNang while an Army Retrofit unit was also pressing for billeting about 300 people on DaNang. Detachment 2 plans for increased billeting were based on a 100 projection, the majority being aircrew members requiring air-conditioned quarters. Resolution of the billeting problem best

suiting Detachment 2 when it was given the selection of 22 unoccupied and run-down Quonset huts previously occupied by U.S. Marine aircrews. This selection at least put the billets adjacent to the existing detachment cantonment. Extensive rehabilitation of the buildings and two latrine facilities was envisioned. The Quonset huts had once been airconditioned (therefore wiring and installation of units would have been minimal); they were divided into four, comfortably, two-man rooms each with an outside entrance. It must be pointed out here that the detachment had an average of 135 assigned personnel at the time, with facilities for 165 (three 40 man airconditioned barracks, one 40 man barracks and a 5 man BOQ). Obviously, an additional 100 people could not be housed without extra space—although as seen later, it was in fact done for a short period of time.

5. Detrimental to the Quonset hut billeting was a huge drainage canal and fence which separated the detachment cantonment and the Quonsets. Of necessity, a bridge was required to preclude a half mile trip to circumvent the obstacle when traveling between locations.

6. Foreseeing only a nominal increase in workload, no requirements were stated for activities such as, administration, communications, personnel, security police, and supply. It was felt that their facilities were adequate to sustain the increase.

12 TFS Does Not Move to DaNang:

(U) What may seem insignificant or irrelevant to the reader

at this time was the JCS decision to deactivate the 12 TFS rather than relocate it to DaNang. This played an important role in the billeting of Detachment 2 personnel following the destruction caused by Typhoon Hester late in October.

Planning at DaNang for Expansion:

(U) Once requirements had been stated things still were up-in-the-air but civil engineers developed construction plans which were finalized on 29 September in a meeting with base civil engineering, 554 CES (Red Horse), 362 TEWS, and Detachment 2, 6994 SS representatives. Plans for that construction portion to Detachment 2 facilities were exactly as stated to the 7th AF team earlier in the month.

7th Air Force Queries Impact on Move Without Construction:

(U) On 5 October the 366 TFW/DOX contacted 362 TEWS and Detachment 2, 6994 SS regarding a 7th AF query into the impact of effecting the move to DaNang without the construction requirements being fulfilled. This was adamantly opposed by both tenants but there was evidence of such action because Red Horse had been instructed to cease all construction, which in fact they did.

366 TFW Logistics Action Directive (LAD) is Issued:

(U) On 8 October the 366 TFW/LG issued LAD 72-7-2 under authority of 7th AF PAD 72-7-2. This LAD tasked the various wing organizations in support of the move.

Pacific Security Region Programmed Action Directive (PAD) is Issued:

(U) The 6994 SS had issued a sample PAD for control of actions but it was cancelled when PSE on 16 October issued PAD 71-300. This PAD provided programmed actions for the entire 6994 SS complex, and beginning 22 October the first input was submitted by Detachment 2.

Developments in Specific Areas of Interest:

(U) At this point it is considered impractical to discuss all developments in chronological order. Rather, each specific area will be addressed in chronological order as events moved toward completion. These will be billeting, transportation, logistics, the personnel increase, the mission increase, and an overall look at the detachment itself.

Billeting:

(U) Plans and progress were well underway toward meeting Y-Day: the quonsets were being rehabilitated by Philco Ford and Civil Engineering and it seemed that the billets would be ready by the end of October. Then Mother Nature stepped in and with a sweep of her hand (namely, Typhoon Hester) laid to waste the best laid plans of man. The typhoon viciously ripped through the DaNang area on 22 and 23 October and caused extensive damage to the airfield, particularly to barracks and hootches (SEA huts). Specially hard hit was the 366 Security Police Squadron, its personnel having huts blown out from under them with others losing roofs and walls. Emergency billeting requirements caused the 22 Quonset huts

(previously destined for Detachment 2 expansion use) to be allocated to house the security policemen. In a fast reshuffle, the detachment was offered a modular barracks which had once been occupied by the 6924 Security Squadron when it was located at DaNang. The condition of that building was deplorable—two-story, open-bay, deteriorated, filthy and obviously unfit for occupancy. One thing was in the detachment's favor: The build- was at the start of a project which was to convert it into a 24 room, two-man per room, airconditioned barracks to house officers of the F-4 Squadron scheduled to relocate to DaNang. With that relocation cancelled, at least funding and planning were in-being. Actual construction, though, was another story. Emergency repairs undertaken throughout the base as a result of Typhoon Hester had caused diversion of all material and workcrews to priority projects. With "Y" date fast approaching it was obvious that no billets would be available for the Detachment 1 people. At that point the Detachment 2 Commander, assembled the unit personnel at two sessions and explained the housing situation and enormous problem developing. It was agreed that rather than subject the Detachment 1 people to the impossible conditions in the run-down barracks, all Detachment 2 personnel would double-up as necessary to house the influx. This meant as many as four people in a small two-man room, double-bunked, sharing furniture and even personal items since there was no room to move in lockers, personal equipment, and the like for

new people. At least, it made assimilation of the Detachment 1 force smoother and people couldn't help but get to know each other; it also provided a more decent place to live for a short period of time. Meanwhile, beds and bedding were obtained from base supply. Wall lockers were not available, and it was only after weeks of pressing the issue that 77 new steel wall lockers were air shipped from the States to Detachment 2; they were received on 10 December.

(U) From 3 November through 10 November, the influx began. The detachment saw its daily strength increase by 7, 4, 2, 14, 18, 14, and 7 people. This brought strength to 200 on 10 November, and by 12 November it was decided to move 24 people into the lower floor of the barracks being rehabbed (building 1631). The first floor had been subdivided into 12 rooms without doors or double walls, but it had to do for the time. So, people moved in--each with a bed, no locker, no desk, no table, no lamp, not even a waste basket. But here was where ingenuity, resourcefulness, and togetherness common to the "GI" came into play--they put up with it and made it do. (Keep in mind that not once was there a letup in mission flying requirements!).

(U) When it seemed that work crews could get back to normal operations, 366 TFW PAD 72-5-1 was issued to shape up the base in preparation for a visit by General Ryan, USAF.

(U) On 6 December, carpenters once again began to work on the barracks and by the end of December all major construction was completed and the second floor was occupied. Only air

conditioners remained to be installed.

Transportation:

(U) Probably one of the most depressing situations on DaNang was that of the vehicle fleet—a run-down, aged fleet of over 1,000 of which about 300 were general purpose vehicles. With the VIN program in full swing scores of new and young vehicles were being turned over to VMAF with the older ones being retained for U.S. use. Throughout this six-month period, the average vehicle-out-of-commission rate was ten percent. Detachment 2 was never at 100 percent assigned vehicular strength and gloomy days were evident when a step-van and a six-passenger crew truck were lost for turn over to VMAF. Also, a van was turned in for repairs and ended up being salvaged.

(U) Actually, the Detachment 1 merger improved the situation because 7th AF directed transfer of its authorization to Detachment 2, six vehicles to add to Detachment 2's authorized five. Two pick-up trucks, a step-van, a carryall van, a six-passenger crew truck, and a 1.5 ton state bed were "inherited" from Phu Cat. Although the condition of the vehicles was no better than the DaNang Fleet, the number made outages more palatable. Break-downs were continually experienced and it was only through many self-help hours expended by detachment personnel that its small fleet could be kept running. Most of the time eight vehicles were assigned to the detachment, but at least one was out of

commission for repairs or parts.

Logistics:

(U) Supply: Once it became apparent that the move would in fact terminate at DaNang it became necessary for Detachment 2 to place supply requisitions into the base system. After some difficulty in establishing procedures for transfer of materiel between Phu Cat and DaNang base supply systems, Detachment 2 submitted requisitions for all items it felt would be needed to handle the increase. These items included weapons, beds, mattresses, desks, chairs, lockers, filing cabinets, etc. Detachment 2 coordinated with Detachment 1 to obtain a list of items available for transfer thru the system. In addition, maintenance supply levels had to be upgraded and adjusted with the introduction of the A1R-34 and more A1R-35 systems. Most of the transfer of electronic gear bench stock was made by mission aircraft with the paperwork being followed up. In some cases the demand data had been loaded into the supply computer but levels were not sufficient to hold the quantities of some items being shipped. In these cases, rather than ship excess to WRAMA the items were reviewed and reverse posted to hold the property. In general, the supply system was able to adequately provide those items requested. The major critical item turned out to be lack of available wall lockers for the barracks, but this was eventually solved by air shipment discussed in the paragraph on "Billeting."

(U) Maintenance: Of all entities, maintenance seemed to take care of itself best. Although the A1E-34 was being introduced along with an increased number of A1E-35 systems, the changeover between Phu Cat, Tan Son Nhut, and DaNang went exceptionally well. Test and calibration equipment was transferred via mission aircraft while the supply function took care of establishing new levels of stock.

The Personnel Increase:

(U) Appendix XII presents a most impressive graph which shows the "warm body" strength of Detachment 2 during the period. The increase in personnel from Detachment 1 is evident beginning from "Y" date until it peaked at 220 on 4 December. The crews began arriving as they completed their missions, groups of two, three and four people at various intervals. In addition, normal airlift also brought in groups of people from both Phu Cat and Tan Son Nhut. From arrival, each man had to be processed in, billeted, oriented and prepared to fly missions without delay. The commander held special commander's calls for the new arrivals to welcome them, to explain the housing situation in particular, and to ascertain that all was being done to make the unit continue without mission degradation. The huge increase was a shock to the detachments' system, but preparations had at least alleviated many areas which could have alienated the newcomers.

The Mission Increase:

(U) From an average of 6 missions a day to an average of 16 with as many as 18 per day - this was as great an impact on the unit's system as was the large personnel increase. The existing operations facility, a 1900 square foot Quonset building, was already crowded before the move and with the planning it was decided to go for complete floor space requirements stated in USAFSS Manual 86-2. Granted the operations functions basically remained unchanged except for an increased workload, but space storage had always been a problem and here was an out. From the onset, as was stated earlier, the best way to expand the SI facility was to install modular buildings adjacent to the Quonset. This permitted uninterrupted SI operations during construction. Of the requested 2000 square feet, the offer to install three 30 by 50 foot modular buildings was accepted as this would nearly double the existing space. Modular units were shipped from Saigon on 5 October and arrived at the DaNang deep water port on 14 October. When finally delivered around 1 November, having been lost for almost 2 weeks, their condition was depressing. It had been obvious the space would not be available in time for "Y" day; now it was doubtful if it would ever be available. A "last-ditch" effort to obtain two new modulars on DaNang (still packed) failed since the units belonged to the University of Maryland Program. On 11 November, Red Horse construction crews began assembly of the units, an effort

which certainly took determination to come up with buildings from that junk. Parts were useless, floors and walls had to be refabricated, doors had to be rebuilt - all in all, it probably cost more to reconstruct the buildings than new ones would have cost. By then "Y" date had passed, the press was on, and the SI facility was bulging. Out of the materials on hand, Red Horse was able to construct two 20 by 30 feet and one 20 by 20 foot buildings, which was entirely satisfactory to the sardines in operations. Fortunately, during most of the time from "Y" day, the weather was favorable and crews were kept in the air rather than being held in operations. By the end of December it seemed that the three units would be occupied within two weeks. The 20 by 20 foot building was equipped for aircrew briefings while the other two would be used for SOPS, Training, Scheduling and a lounge/hold area. Indeed, it was time to expand from 1900 to 3500 square feet.

General:

(U) From 3 November thru 31 December the detachment increased from 135 to 216 personnel with its mission rate increasing in average from 6 to 16 missions a day. Quarters for 100 extra people were requested by "Y" date but 200 people at one time were crowded into the existing barracks. Vehicles were requested but it turned out that for a time following "Y" day, the detachment had less vehicles than it had before "Y" day. Space in operations was requested, but

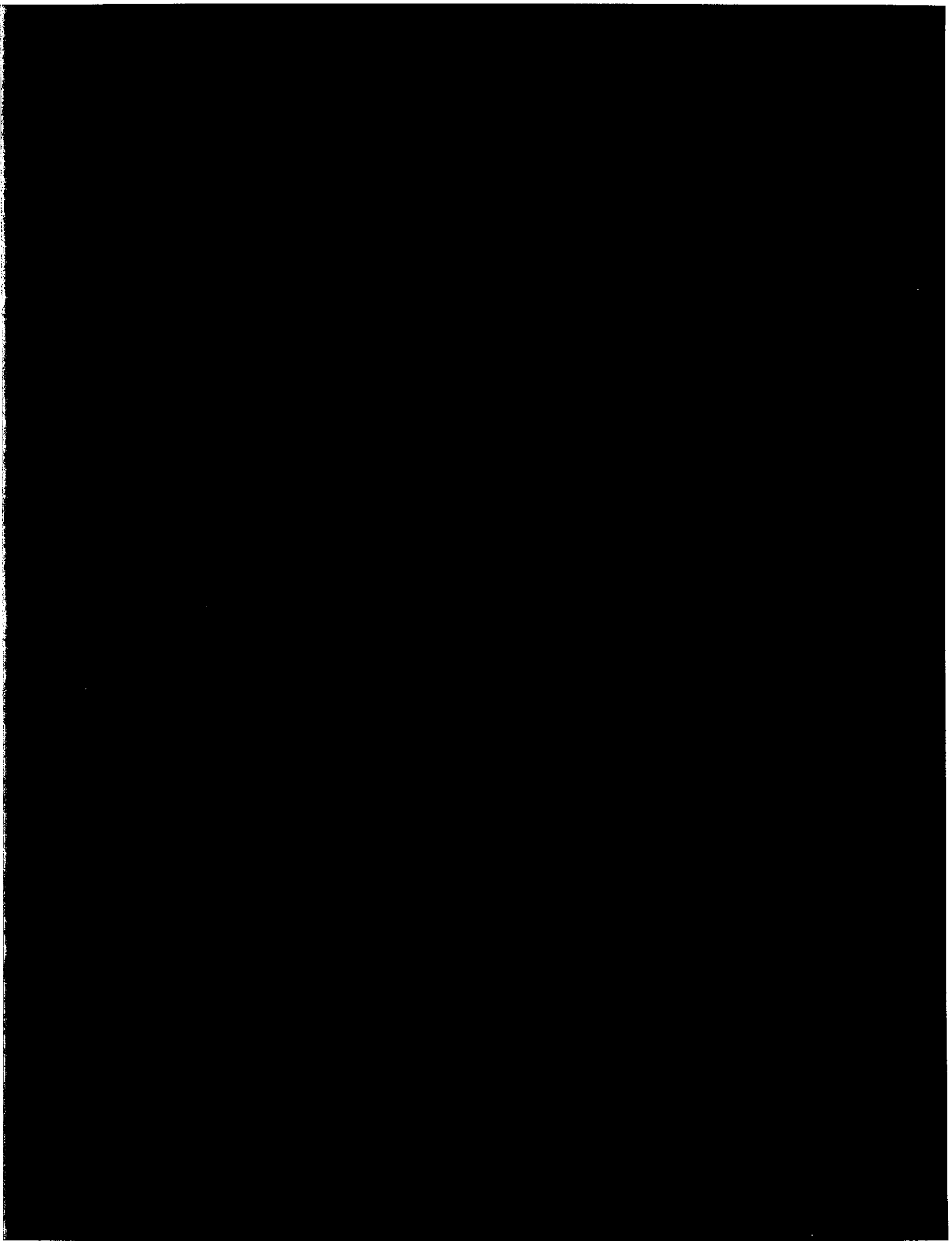
by the end of December that space was not yet available. Barracks furniture and air conditioning was requested, but by the end of December people were living in rooms without doors, only beds for furniture, and no air conditioning, yet they were flying Combat Missions daily. The entire move was one of "wait and hurry up," but the attitude of every member of the detachment was a constant recognition to get the job done, the mission accomplished, and the self-satisfaction realized.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry, no matter how small, should be recorded to ensure the integrity of the financial data. This includes not only sales and purchases but also expenses and income. The text suggests that a systematic approach to record-keeping is essential for identifying trends and making informed decisions.

Next, the document addresses the issue of budgeting. It explains that a well-defined budget is a critical tool for managing resources and controlling costs. By setting clear financial goals and allocating funds accordingly, individuals and organizations can avoid overspending and ensure that their financial needs are met. The text provides practical advice on how to create a budget that is both realistic and flexible, allowing for adjustments as circumstances change.

The third section focuses on the importance of regular financial reviews. It argues that periodic assessments of financial performance are necessary to stay on track and identify areas for improvement. This involves comparing actual results against budgeted figures and analyzing the reasons for any variances. The document encourages a proactive approach to financial management, where potential issues are identified and addressed before they become major problems.

Finally, the document discusses the role of technology in modern financial management. It highlights how various software solutions and digital tools can streamline processes, reduce errors, and provide real-time insights into financial data. While technology offers significant advantages, it also emphasizes the need for proper training and security measures to ensure that digital systems are used effectively and safely.



the 1990s, the number of people in the UK who are aged 65 and over has increased from 10.5 million to 13.5 million (19.5% of the population).

There is a growing awareness of the need to address the needs of older people, and the Government has set out a strategy for the 21st century in the White Paper on *Ageing Better* (Department of Health 1999). This sets out a vision of a society in which older people are able to live well, and to contribute to their communities. It also sets out a number of key objectives for the health care system, including:

- to ensure that older people have access to the services they need to live well, and to contribute to their communities;
- to ensure that older people are able to live independently, and to participate in their communities;
- to ensure that older people are able to live in their own homes, and to receive the care and support they need to do so.

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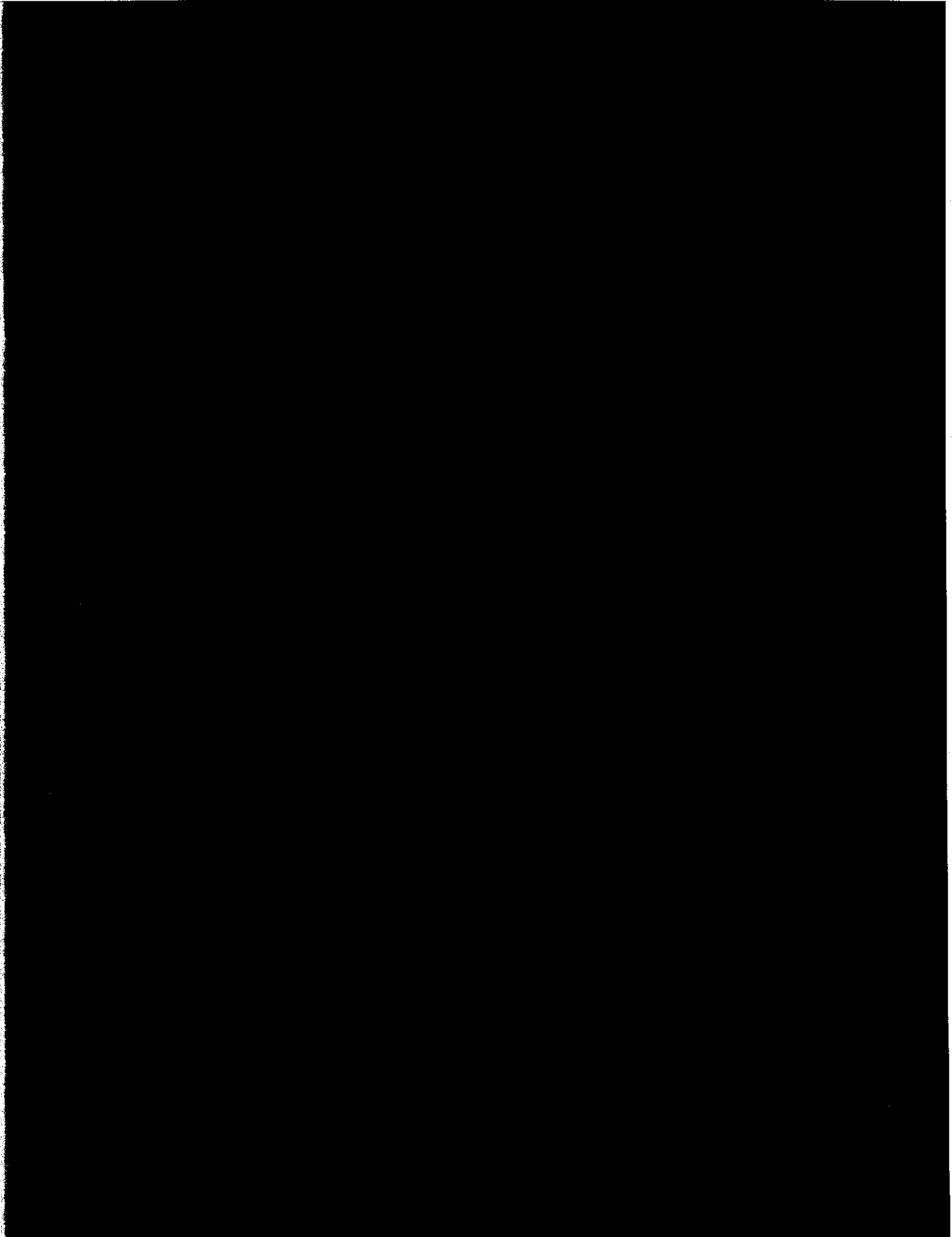
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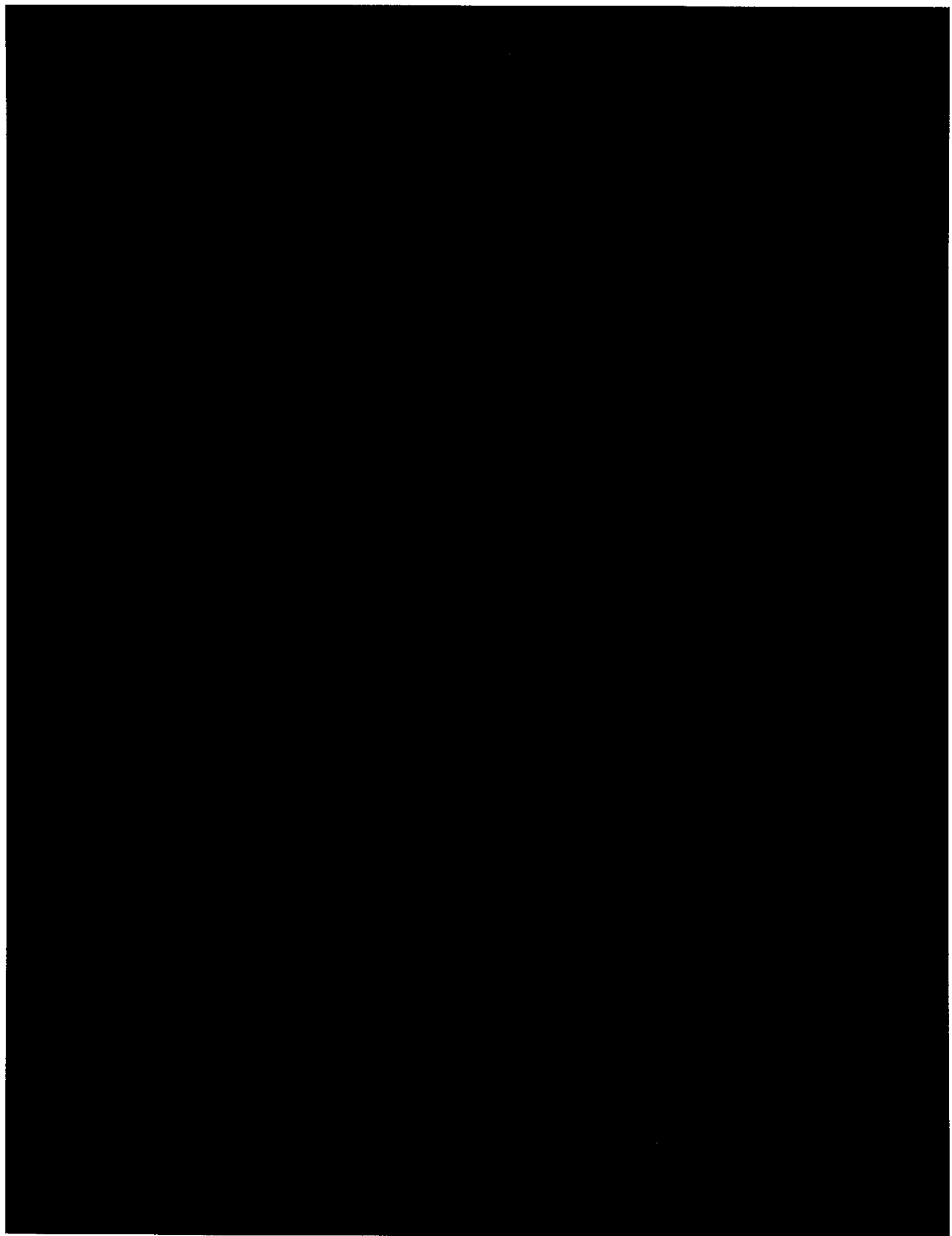
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- to ensure that older people are able to live in their own homes, and to receive the care and support they need to do so.

The White Paper also sets out a number of key objectives for the health care system, including:

- to ensure that older people have access to the services they need to live well, and to contribute to their communities;
- to ensure that older people are able to live independently, and to participate in their communities;
- to ensure that older people are able to live in their own homes, and to receive the care and support they need to do so.





GLOSSARY

AAA Anti-Aircraft Artillery
 ACC Airborne Radio Direction Finding Coordination Center
 ACI Airborne Communication Intelligence
 AFB Air Force Base
 AFSC Air Force Specialty Code
 AIR Airborne Incident Report
 AIR-34 ARDF System, Frequency Range 02-16 MHz
 AIR-35 Computerized ARDF System, Frequency Range 02-16 MHz
 AIR-38 Computerized ARDF System, Frequency Range 02-190 MHz
 AMS Airborne Mission Supervisor
 ARDF Airborne Radio Direction Finding
 ARR Airborne Radio Direction Finding Recovery Report

 CBFO Consolidated Base Personnel Office
 C&D Continuity and Development
 CC Combat Cross
 CMA Collection Management Authority
 COCDOC Consolidated Operational Career Development Course
 COMMSG Control Message
 CUT The point at which two LOBs intersect

 DF Direction Finding
 DI Director of Intelligence
 DSU Direct Support Unit
 DUMMIS Daily Unit Resource Management Information Summary

 EUMR Emergency Unsatisfactory Material Report

 FAC Forward Air Controller
 FIX A point determined by the intersection of three or more LOBs

 GDRS General Directorate Rear Services
 GSU Geographically Separated Unit

 ICR Identification Change Report
 IRAN Inspect and Repair as Necessary
 IRO Instructor Radio Operator

 LOB Line of Bearing

MACV Military Assistance Command Vietnam
MM Manual Morse

NKP Nakhon Phanom, Thailand
NORS Not Operationally Ready-Supply
NSA National Security Agency

OPINS Operating Instructions

PACAF Pacific Air Force
PRC Page Row Column
PSR Pacific Security Region

RD Reference Designator
RO Radio Operator
RRFS Radio Research Field Station
RT Radio Telephone
RTAFB Royal Thai Air Force Base
RVN Republic of Vietnam

SEA Southeast Asia
SEATS Southeast Asia Technical Summary
SEFE Standardization Evaluation Flight Examiner
SIGINT Signals Intelligence

TDL Technical Data List
TDY Temporary Duty
TEWS Tactical Electronic Warfare Squadron
TECHINS Technical Instructions
TFW Tactical Fighter Wing
TOT Time on Target

USAFSS United States Air Force Security Service

WAPS Weighted Airman Promotion System

X An ARDF position that locates and tunes the signal

Y An ARDF position that provides intelligence data to identify the signal being worked by X

Z1 An Airborne Radio Telephone Collection Position
Z2 An Airborne Manual Morse Collection Position

APPENDIX I
BIOGRAPHICAL SKETCH OF COMMANDER

APPENDIX I

BIOGRAPHICAL SKETCH

Major E. J. Ledet was born in Larose, Louisiana. He enlisted in the United States Air Force in November 1952. After completing basic training and radio operator school he was assigned to the 37th Radio Squadron Mobile, a United States Air Force Security Service unit at Kirknewton, Scotland. After a one year tour in Scotland he was assigned to the 34th Radio Squadron Mobile at Wheelus Air Base, Libya, where he was selected as a member of the Pakistan site survey team. Returning to the United States in December 1955, he attended the Radio Traffic Analysis Course at the 5983 Radio Squadron Mobile at March Air Force Base, California. Subsequently he was assigned to the Air Force Special Communications Center at Kelly Air Force Base, Texas. After a two-month separation from the service he again returned to the Air Force and the AFSCC for the next twelve months.

After graduating from Officer Candidate School in September 1958 he was assigned to the 6987 Radio Squadron Mobile at Shu Lin Kou, Taiwan where he served as a Flight commander. Leaving Taiwan in 1960 he returned to the AFSCC until 1962 when he was selected as one of the initial cadre of AN/CLP-1 officers to be assigned to the 6915 Security Squadron at Hof, Germany. In July 1965 he was assigned as an instructor in the Signals Intelligence Officer

Course (OBK 8031) at Goodfellow AFB, Texas. In 1967 he traveled to Okinawa where he was assigned a staff position to the Chief, Joint Sobe Processing Center. Back to Goodfellow in 1969, he was Chief of the Managerial Training Division, responsible for the USAFSS NCO Academy, the OBK 8031 course, and the USAFSS Mission Improvement Conference.

Effective 5 July 1971, Major Ledet assumed command of Detachment 2, 6994 Security Squadron at DaNang Airfield, Republic of Vietnam. His keen interest in operations and active participation as an aircrew member in the capacity of radio operator established a rapport with the men of his command.

APPENDIX II
AWARDS AND DECORATIONS

APPENDIX II

AWARDS AND DECORATIONS

(U) The Awards and Decoration Section was responsible for maintaining a current file on all personnel assigned to the unit to verify award qualifications. The section also typed and coordinated all requests for awards and decorations to ensure timely submission to higher headquarters. In addition, the section processed the approved awards to ensure prompt presentation to each recipient. The chart displays the number of awards processed and the status as of 31 December 1971.

| <u>Award</u> | <u>Submitted</u> | <u>Approved</u> | <u>Disapproved</u> | <u>Pending</u> |
|---------------------------------|------------------|-----------------|--------------------|----------------|
| Distinguished Flying Cross | 29 | 0 | 0 | 29 |
| Bronze Star Medal | 11 | 2 | 0 | 8* |
| Air Force Commendation Medal | 17 | 7 | 1 | 9 |
| Air Medal | 244 | 216 | 0 | 28 |

* One Bronze Star Medal was changed to an Air Force Commendation Medal by 7th Air Force.

APPENDIX III
AIRCRAFT ASSIGNED

APPENDIX III

AIRCRAFT ASSIGNED

| <u>Aircraft Number</u> | <u>Type</u> | <u>Equipment</u> |
|------------------------|-------------|------------------|
| 43-15668 | EC-47N | AIR-34 |
| 43-15980 | EC-47N | AIR-34 |
| 44-76668 | EC-47P | AIR-34 |
| 42-93161 | EC-47N | AIR-34 |
| 43-49865 | EC-47P | AIR-34 |
| 42-93166 | EC-47N | AIR-34 |
| 45-50925 | EC-47P | AIR-34 |
| 43-16029 | EC-47Q | AIR-35/Z1, Z2 |
| 43-49570 | EC-47Q | AIR-35/Z1, Z2 |
| 42-93704 | EC-47Q | AIR-35/Z1, Z2 |
| 40-48072 | EC-47N | AIR-35 |
| 40-49260 | EC-47P | AIR-35 |
| 40-24300 | EC-47N | AIR-35 |
| 40-24313 | EC-47N | AIR-35/Z1, Z2 |
| 40-93814 | EC-47N | AIR-35/Z1, Z2 |
| 42-23882 | EC-47N | AIR-35/Z1, Z2 |
| 43-77254 | EC-47P | AIR-35/Z1, Z2 |
| 45-01102 | EC-47P | AIR-35/Z1, Z2 |
| 43-48153 | EC-47N | AIR-35/Z1, Z2 |

| <u>Aircraft Number</u> | <u>Type</u> | <u>Equipment</u> |
|------------------------|-------------|------------------|
| 42-49491 | EC-47P | ALR-35/Z1, Z2 |
| 43-48702 | EC-47P | ALR-35/Z1, Z2 |
| 42-00665 | EC-47W | ALR-35/Z1, Z2 |
| 45-00937 | EC-47P | ALR-35/Z1, Z2 |
| 43-48009 | EC-47Q | ALR-38/Z1, Z2 |
| 43-48087 | EC-47Q | ALR-38/Z1, Z2 |
| 43-51131 | EC-47Q | ALR-38/Z1, Z2 |
| 43-15204 | EC-47Q | ALR-38/Z1, Z2 |
| 43-49208 | EC-47Q | ALR-38/Z1, Z2 |
| 43-48636 | EC-47Q | ALR-38/Z1, Z2 |
| 43-15681 | EC-47Q | ALR-38/Z1, Z2 |
| 43-30730 | EC-47Q | ALR-38/Z1, Z2 |
| 43-39771 | EC-47Q | ALR-38/Z1, Z2 |

Prior to the merger of Det 1 and Det 2 only EC-47Q type aircraft were assigned to DaNang, three ALR-35 and nine ALR-38 equipped aircraft.

APPENDIX IV

MANNING

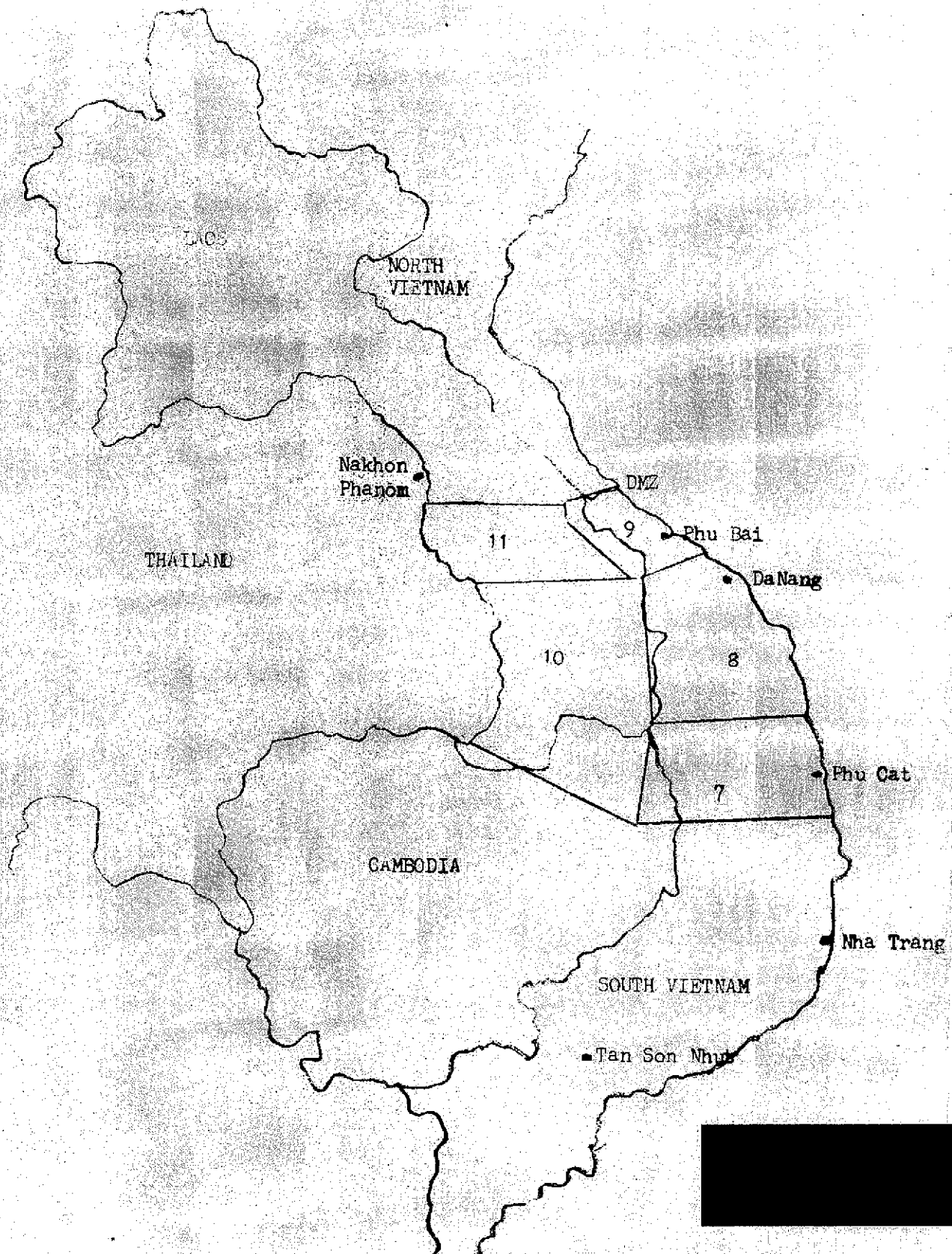
APPENDIX IV

MANNING

| <u>AFSC</u> | <u>1 July 1971</u> | | <u>31 December 1971</u> | |
|-------------|--------------------|-----------------|-------------------------|-----------------|
| | <u>Authorized</u> | <u>Assigned</u> | <u>Authorized</u> | <u>Assigned</u> |
| E1044 | 1 | 1 | 1 | 1 |
| E8035 | 1 | 2 | 1 | 1 |
| G8035 | 1 | 1 | 1 | 1 |
| 202X0 | 14 | 14 | 32 | 23 |
| 203X1 | 27 | 20 | 40 | 29 |
| 291X0 | 12 | 8 | 12 | 9 |
| 292X1 | 73 | 67 | 140 | 107 |
| 29292 | 1 | 1 | 1 | 1 |
| 301X3 | 15 | 13 | 34 | 23 |
| 304X4 | 4 | 3 | 4 | 3 |
| 645X0 | 3 | 3 | 5 | 3 |
| 702X0 | 8 | 10 | 10 | 9 |
| 732X0 | 2 | 2 | 2 | 2 |
| 811X0 | 10 | 6 | 11 | 9 |
| Total | 172 | 140 | 294 | 221 |



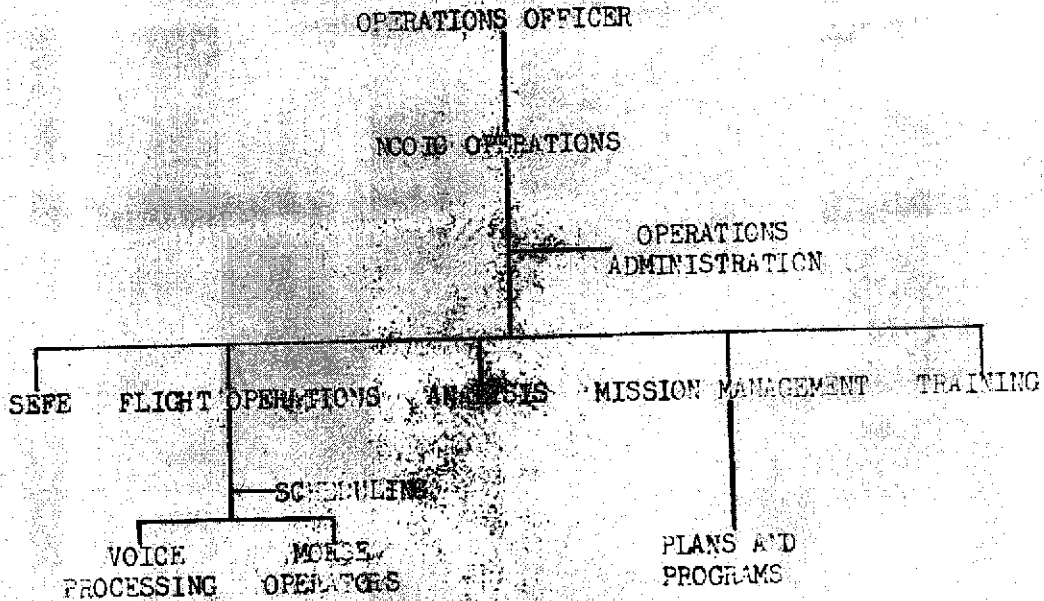
APPENDIX V
SEA ARDF AREAS



APPENDIX VI
ORGANIZATIONAL CHARTS

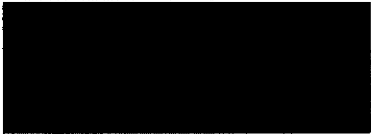


DETACHMENT 2 OPERATIONS



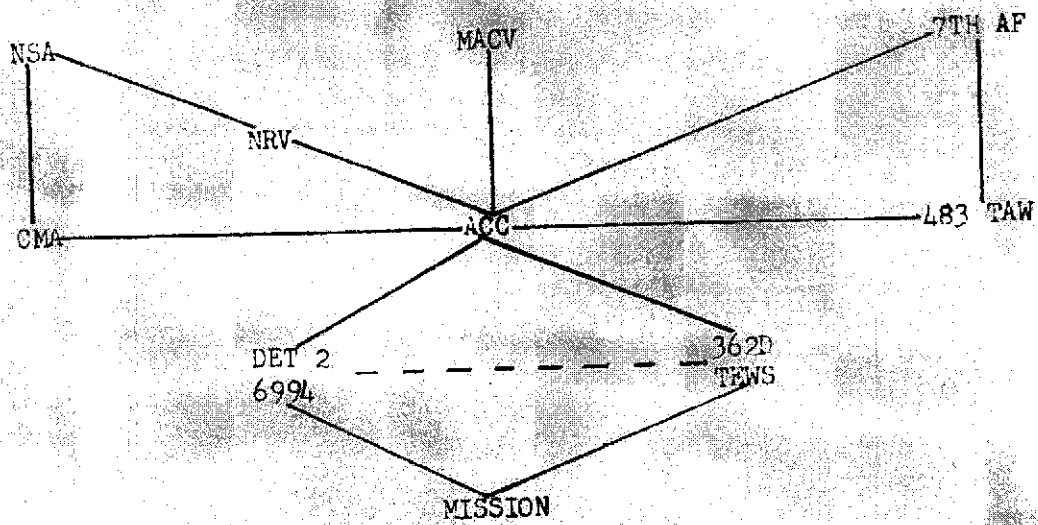
CHAIN OF COMMAND

HEADQUARTERS, UNITED STATES AIR FORCE SECURITY SERVICE
 HEADQUARTERS, PACIFIC SECURITY REGION
 694TH SECURITY SQUADRON
 DETACHMENT 2, 6994TH SECURITY SQUADRON



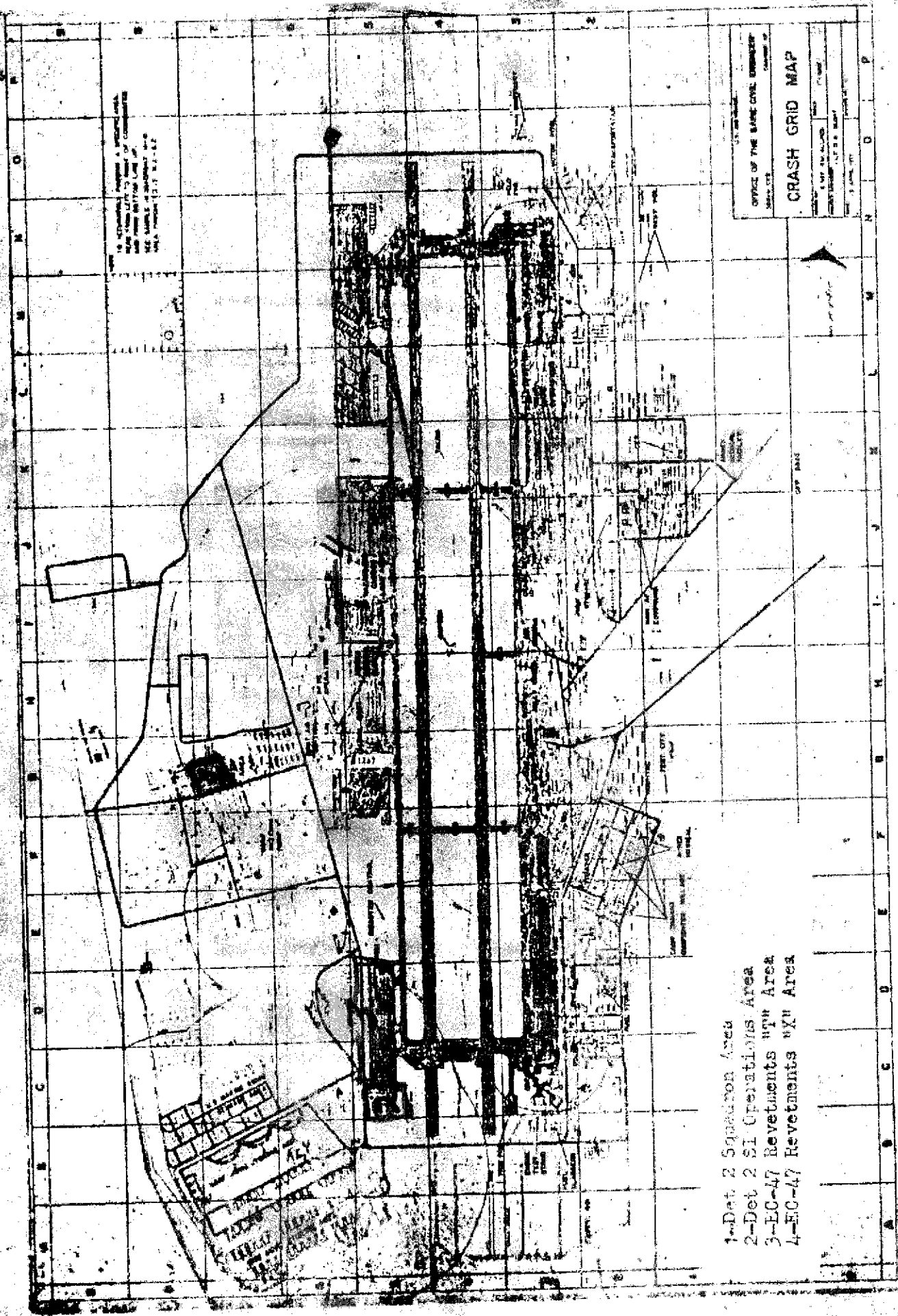


OPERATIONAL CHAIN OF COMMAND



APPENDIX VII

MAPE OF BASE



- 1-Det 2 Squadron Area
- 2-Det 2 SI Operations Area
- 3-EC-47 Revetments 'W' Area
- 4-EC-47 Revetments 'X' Area

OFFICE OF THE NAVAL CIVIL ENGINEER
 CRASH GRID MAP

1. APPROVED FOR THE NAVAL CIVIL ENGINEER.
 THIS DRAWING IS THE PROPERTY OF THE NAVAL CIVIL ENGINEER.
 IT IS TO BE KEPT IN THE OFFICE OF THE NAVAL CIVIL ENGINEER.
 IT IS TO BE KEPT IN THE OFFICE OF THE NAVAL CIVIL ENGINEER.



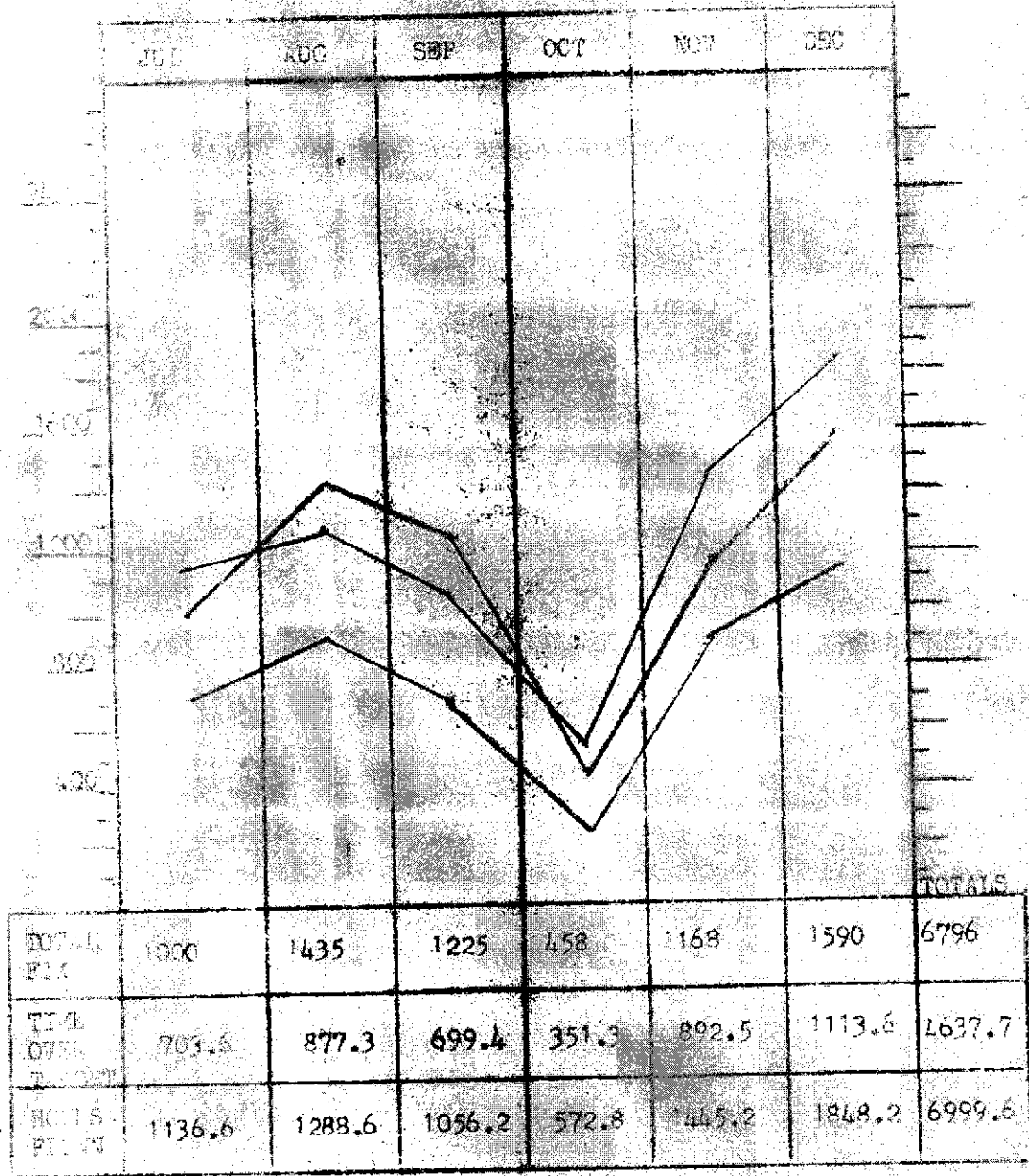
APPENDIX VIII

ARDF TARGET PRODUCTIVITY

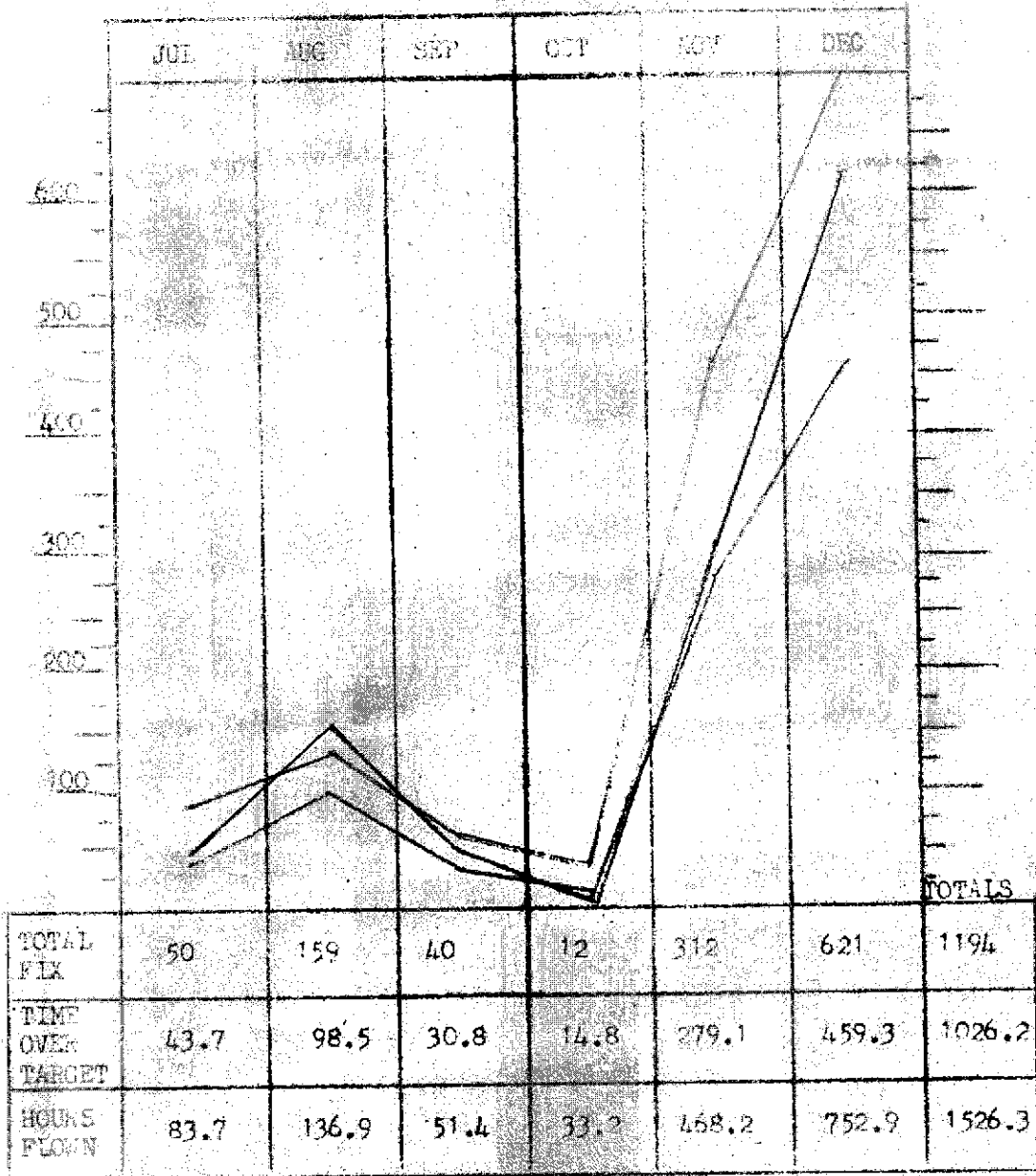




REF TARGET PRODUCTIVITY ALL SEA AREAS SHOWN

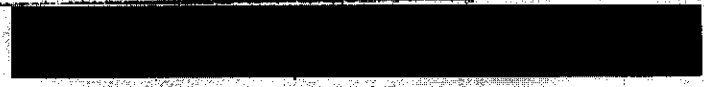
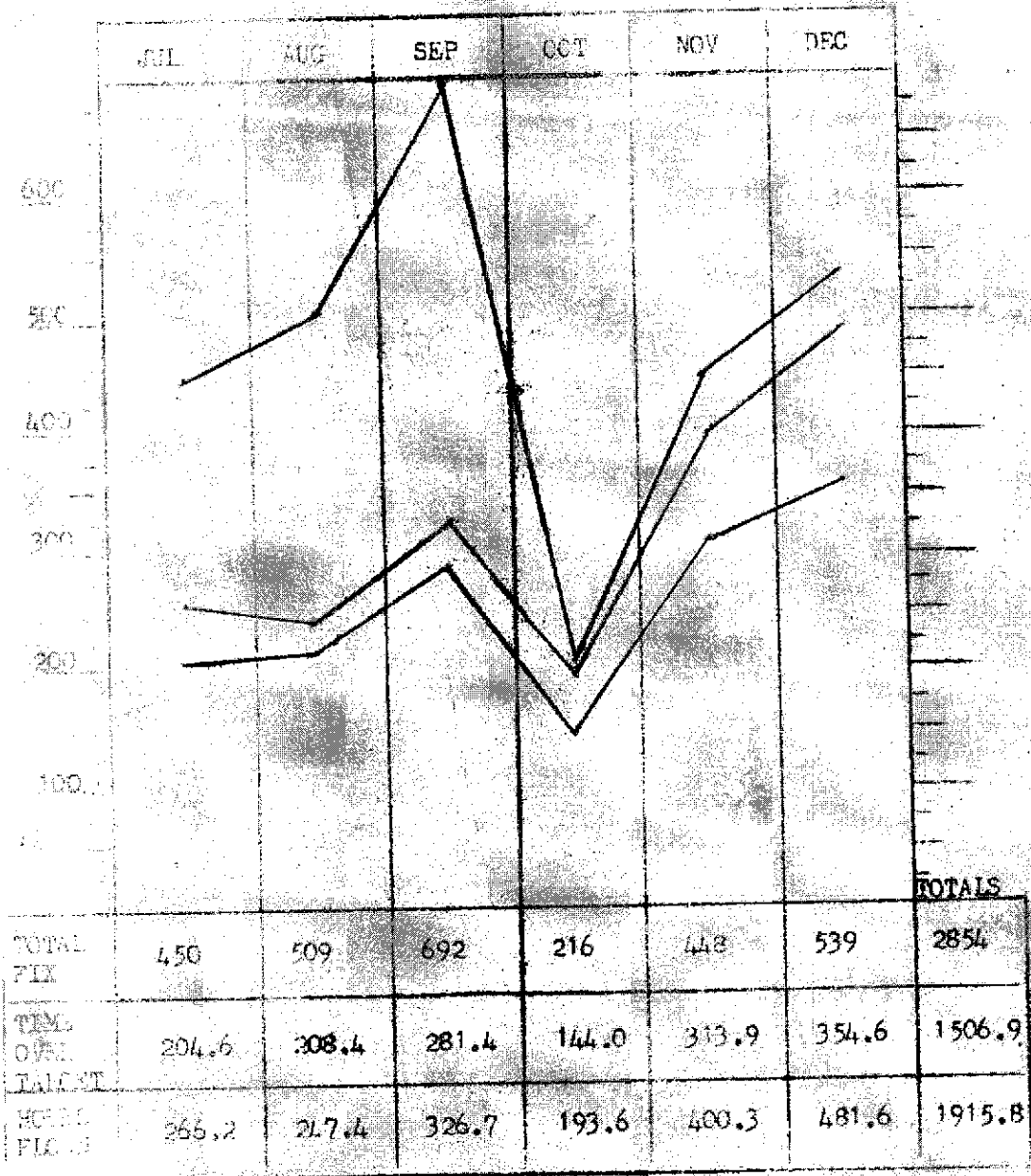


LINE 14 - TEST PRODUCTIVITY DATA - 11/11/64

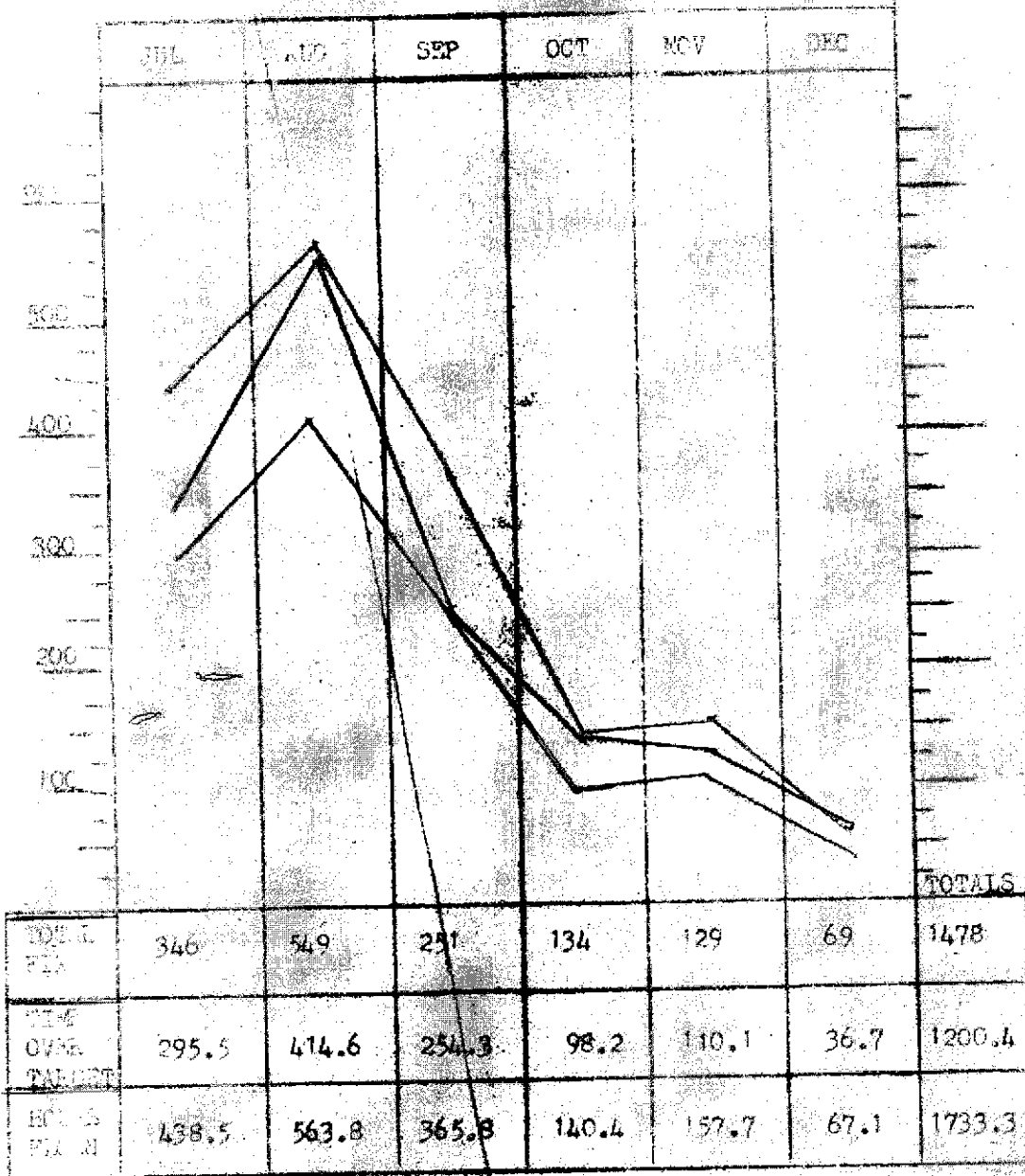




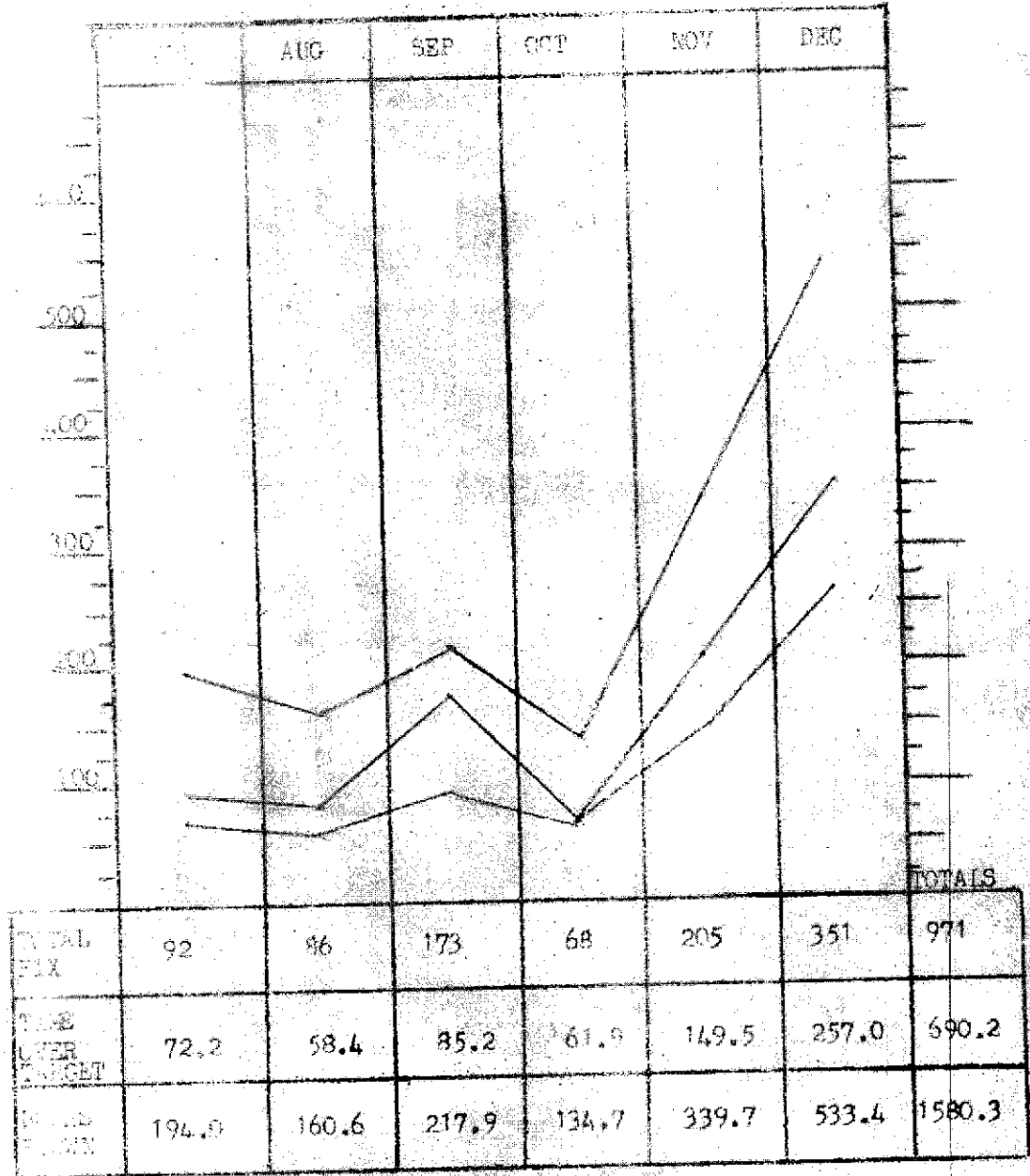
GROUP TARGET PRODUCTIVITY BY AREA MONTH



NET PRODUCTIVITY DATA

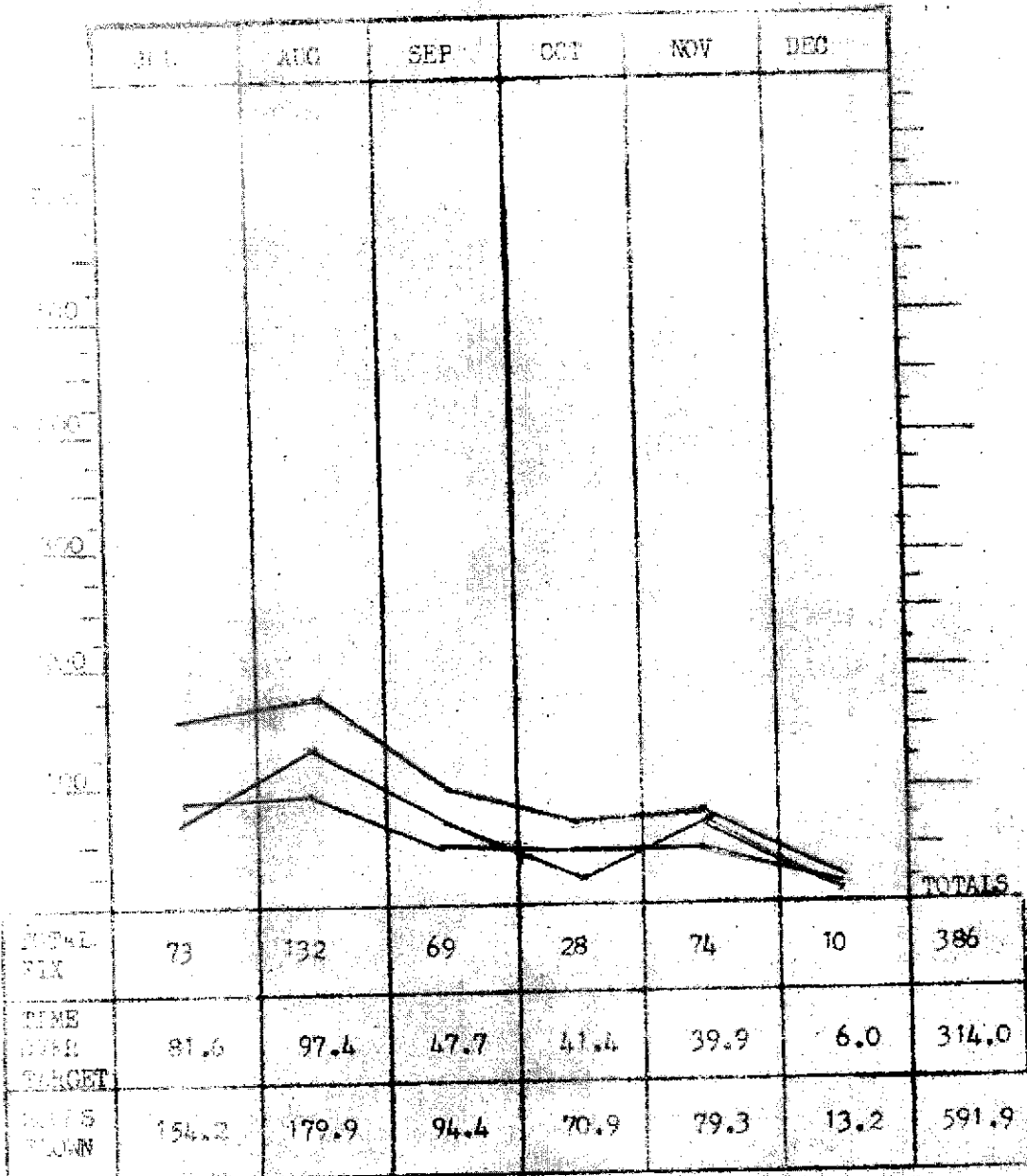


TOP TARGET PRODUCTIVITY SEA AREA TRF





WYOMING COUNTY PRODUCTIVITY SUB AREA ELEVEN



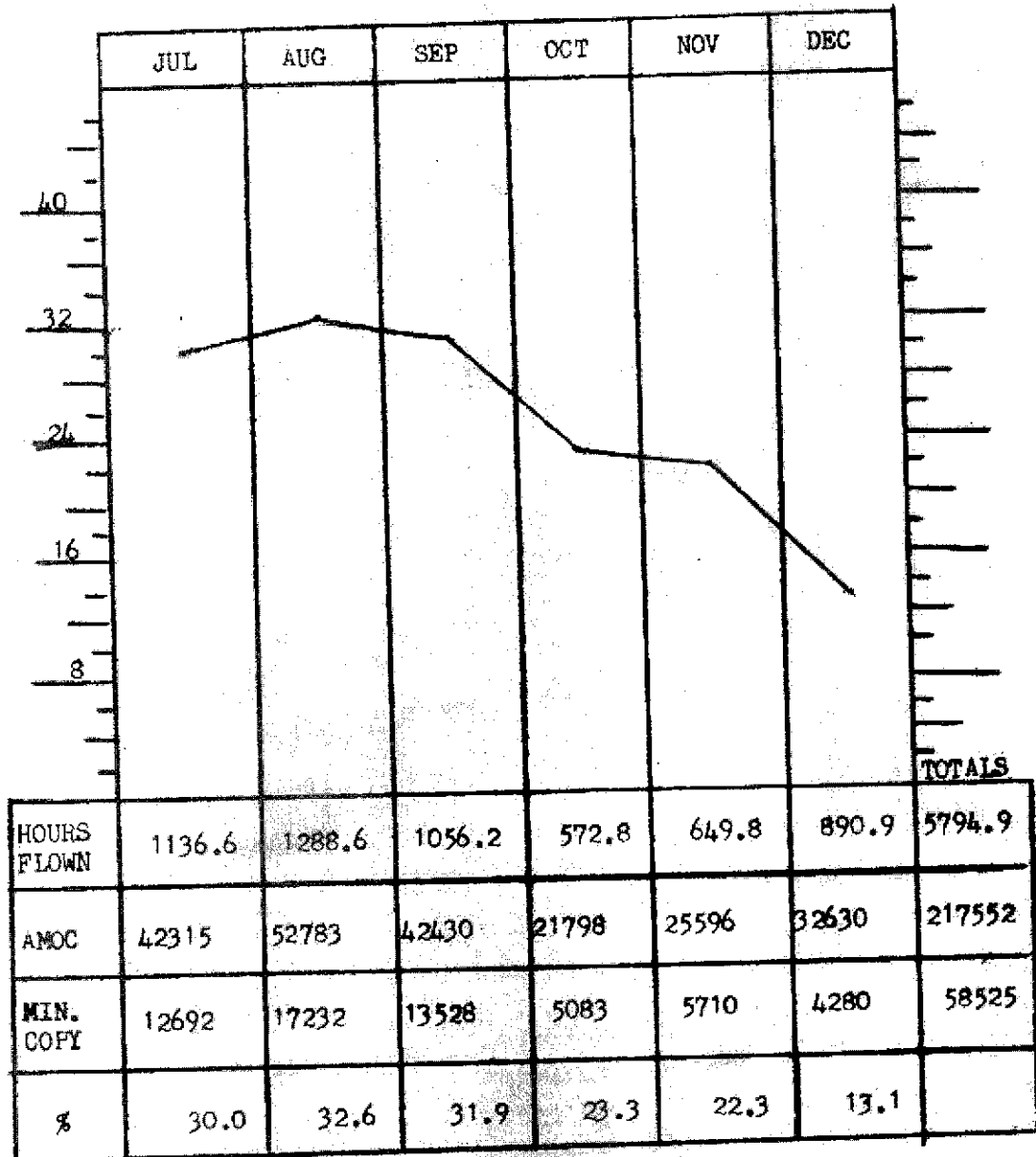


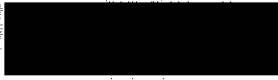
APPENDIX IX

RADIOTELEPHONE AGI PRODUCTIVITY

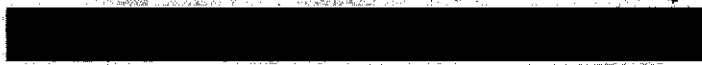
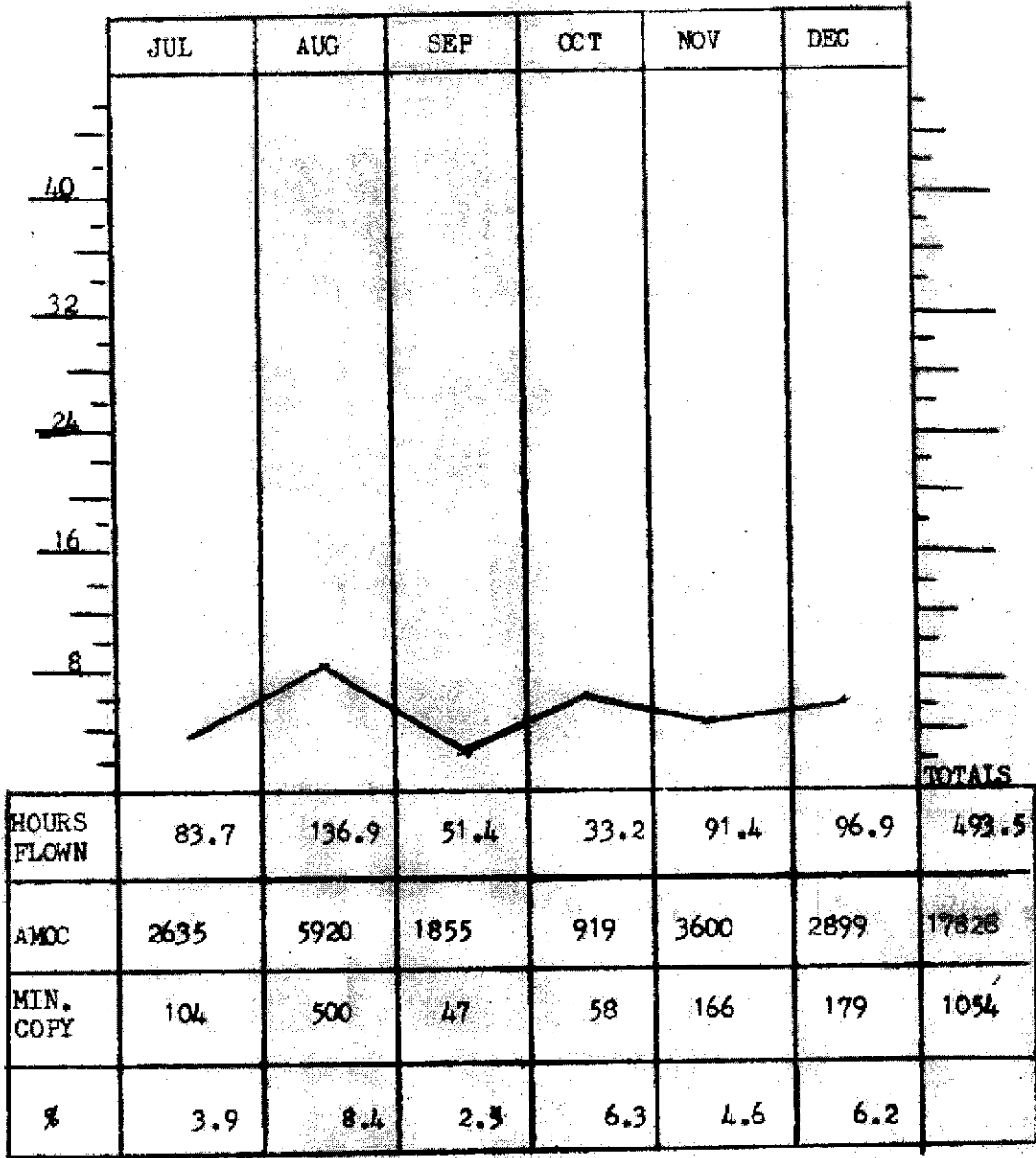


RADIOTELEPHONE ACI PRODUCTIVITY ALL SEA AREAS FLOWN

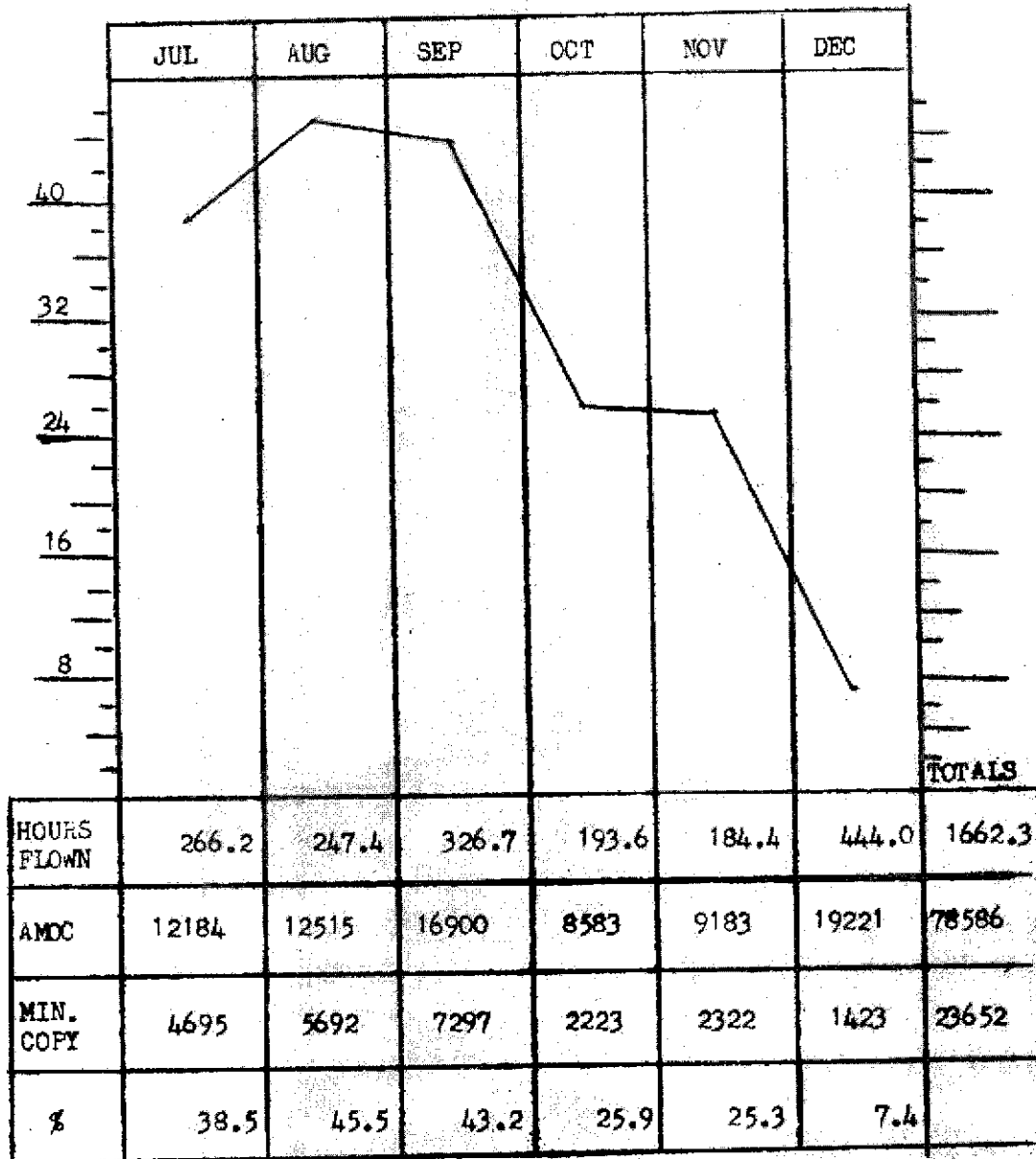




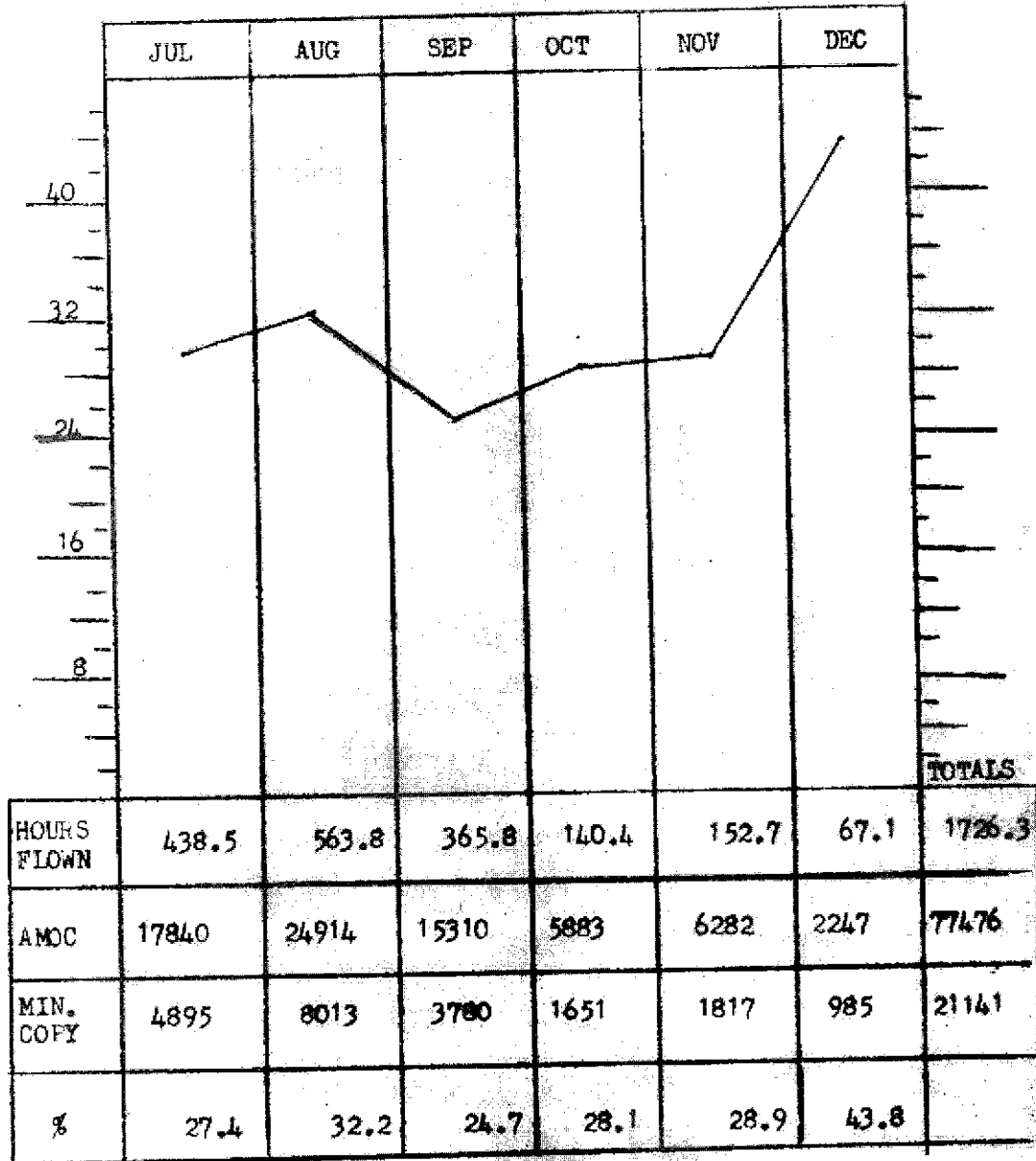
RADIOTELEPHONE ACTIVITY PRODUCTIVITY SEA AREA SEVEN



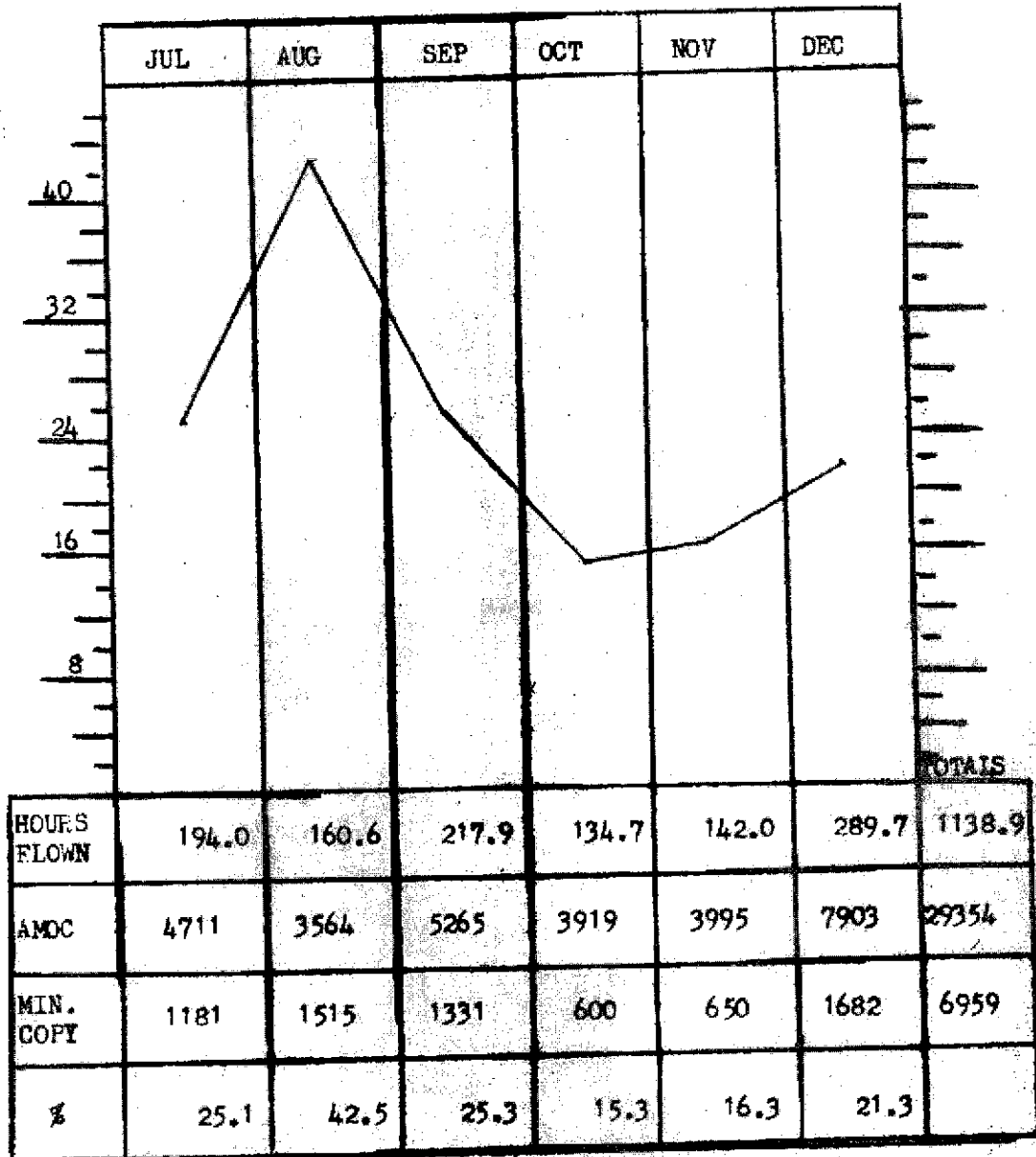
RADIOTELEPHONE AGI PRODUCTIVITY SEA AREA EIGHT

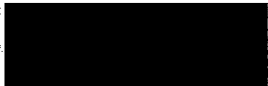


RADIOTELEPHONE ACI PRODUCTIVITY SEA AREA NINE

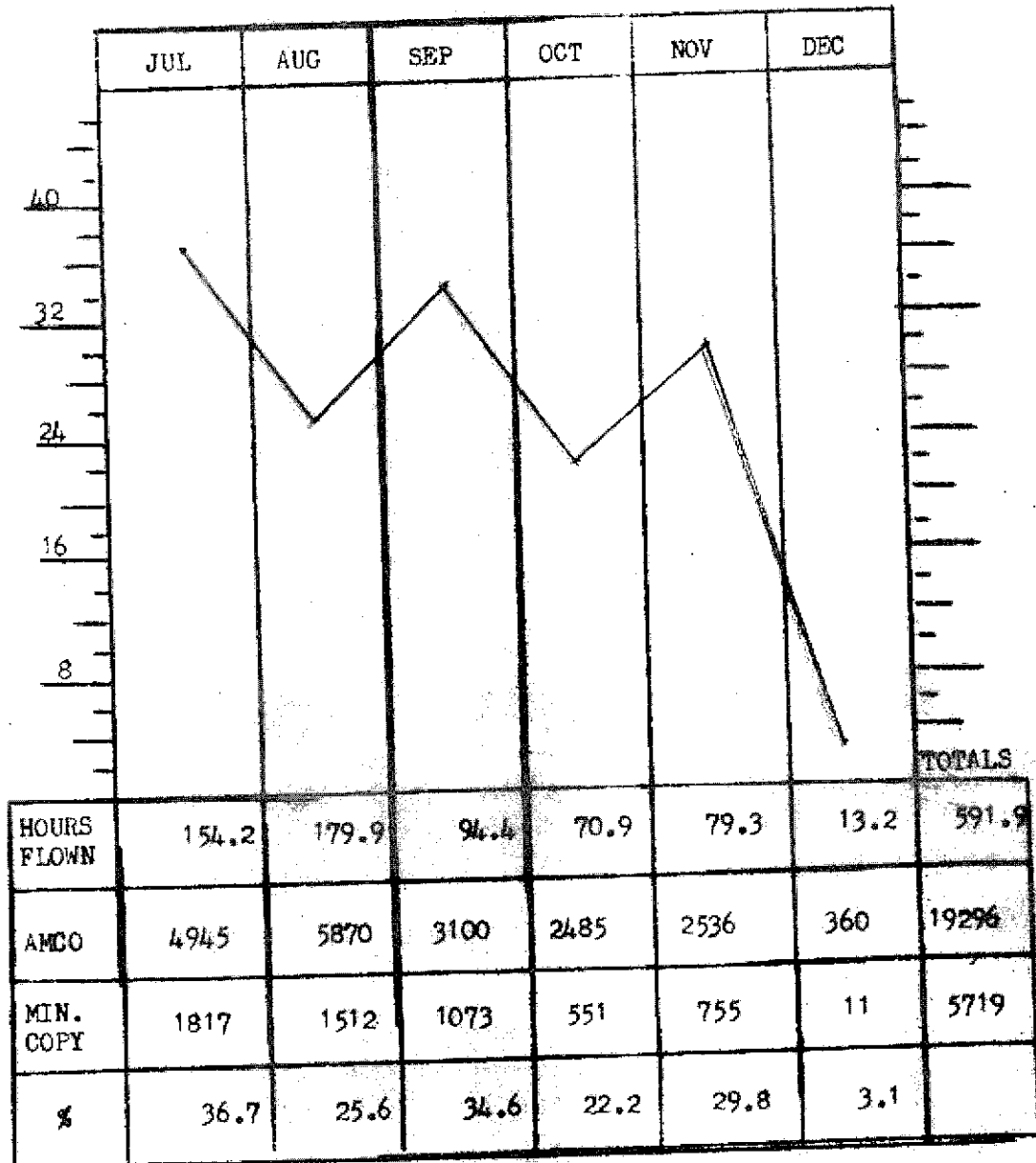


RADIOTELEPHONE ACI PRODUCTIVITY SEA AREA TEN





RADIOTELEPHONE ACI PRODUCTIVITY SEA AREA ELEVEN





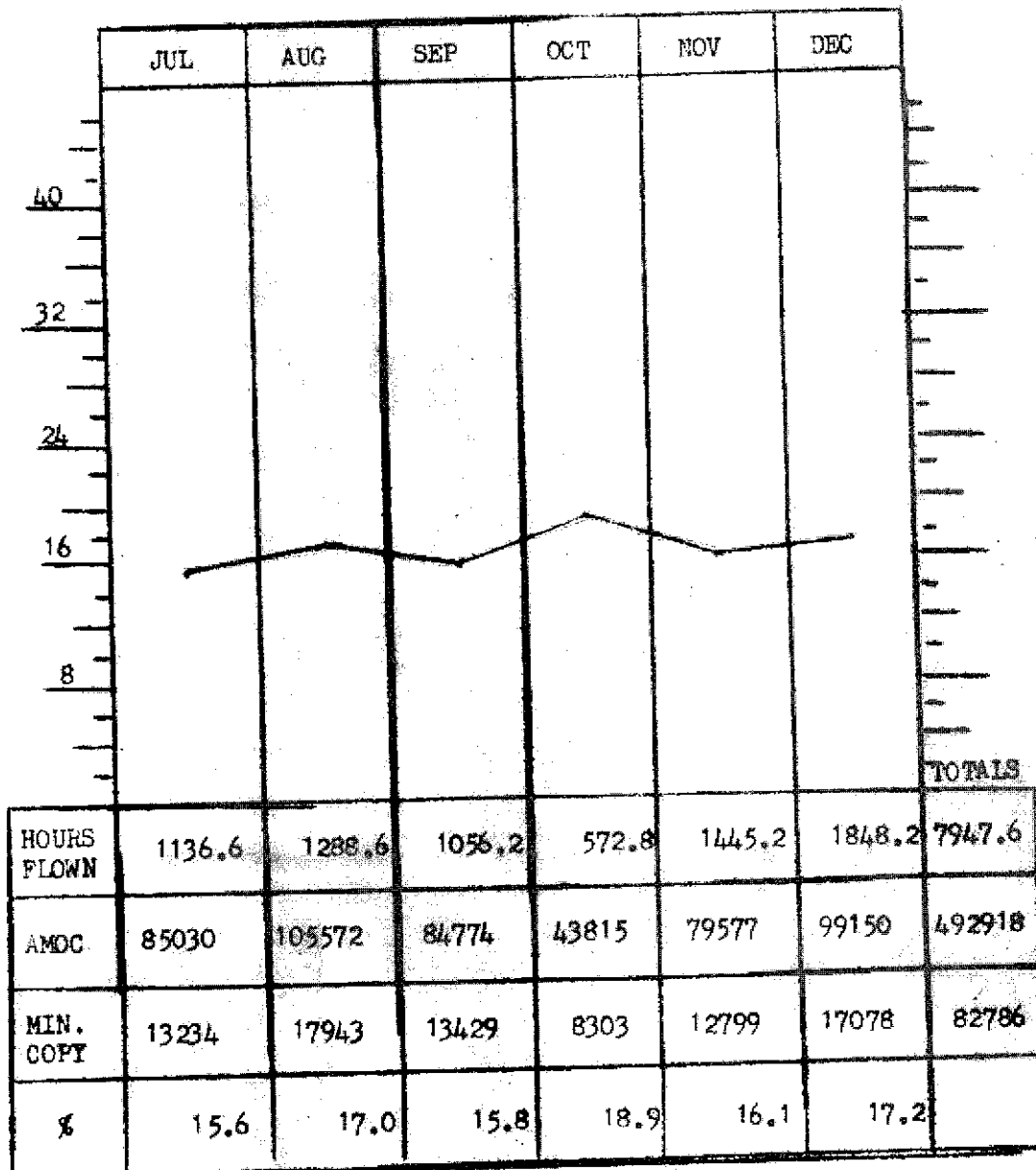
APPENDIX X

MANUAL MORSE AGI PRODUCTIVITY

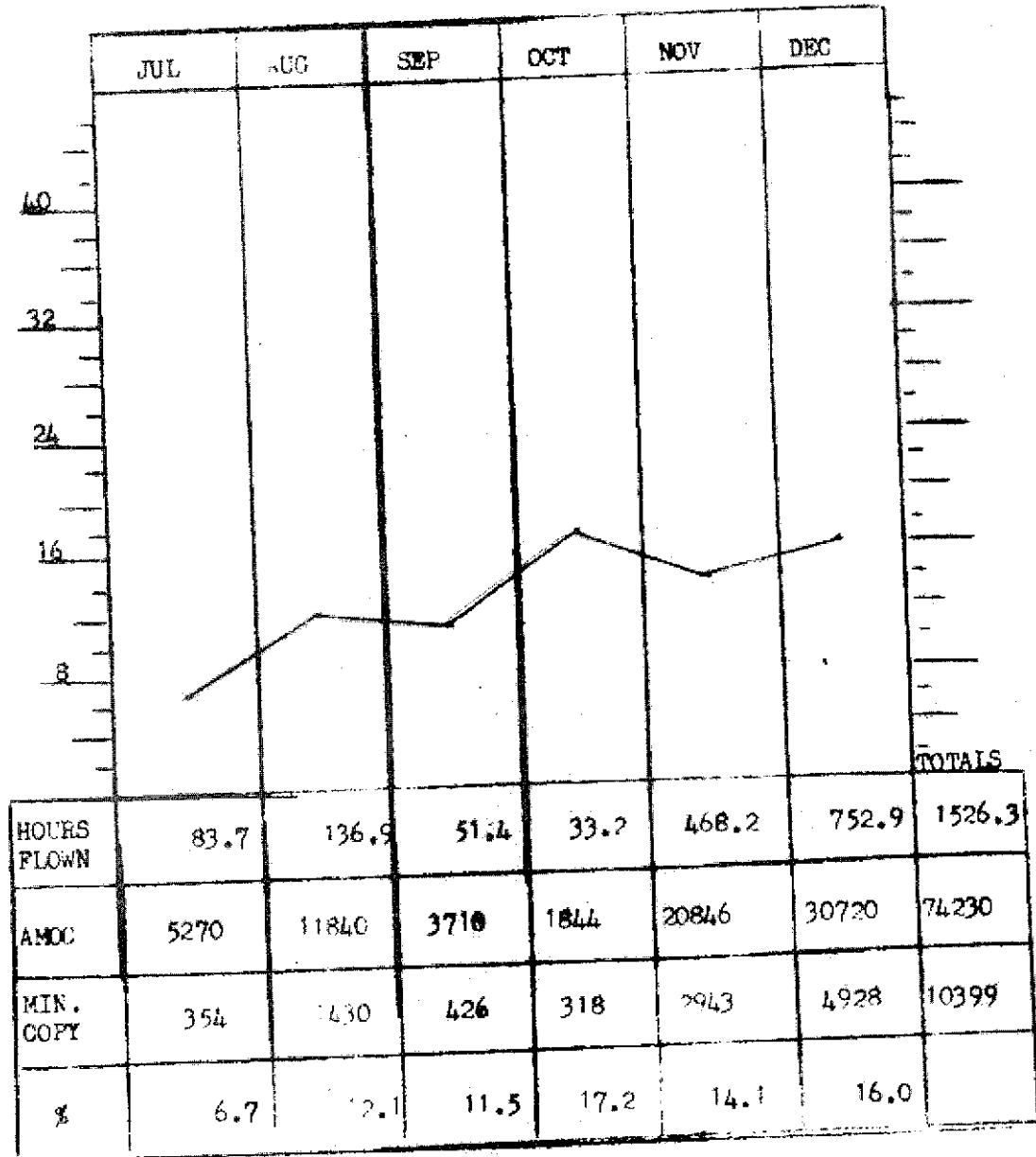




MANUAL MORSE ACI PRODUCTIVITY ALL SEA AREAS FLOWN

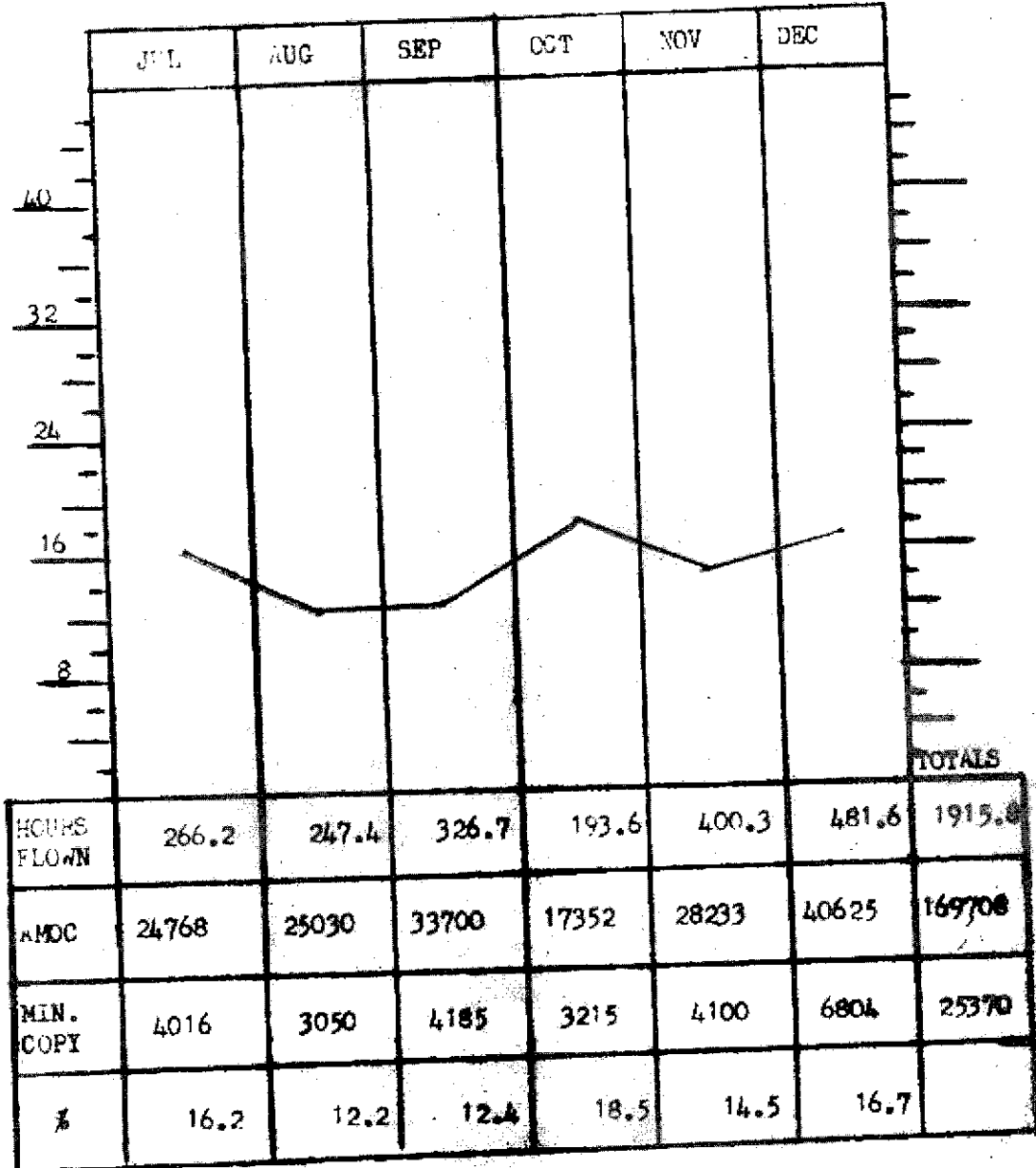


MANUAL MORSE ACI PRODUCTIVITY SEA AREA SEVEN



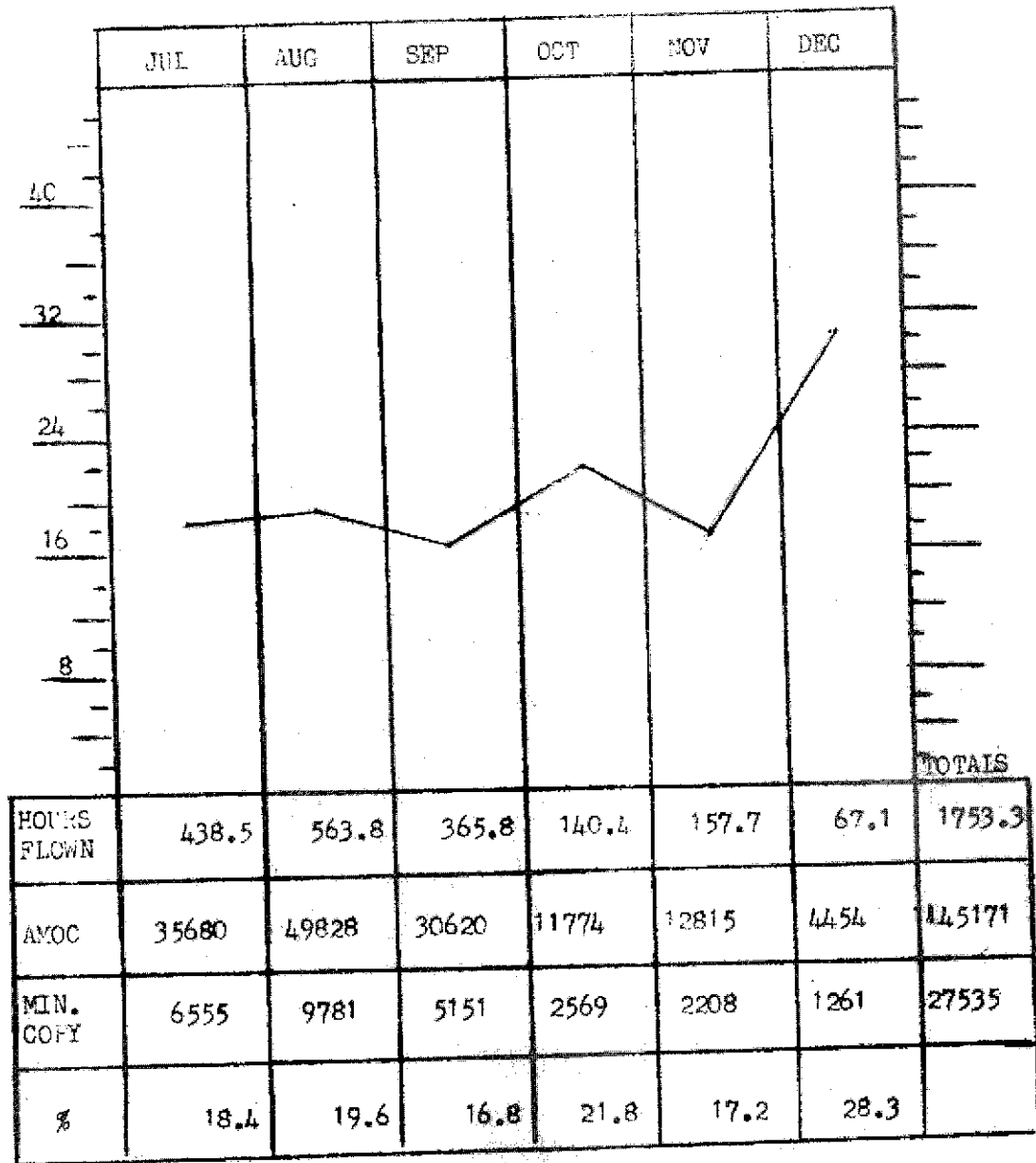


MONTHLY HOUSE AGE PRODUCTIVITY - SA NETA EIGHT



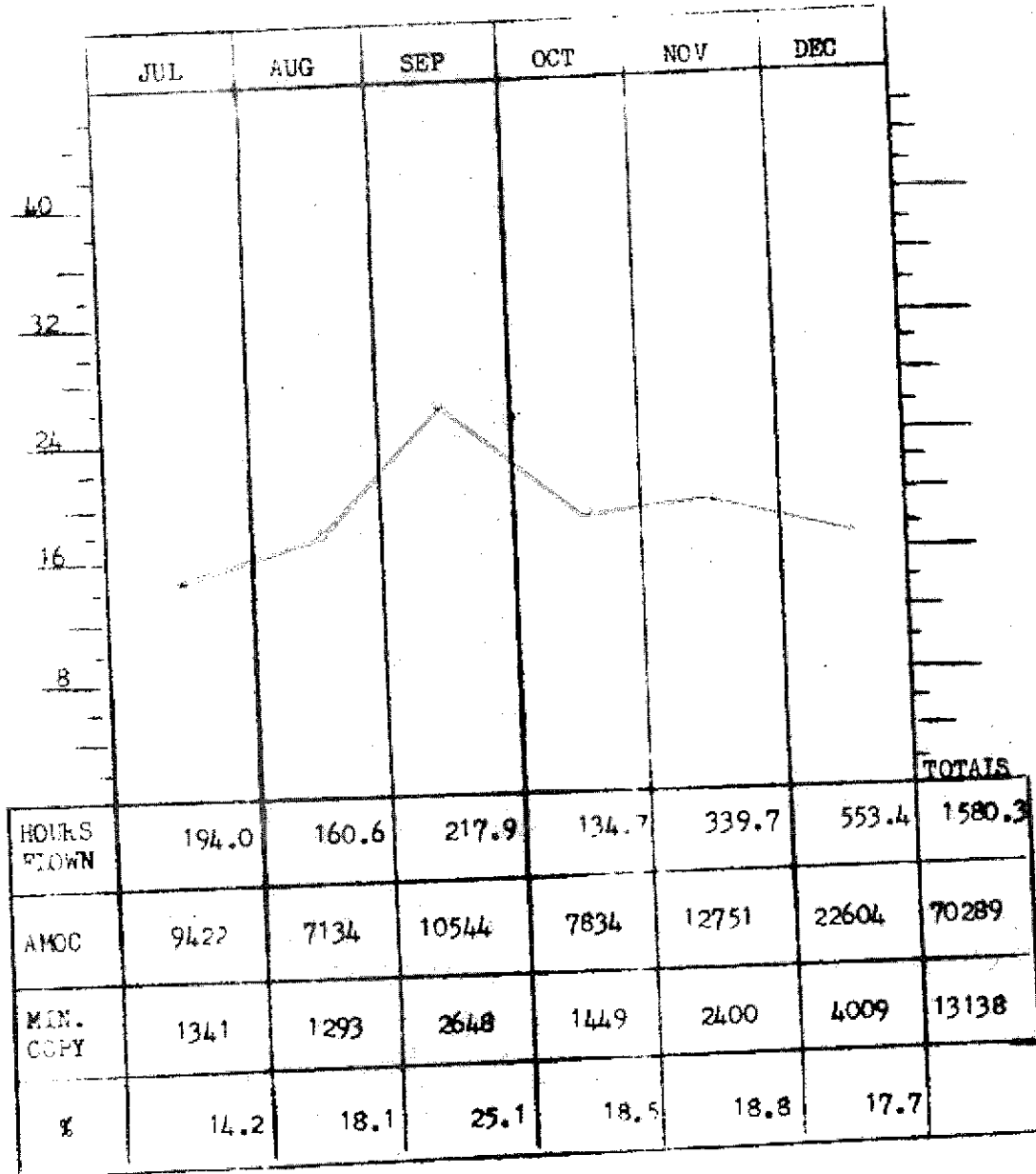


MANUAL Morse ACI PRODUCTIVITY SEA AREA NINE



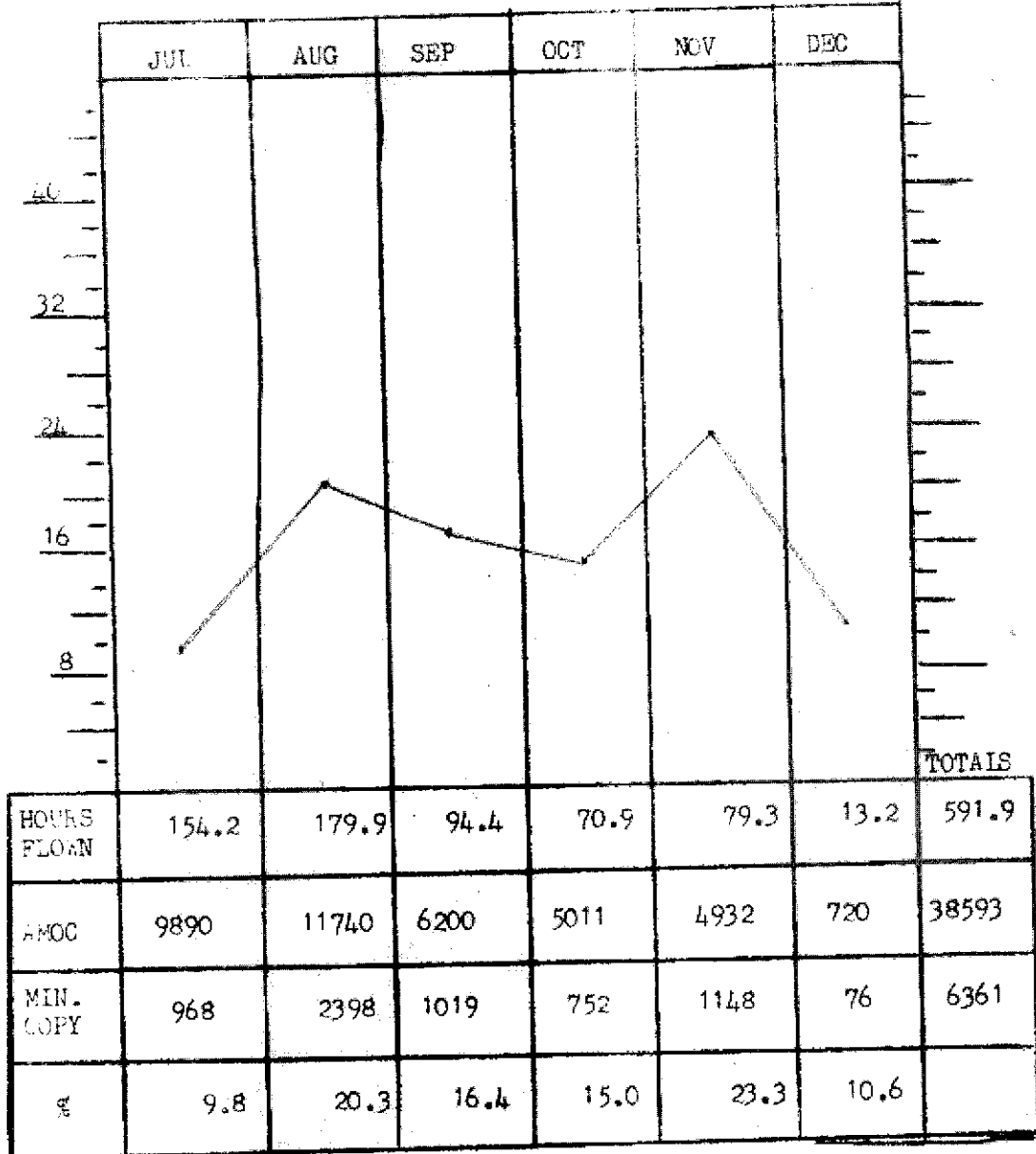


ANNUAL MORSE ACI PRODUCTIVITY - EA AREA TEN





WORLDWIDE ACI PRODUCTIVITY MEASUREMENT



APPENDIX XI

PHOTOGRAPHS

USS-03

PHOTOGRAPH.....1

PORTRAIT OF UNIT COMMANDER

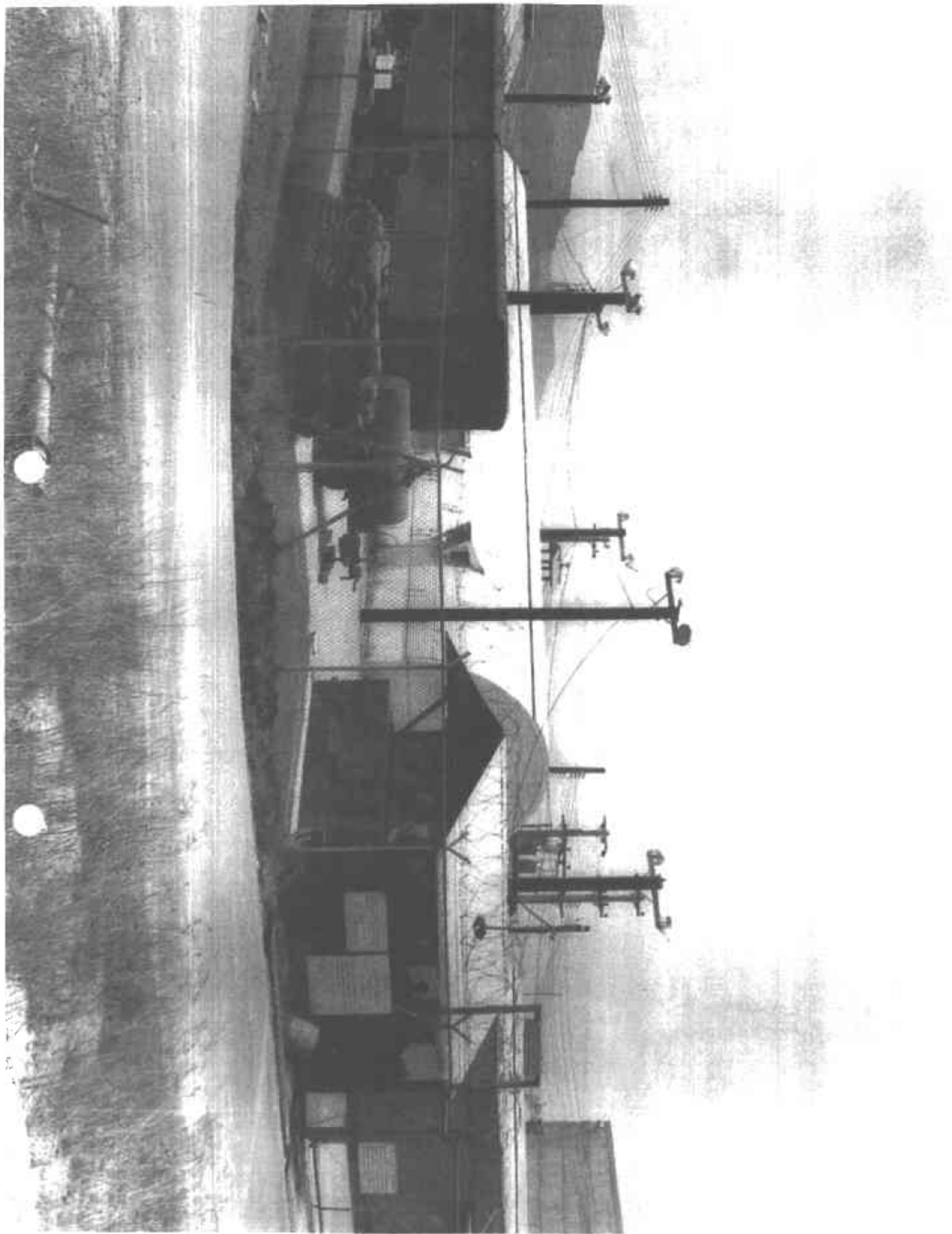
.....



USS-03

PHOTOGRAPH.....2

DET 2 SI OPERATIONS AREA



USS-D3

PHOTOGRAPH.....3

EC-47/AIR-34 OUTSIDE



USS-D3

PHOTOGRAPH.....4

EC-47/AIR-36 OUTSIDE



US9-D3

PHOTOGRAPH.....5

X CONSOLE AIR-38



AN/ALP-38

MHz

TYPE 433 OSCILLOSCOPE

SIGNAL STRENGTH

AFC

BAND SELECT

POWER

AUDIO CONTROL

VOLUME

RECEIVER TUNE

7-1
6000-2-1-15

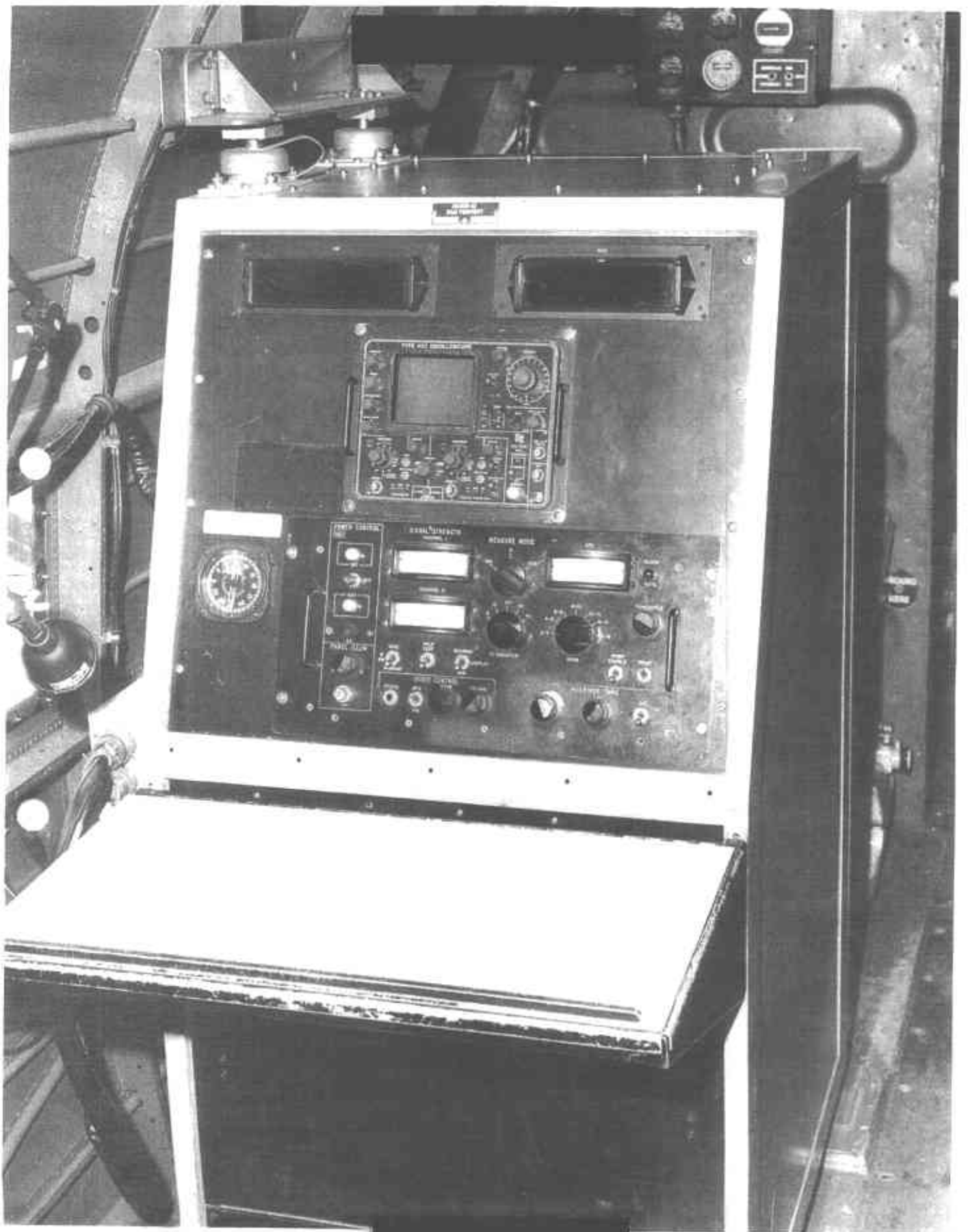


USS-03



PHOTOGRAPH.....6

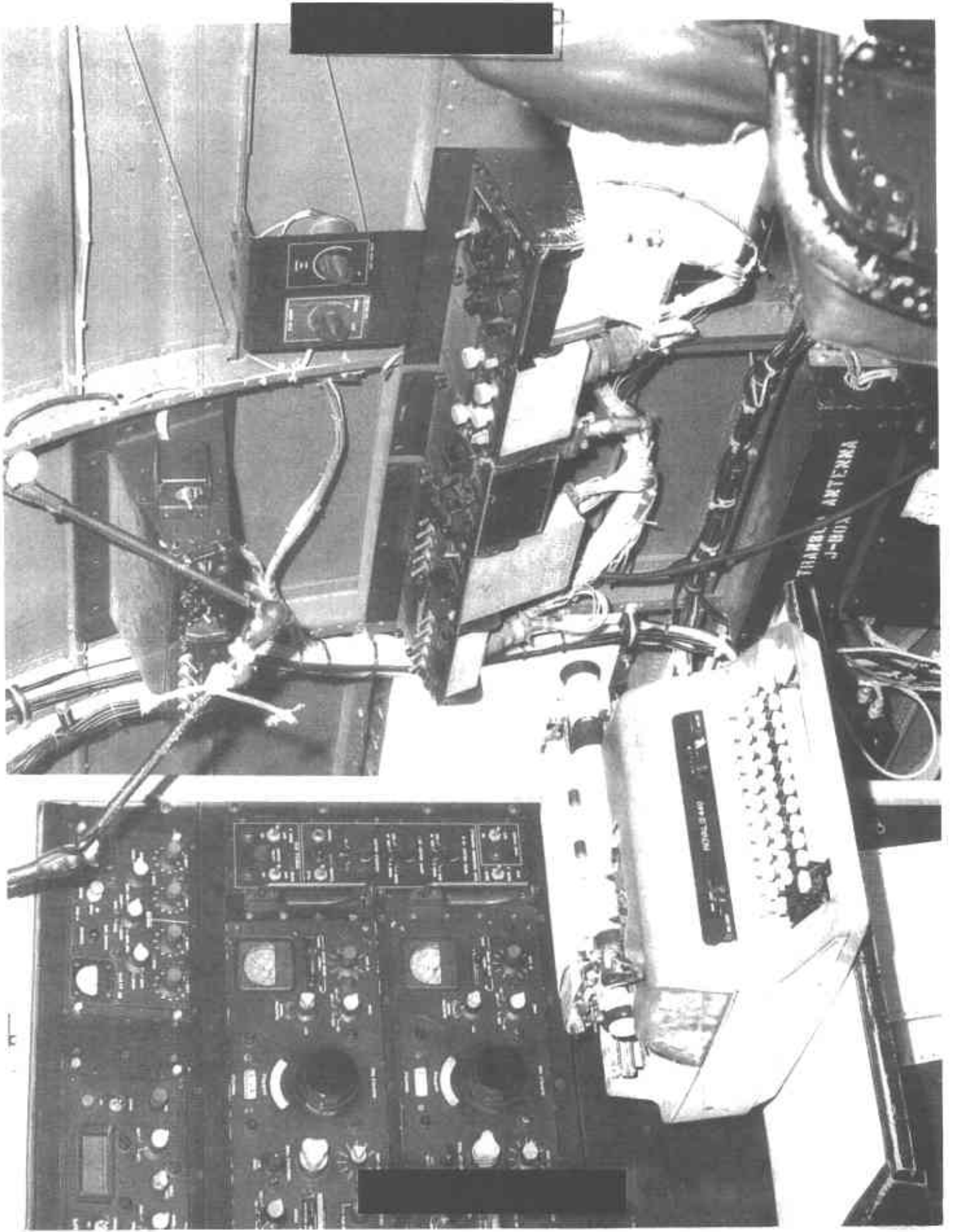
X CONSOLE ALR-35



USS-D3

PHOTOGRAPH.....7

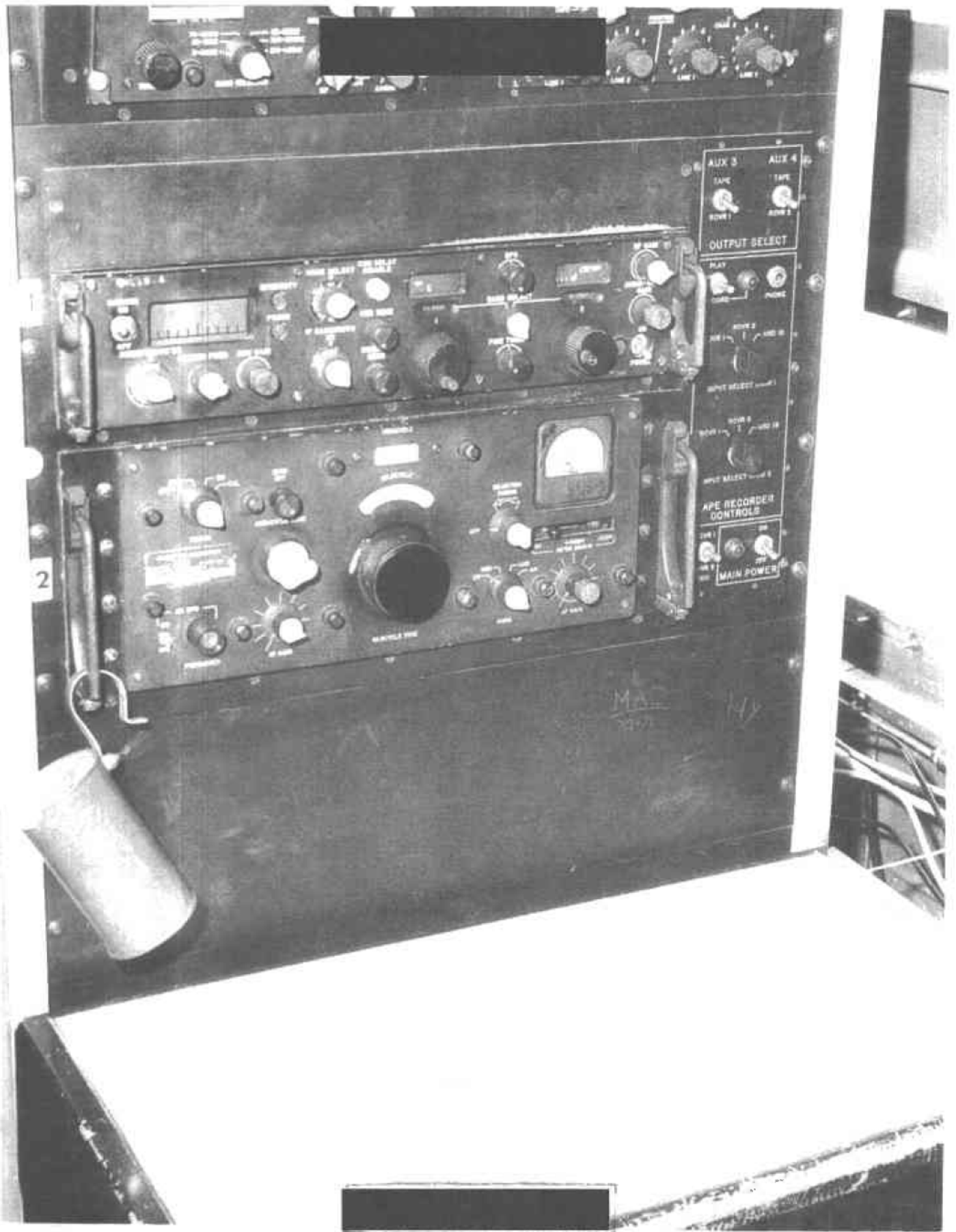
Y CONSOLE



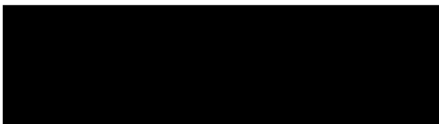
USS-D3

PHOTOGRAPH.....8

21 CONSOLE



USS-D3



PHOTOGRAPH.....9

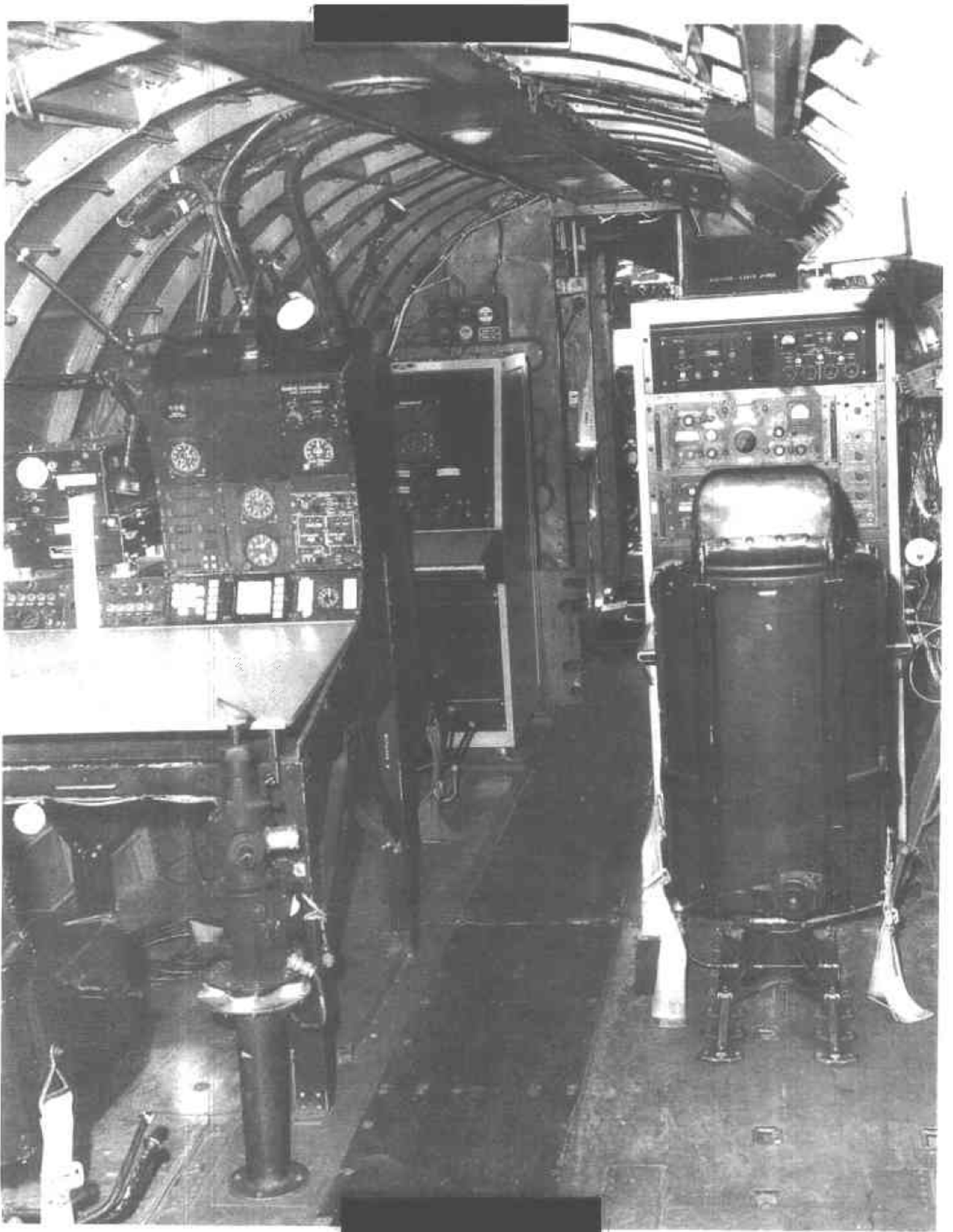
Z2 CONSOLE



USS-D3

PHOTOGRAPH...10

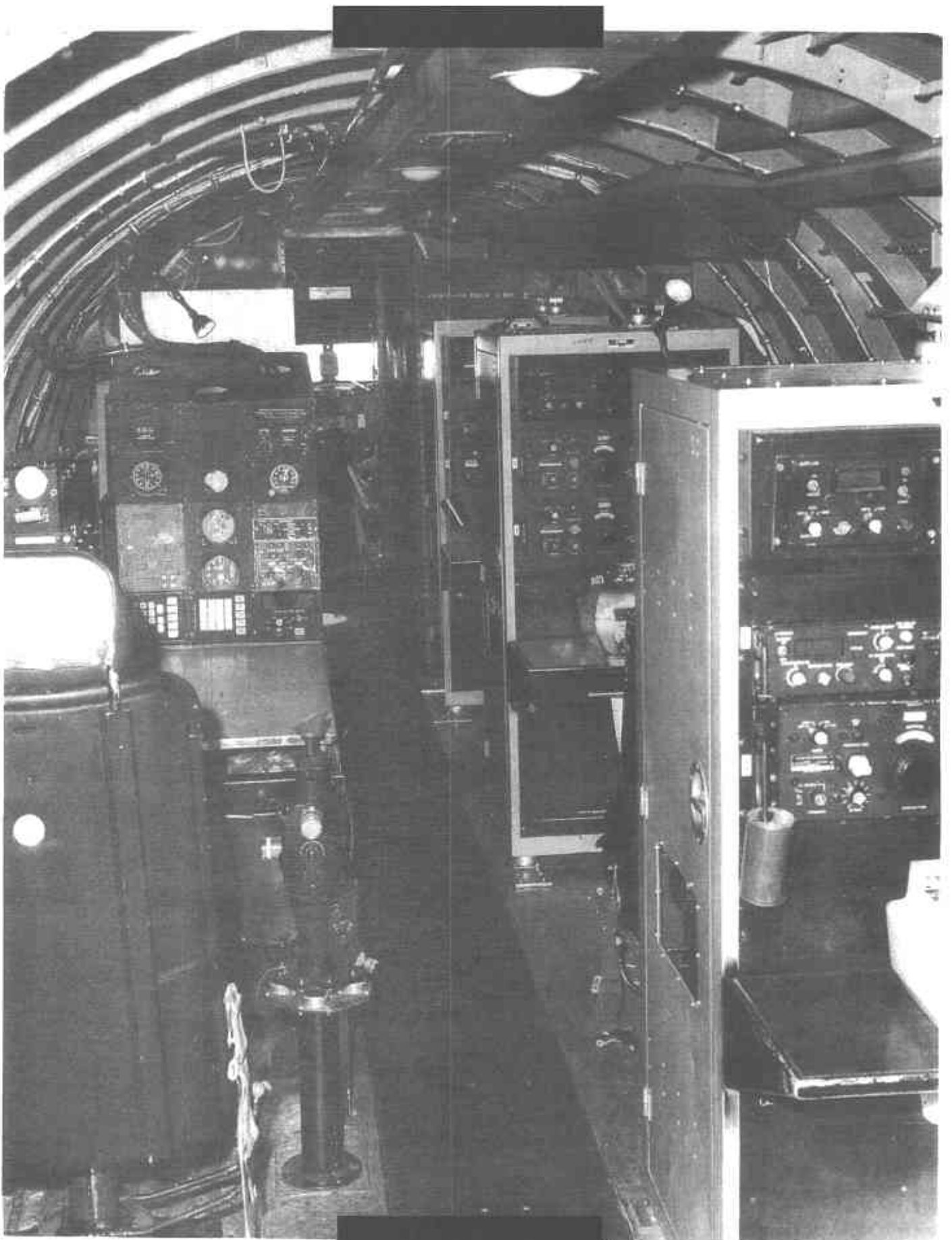
BC-47/CC "TWO SEATER" INSIDE



USS-D3

PHOTOGRAPH...11

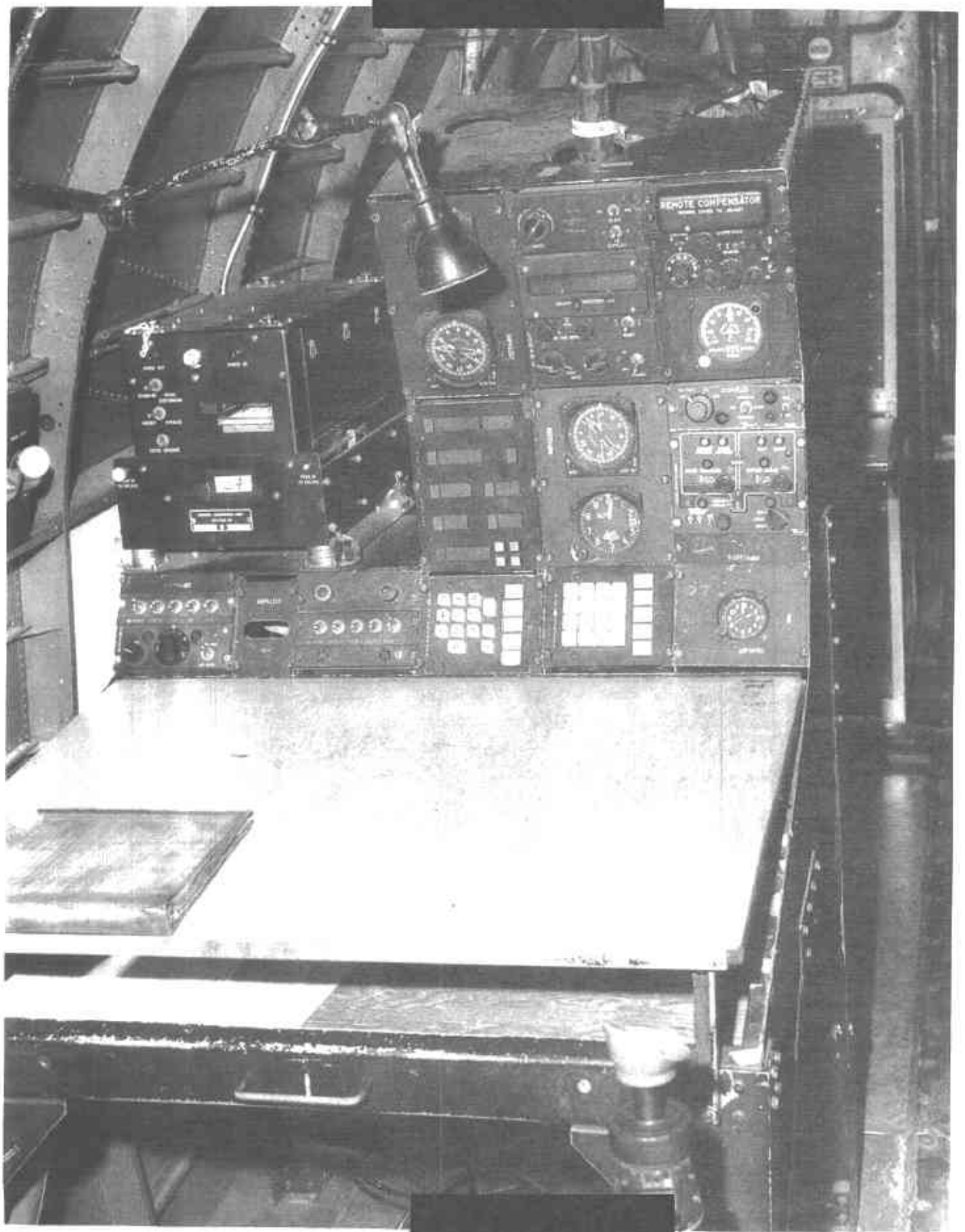
EC/47CCZ "FOUR SEATER" INSIDE



USS-D3

PHOTOGRAPH....12

AIR-35 NAVIGATOR POSITION



USS-D3



PHOTOGRAPH....13

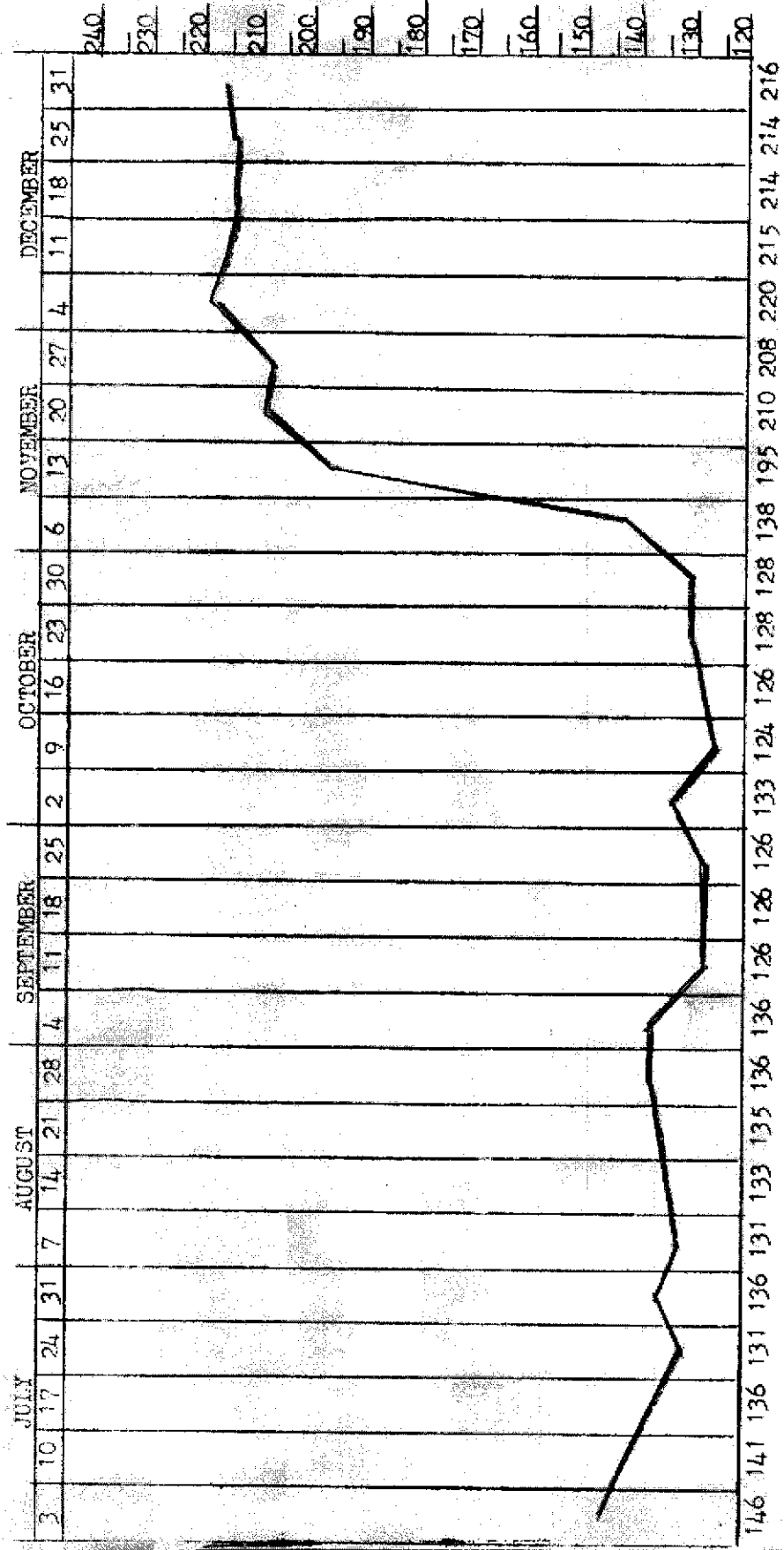
ALR-38 NAVIGATOR POSITION





APPENDIX XII
PERSONNEL STATUS (PFD) CHART

WEEKLY PERSONNEL STATUS (PFD)





ROUTINE
RCH 121

USA-503

427749

USP-604

USP-704/00

(000)

INFO: USA-561/00

[REDACTED] 30 OCT 74

SUBJECT: COLLECTION MARKING OF 907A AND 907B MISSIONS.

1. THIS UNIT IS PRESENTLY TASKED TO MAN ROPE COLLECTION POSITIONS ON 907A AND 907B MISSIONS IN THE 907A AREA FOR VOICE COLLECTION:

I.E. TWO LANGUAGES VICE TEN NORMAL, 1 LINGUIST, 1 MORSE OPERATOR.

DURING THE TASKING WEEK ENDING 24 SEP 74 A TOTAL OF 14.8 HOURS WERE SPENT ON TARGET IN THIS AREA, WITH 4 MINUTE OF HF VOICE AND

NO VHF VOICE COLLECTED. DURING THE WEEK ENDING 01 OCTOBER 2.6

HOURS WERE SPENT ON TARGET WITH 17 MINUTES OF HF VOICE AND 2 MINUTES OF VHF VOICE COLLECTED.

2. THIS IS, BY FAR, THE LEAST PRODUCTIVE AREA WE PRESENTLY FLY

IN TERMS OF VOICE COLLECTION. REQUEST THE DECISION TO MAN THIS AREA WITH TWO VOICE OPERATORS BE RECONSIDERED, AND THAT NORMAL,

ONE LINGUIST/ONE MORSE OPERATOR, MARKING BE RESTORED.

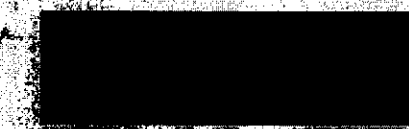
| | |
|-----|------|
| 2 | 1530 |
| 807 | 1977 |
| 1 | 1 |

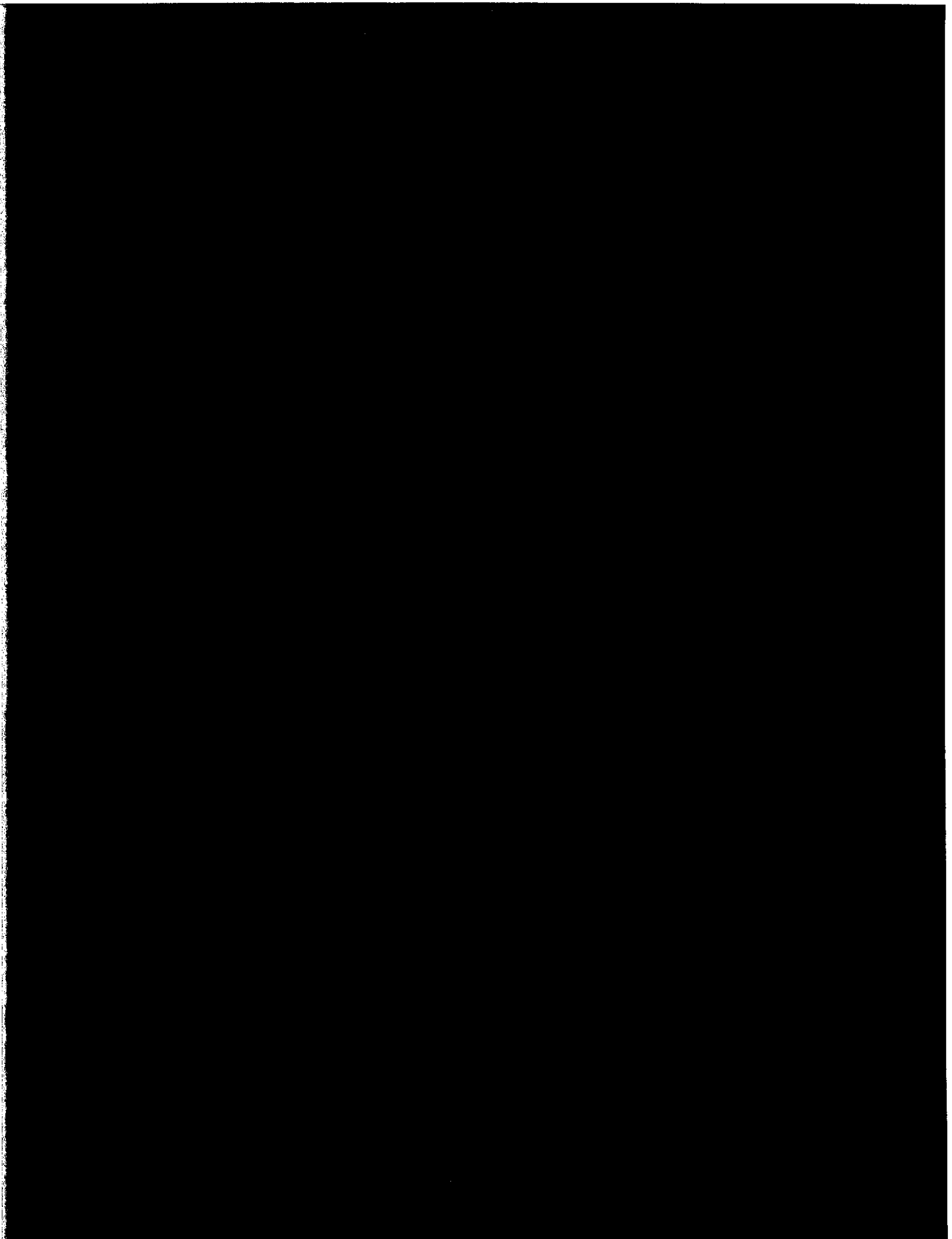
3048

Conrad J. McPherson

CONRAD J. McPHERSON, Capt, USAF
Operations Officer

2405 13 0000000





The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every receipt, invoice, and bill should be properly filed and dated. This not only helps in tracking expenses but also provides a clear audit trail for tax purposes. The author notes that many small businesses fail to keep proper records, which can lead to significant financial discrepancies and potential legal issues.

Next, the document addresses the topic of budgeting. It suggests that creating a monthly budget can help businesses control their spending and identify areas where costs can be reduced. The author provides a simple template for a budget, including categories for salaries, rent, utilities, and other operating expenses. It is stressed that a budget should be reviewed regularly to ensure it remains relevant to the current business needs.

The third section focuses on cash flow management. It explains that maintaining a healthy cash flow is crucial for the survival of any business. The author advises businesses to invoice promptly and follow up on late payments. Additionally, it suggests exploring various financing options, such as lines of credit or small business loans, to manage cash flow during slow periods.

In the final part of the document, the author discusses the importance of seeking professional advice. While many business owners try to handle everything on their own, consulting with an accountant or lawyer can provide valuable insights and help avoid costly mistakes. The author concludes by encouraging business owners to stay organized, proactive, and open to learning from experts in their field.

MASTER PROGRAM CHANGE REQUEST

Document # 4

SECTION I IDENTIFICATION DATA

FOR USE BY DO USAF ONLY

| | | | |
|---|--------------------------------------|----------------|------------------|
| TO Pac Scty Rgn (DOX) | MPCT NO 942-02-72 | PRG NO 30 | XREF NO 237 |
| FROM HQ USAFSS (C) | DATE OF REQUEST 14 Aug 72 | PROJECT PRICER | CIP NO |
| UNIT(S) AFFECTED Det 2, 6994 Scty Sq | | MAX. SECRET | MPCIN P-5-118 |
| SIGNATURE | TYPED NAME, GRADE, AND OFFICE SYMBOL | | |

SECTION II - NARRATIVE (Action required, Justification, reference, etc. (Do not comment))

1. This change deletes two 1P005 positions at Det 2, 6994 Scty Sq and adds two 1GPO05Y positions effective FY 2/72 - FY 3/73.
2. "Y" indicates each position is augmented with one TYCOM 1b5E demodulator.
3. This action required to provide the unit with a demod capability for processing RA01/403 intercept.

NOTE: Attach additional sheets if required; reference Part I item number.

TYPEMSZ

XX

ACTION PRIORITY

13 *13* 2 8

DET 6954SS

6954SS/DORM

DOM SEPT 71

SUBJ: MASTER PROGRAM CHANGE REQUEST (MPCR) 42-72-7.
1. REQUEST FOLLOWING ADDITION TO USAFSSM POL 1-72-1
BE EFFECTED.

REQUEST RYCOM (DENAD) BE INSTALLED ON FOLLOWING
POSITIONS.

PAGE 420, LINE 17, POET YCP905 (SEARCH AIRBORNE
PROCESSING).

JUSTIFICATION: REFERENCED EQUIPMENT WILL PROVIDE
THIS UNIT WITH A CAPABILITY TO SCAN MULTICHANNEL
INTERCEPT FOR CALLSIGNS IN AN ATTEMPT TO PROVIDE
IDENTIFICATION OF ARDF TARGETS. IT WILL ALSO
PROVIDE THE FOLLOWING ADDITIONAL ADVANTAGES:

(1) PERMIT TRANSCRIPTION OF EXPLOITABLE MESSAGE
TRAFFIC AT THIS UNIT, REDUCING DELAY INHERENT IN
COURIER TO USM-823 AND TRANSCRIPTION AT THIS
STATION.

| | |
|----------|--------------|
| DATE | TIME |
| 63 | 10:00 |
| MONTH | YEAR |
| SEPT | 71 |
| PAGE NO. | NO. OF PAGES |
| 4 | 4 |

TYPED NAME AND

TURNER/DOM

5218

R
E
L
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A
S
E
D

SIGNATURE

FOR: CONRAD A. CHAPPELLE CAPT, USAF
OPERATIONS OFFICER

SECURITY CLASSIFICATION

[REDACTED]
(2) PERMIT SCANNING OF TRAFFIC FOR SIGNIFICANT PLAIN LANGUAGE TRAFFIC, [REDACTED] IF SAME FOR PRIOR [REDACTED] DESCRIPTION AT USM-208.

(3) DETERMINATION AS TO WHETHER ANDF TRAFFIC MIGHT HAVE BEEN A FRIENDLY [REDACTED] SWITZER.

BACKGROUND: THIS UNIT IS PRESENTLY INTERCOMMUNICATING APPROXIMATELY 1700 MINUTES OF [REDACTED] TRAFFIC PER WEEK, [REDACTED] FROM GORS ENTITIES, WITH EVERY INDICATION THAT THIS VOLUME WILL CONTINUE TO INCREASE. WE HAVE, AT PRESENT, NO WAY OF DEMODULATING THIS TRAFFIC ON THE GROUND. AS MOST OF THE TRAFFIC IS [REDACTED]

[REDACTED], SOME CAPABILITY TO AT LEAST SCAN THIS TRAFFIC ON THE GROUND IS CONSIDERED MISSION ESSENTIAL, FOR THE REASONS SPECIFIED ABOVE. WITH THE PENDING TRANSFER OF THE [REDACTED] MISSIONS FROM THE [REDACTED] SCTY SQ TO THE [REDACTED] SCTY GP, PRESENTLY HELD DEMODULATORS AT THE [REDACTED] MAY BE AVAILABLE FOR TRANSFER TO THIS UNIT.

2. HAVE BEEN UNABLE TO DETERMINE IF PET DESIGNATOR EXISTS FOR SUBJECT POSITION CONFIGURED WITH A RYCOM (JEMOD).

[REDACTED]

[REDACTED]

JOINT MESSAGE FORM

RESERVED FOR OFFICIAL USE ONLY

Document # 6

SECURITY CLASSIFICATION [REDACTED]

TYPE MSG: [REDACTED] PRIORITY: **XX**

PREFERENCE: [REDACTED]

ACTION: **PRIORITY**
INFO: **PRIORITY**

DTG: **10 25 72 / OCT 71**

FROM: **DET 2, 6994 SGTY SQ**

TO: **6994 SGTY SQ/DORM**

[REDACTED] **DOM OCT 71**

SUBJ: **MASTER PROGRAM CHANGE REQUEST (MPCR) 942-83-72**

1. **REQUEST FOLLOWING TO USAFSSMP VOL 1-72-1 BE EFFECTED.**

REQUEST THE INSTALLATION OF ONE ADDITIONAL YOP85 VOICE PROCESSING POSITION.

REQUEST THE INSTALLATION OF ONE ADDITIONAL YLP81 DATA PROCESSING POSITION.

2. **JUSTIFICATION FOR ADDITIONAL YOP85 VOICE PROCESSING POSITION.**

IAW 7AF PAD 72-7-2 THIS UNIT IS TO ASSUME RESPONSIBILITY FOR PROCESSING OF INCREASED INTERCEPT, BASED ON A PROJECTED AIRFRAME INCREASE FROM 12 "2" CONFIGURED ALR-35/38 AIRCRAFT TO 27 ALR-34/35/38 AIRCRAFT. THIS WILL RESULT IN AN INCREASE FROM APPROXIMATELY 50 MISSIONS PER WEEK TO APPROXIMATELY 135. MOST MISSIONS RECOVER BETWEEN THE HOURS OF 1800 AND 1900 LOCAL TIME AND ARE

SPECIAL INSTRUCTIONS

[REDACTED]

| | |
|----------|-------------|
| DATE | TIME |
| 30 | 1325L |
| MONTH | YEAR |
| OCT | 71 |
| PAGE NO. | TOTAL PAGES |
| 2 | 2 |

TYPED NAME AND TITLE: **DIGGER/DOM**

SIGNATURE: *[Signature]*
FOR: **CONRAD A. CHAPPELLE, CAPT, USAF**
OPERATIONS OFFICER

SECURITY CLASSIFICATION: [REDACTED]

[REDACTED]

PROCESSED SEQUENTIALLY. THE REQUESTED ADDITIONAL PROCESSING POSITION WILL PERMIT THIS UNIT TO MAINTAIN ITS PRESENT LOW PROCESSING TIME AND PERMIT TIMELY EMR PRODUCTION TO CONTINUE.

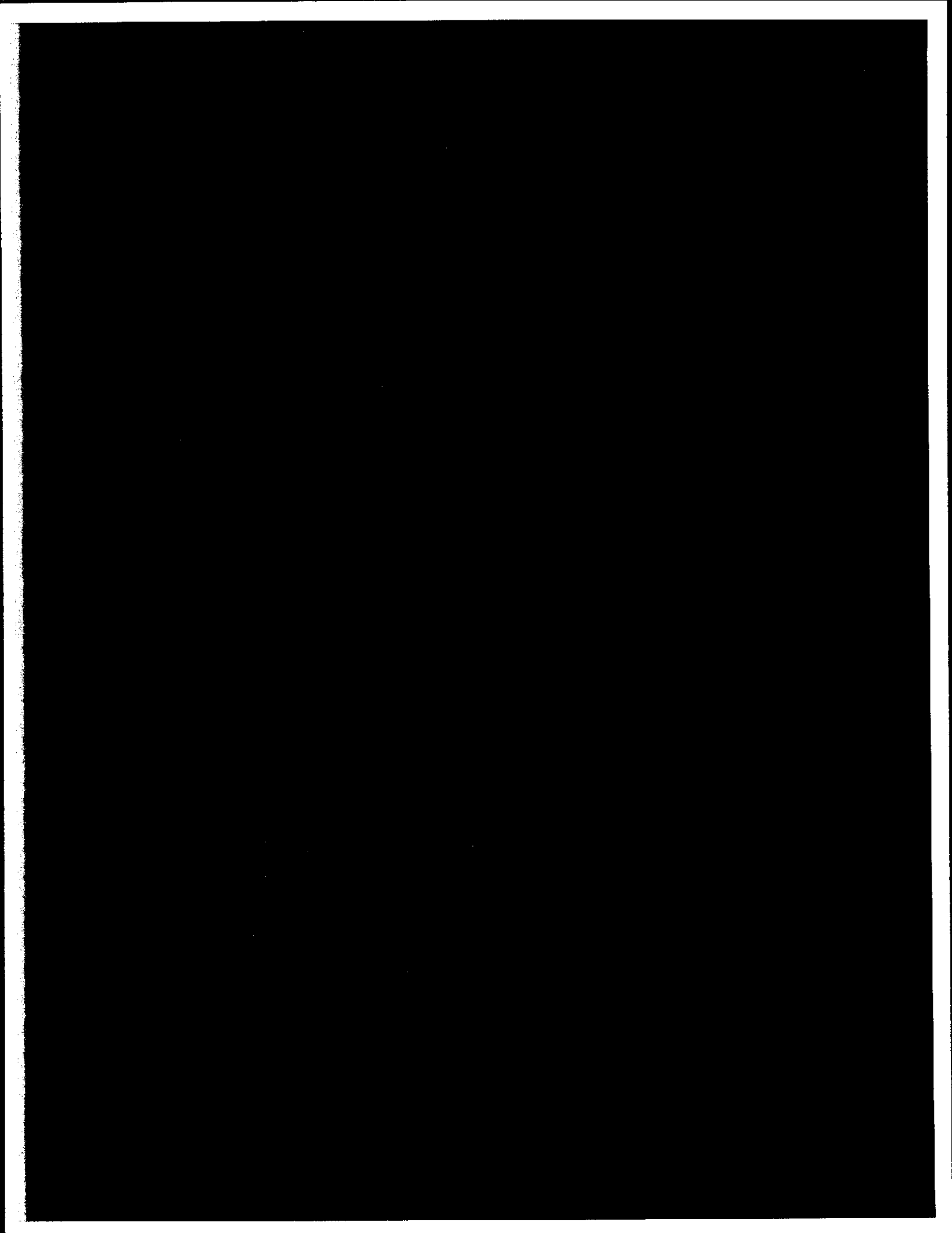
3. JUSTIFICATION FOR ADDITIONAL YLP001 DATA PROCESSING POSITION.

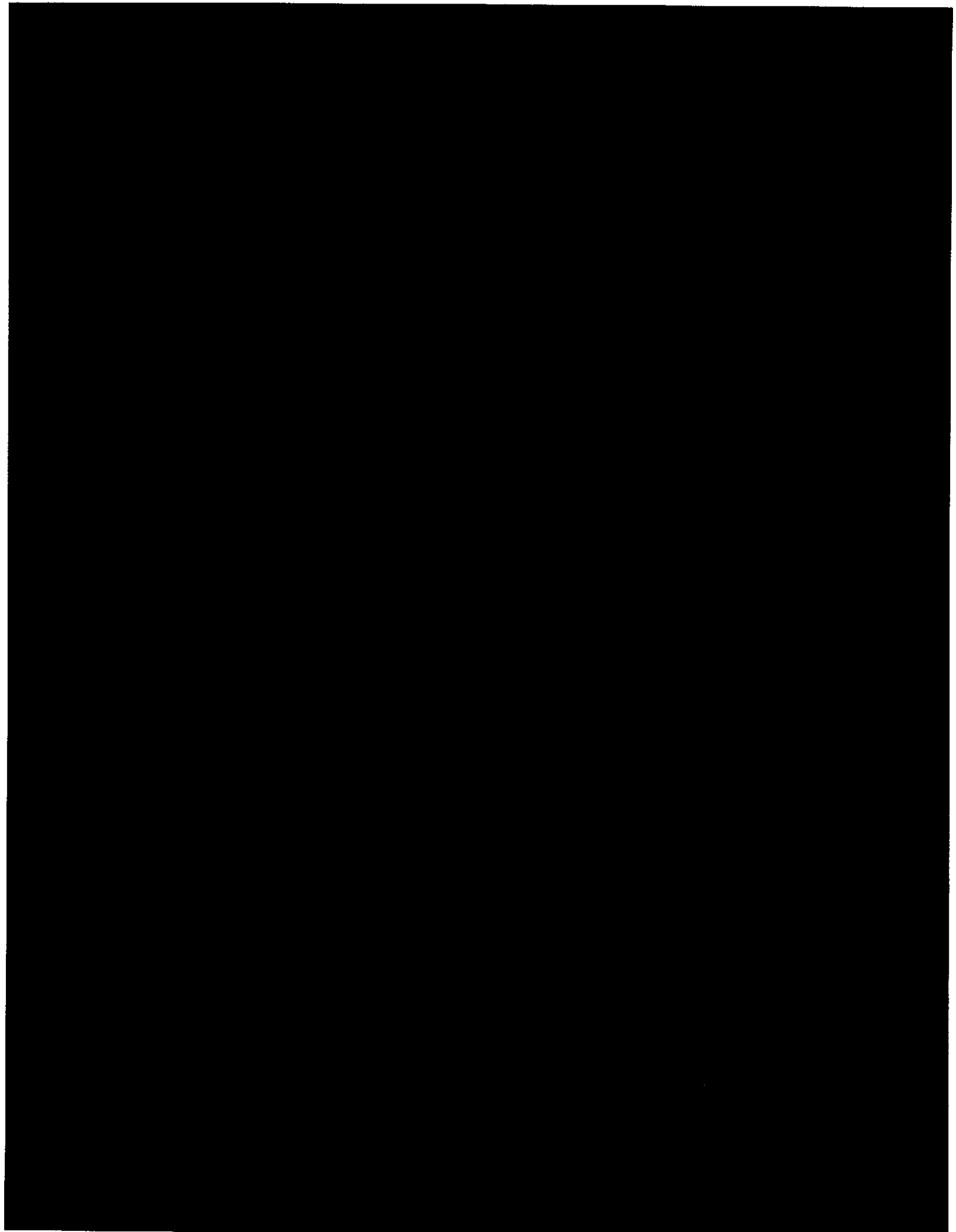
1AW 7AF PAL 73-7-2 THIS UNIT IS TO ASSUME RESPONSIBILITY FOR PROCESSING OF INCREASED ARDF AND COLLECTION DATA, BASED ON A PROJECTED AIRFRAME INCREASE FROM 12 "Z" CONFIGURED ALR-35/38 AIRCRAFT TO 27 ALR-34/35/38 AIRCRAFT. THIS WILL RESULT IN AN INCREASE FROM APPROXIMATELY 50 MISSIONS PER WEEK TO APPROXIMATELY 135. MOST MISSIONS RECOVER BETWEEN THE HOURS OF 1200 AND 1900 LOCAL TIME AND ARE PROCESSED SEQUENTIALLY. EMR, ARR AND SEATS ARE POKED BY OPERATIONS PERSONNEL FOR DELIVERY TO COMMUNICATIONS CENTER. WITH THE PRESENTLY ASSIGNED 2 POSITIONS IT IS ANTICIPATED THAT ON ARR PRODUCT ALONE, DELAYS IN EXCESS OF 3 HOURS AFTER MISSION RECOVERY MIGHT BE EXPERIENCED. EMR AND SEATS TIMELINESS MIGHT BE SIMILARY DEGRADED. A THIRD POSITION WILL RELIEVE THIS PROBLEM AND PERMIT CONTINUATION OF THE UNITS LOW HANDLING DELAYS IN THESE PERISHABLE TECHNICAL REPORTS.

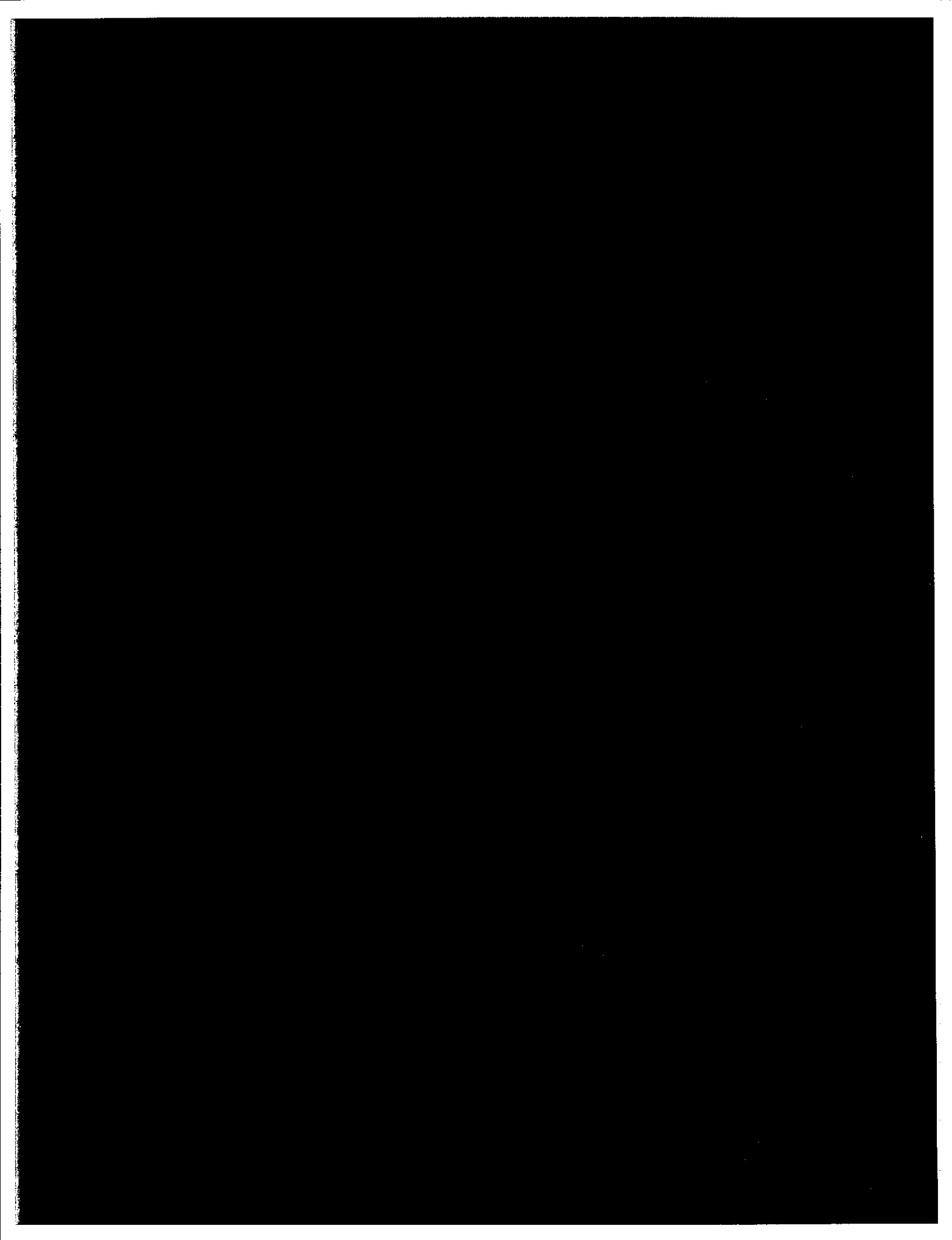
The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry, no matter how small, should be recorded to ensure the integrity of the financial data. This includes not only sales and purchases but also expenses and income. The text suggests that a systematic approach to record-keeping is essential for identifying trends and making informed decisions.

In the second section, the author explores various methods for organizing and analyzing financial data. One key method mentioned is the use of spreadsheets, which allow for easy manipulation and visualization of numbers. The text also touches upon the importance of regular audits to catch any discrepancies early on. Additionally, it discusses how to interpret the data to understand the overall financial health of the organization.

The final part of the document provides practical advice on how to implement these principles in a real-world setting. It suggests starting with a simple system and gradually adding more complexity as needed. The author stresses the importance of consistency and discipline in following the record-keeping process. Finally, it concludes by encouraging readers to seek professional help if they are unsure about any aspect of financial management.







UNIONVILLE 105
IN WARDEN
DE VILAKZ 8833 1962394
DET WAINSH
1021871
DL PER
TO 6998301 V807
INFO DET 2 892 TSQ/LP
USAFES/DOA
ZEM

SUBJ TOENY RAY
1. THE DET TWO PERCENT RATE, DURING THE WEEKS 26 J...
WAS 28 PERCENT. HIS FIGURE REPRESENTS THE LOSS OF...
FOR THE ENTIRE SQUADRON... AND... CONTINUES...
OVER TWO MONTHS.
2. THE DIVERS OF... LOCAL ANALYSIS... THE MAJOR
FACTORS IN THE... PERCENTAGE...
AND CAUSATIVE FACTORS...
TO IMPROVE THE DET TWO ANALYTIC... IDENT...

0033

278 THREE COPIES
ONLY 2 COPIES IDENT
ENTER THEY LEFT THE
UNIT
CAPT GIBBONS ANSWERED
LET GIBBONS TO 1744TH



| | |
|-----------------------|-------------------------|
| SEC | [REDACTED] |
| TYPE MSG | BOOK MULTI SINGLE |
| PRECEDENCE | |
| ACTION <u>ROUTINE</u> | |
| INFO | |

FROM: DET 2, 6994 SCFY SQ

TO: 6994 SCFY SQ/DO

DO SEP 71

SPECIAL INSTRUCTIONS

FILES
015

SUBJ: TECH DATA LISTS

REF: UR DO 300230Z AUG 71, Same Subj.

1 IAW Ref, Sergeant Slagle of DOE, this unit compiled the following information which is forwarded in its entirety for ur use. Paragraphs are keyed to subparagraphs of Para 2 of Ref.

2. The following results were gleaned from tasking periods (A) 21-27 Aug and (B) 28 Aug - 03 Sept.

A. Multiple skeds at the same time in widely separated areas of the Frag.

907A Multiple skeds in the VHF voice only

907B Never

908A Twice - once on the 25th TDL 2 Tgts at 0330Z

once on the 31st TDL 2 Tgts at 0330Z

909A¹ Period A 2 TDL Tgts at 0530Z

Period B 2 TDL Tgts at 0530Z
(28-30Aug)

2 TDL Tgts at 0900Z

| | |
|----------|--------------|
| DATE | TIME |
| 4 | 0830 |
| MONTH | YEAR |
| Sept | 1971 |
| PAGE NO. | NO. OF PAGES |
| 1 | 6 |

| | | |
|---------------------------------|----------------------|-------|
| D R A F T E R | TYPED NAME AND TITLE | PHONE |
| | [REDACTED] | 3048 |

| |
|----------------------------------|
| SIGNATURE |
| <i>Conrad R. Chappelle</i> |
| TYPED (or stamped) NAME AND RANK |
| CONRAD R. CHAPPELLE, Capt, USAF |
| Operations Officer |
| REGRADING INSTRUCTIONS |

SECURITY [REDACTED]

JOINT MESSAGEFORM

RECEIVED

SECUR



TYPE MSG

BODY MULTIPLE SINGLE

PRECEDENCE

ACTION

INFO

TO

FROM:

TO:

From the 31st Aug to the 3rd Sept, the TDL provided acceptable multiple skeds.

909A² During both periods 2 Tgts at 1000Z
2 Tgts at 1200Z

909C Never

910A Very Acceptable

910D All 5 TDL Tgts had a 0100Z and 0300Z sked.

911A Very acceptable

B. Period of coverage.

TDL's for all mans for both skeds covered time on tgt only IAW fragged TOT.

C. Additional frags/skeds for high interest/pre-emptive targets are supplied on supplemental tech data listings that are very helpful but could be more complete.

D. The information that is supplied normally is up to date.

E. TDL tasking compared to COMMSG tasking.

SPECIAL INSTRUCTIONS



| | |
|----------|--------------|
| DATE | TIME |
| MONTH | YEAR |
| PAGE NO. | NO. OF PAGES |
| | 2 |

DRAFTER

TYPED NAME AND TITLE

PHONE

RELEASER

SIGNATURE

TYPED (or stamped) NAME AND TITLE

SECURITY

REGARDING INSTRUCTIONS

JOINT MESSAGEFORM

REAL TIME MESSAGE CENTER

SECURITY CLASSIFICATION



TYPE MSG

GROUP

NO. OF

STRIP(S)

PRECEDENCE

ACTION

INFO

FROM:

TO:

SPECIAL INSTRUCTIONS

| Man | Period | Total TDL Igts Per Man | TDL Igts were COMMSG Rd's | Total COMMSG Rd's |
|-------------------|--------|------------------------|---------------------------|-------------------|
| 907A | A/B | 26 | 0 | 88/89 |
| 907B | A/B | 9 | 4 | 88/89 |
| 908A | A/B | 14/15 | 10 | 107/109 |
| 909A ¹ | A | 9 | 8 | Approx 128 |
| 909A | B | 11-17 | 10-15 | 128 |
| 909A ² | A | 7-8 | 6-7 | Approx 128 |
| | B | 9 | 8 | 128 |
| 909C | A/B | 4 | 4 | 128 |
| 910A | A | 18-20 | 11 | 19 |
| | B | 19 | 11 | 27 |
| 910D | A | No TDL's Received | | |
| | B | 5 | 0 | 27 |
| 911A | A/B | 7-12 | 6-10 | 12 |



F. The following is the accountability of TDL's received in time to be placed in current days mission briefcase.

| | |
|------------|--------------|
| DATE | TIME |
| MONTH | YEAR |
| PAGE NO. 3 | NO. OF PAGES |

| | | | | |
|-------------------------|------------------------|-------|----------|-----------------------------------|
| DRAFTER | TYPED NAME AND TITLE | PHONE | RELEASER | SIGNATURE |
| | | | | TYPED (or stamped) NAME AND TITLE |
| SECURITY CLASSIFICATION | REGRADING INSTRUCTIONS | | | |

JOINT MESSAGEFORM

RESERVED FOR USE BY THE JOINT CHIEFS OF STAFF

SECURITY CLASSIFICATION



TYPE MSG

PRECEDENCE

ACTION

INFO

DTG

SPECIAL INSTRUCTIONS

FROM:

TO:

| Msn | Per | Times Flown | #IDN's that were received |
|------|-----|-------------|---------------------------|
| 907A | A | 2 | 1 |
| | B | 2 | 1 |

received a TOL for the 28th but no Msn scheduled.

| | | | |
|-------------------|---|---|---|
| 907B | A | 3 | 1 |
| | B | 3 | 1 |
| 908A | A | 7 | 3 |
| | B | 7 | 4 |
| 909A ¹ | A | 7 | 6 |
| | B | 7 | 7 |
| 909A ² | A | 7 | 6 |
| | B | 7 | 7 |
| 909C | A | 7 | 6 |
| | B | 7 | 7 |
| 910A | A | 4 | 4 |
| | B | 4 | 4 |



| | |
|---------------|--------------|
| DATE | TIME |
| MONTH | YEAR |
| PAGE NO. 4 | NO. OF PAGES |

DRAFTER

TYPED NAME AND TITLE



PHONE

RELEASE

SIGNATURE

TYPED (for drafter) NAME AND TITLE

SECURITY CLASS

REGRADING INSTRUCTIONS

JOINT MESSAGEFORM

SECURITY CLASSIFICATION

TYPE MSG

PRIORITY

ACTION

INFO

FROM:

TO:

| | | | |
|------|---|---|---|
| 910D | A | 3 | 0 |
| | B | 3 | 1 |
| 911A | A | 7 | 7 |
| | B | 7 | 7 |

SPECIAL INSTRUCTIONS

C. VHF tgts for Det 2 TDL's received:

| Man | Period | Total TDL Tgts Per Period | Total VHF TDL Tgts Per Period |
|-------------------|--------|---------------------------|-------------------------------|
| 907A | A | 26 | 21 |
| | B | 26 | 21 |
| 907B | A | 9 | 0 |
| | B | 9 | 0 |
| 908A | A | 44 | 0 |
| | B | 59 | 0 |
| 909A ¹ | A | 54 | 0 |
| | B | 100 | 3 |
| 909A ² | A | 45 | 3 |
| | B | 63 | 4 |

| | |
|------------|--------------|
| DATE | TIME |
| MONTH | YEAR |
| PAGE NO. 5 | NO. OF PAGES |

| | | | |
|-------------------------|-----------------------------------|-------|-----------|
| DRAFTER | TYPED NAME AND TITLE | PHONE | SIGNATURE |
| | TYPED (or stamped) NAME AND TITLE | | |
| SECURITY CLASSIFICATION | REGRADING INSTRUCTIONS | | |

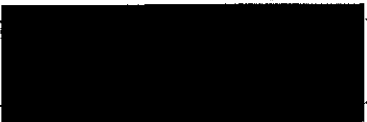
DD FORM

HANDLE WITH CARE

JOINT MESSAGEFORM

RESERVED FOR USE BY THE COMMUNICATIONS SECTION

SECURITY CLASSIFICATION



TYPE MSG

PRECEDENCE

ACTION

INFO

INFO

FROM:

TO:

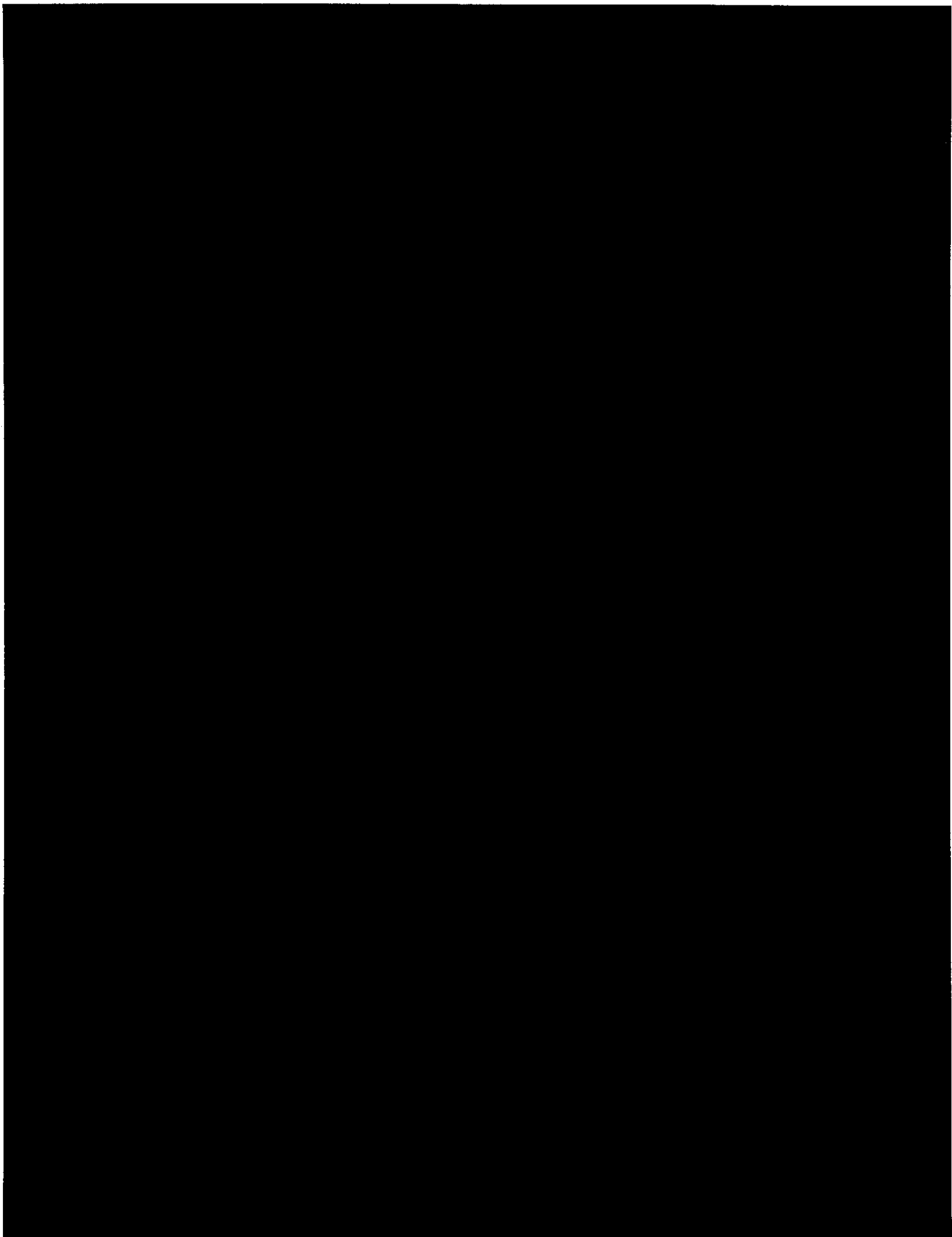
| | | | |
|------|---|----|---|
| 909C | A | 24 | 0 |
| | B | 28 | 1 |
| 910A | A | 78 | 0 |
| | B | 68 | 0 |
| 910D | A | 0 | 0 |
| | B | 5 | 5 |
| 911A | A | 69 | 0 |
| | B | 69 | 0 |

SPECIAL INSTRUCTIONS



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|----------|--------------|
| DATE | TIME |
| MONTH | YEAR |
| PAGE NO. | NO. OF PAGES |

| | | | | |
|-------------------------|----------------------|------------------------|----------|-----------------------------------|
| DRAFTER | TYPED NAME AND TITLE | PHONE | RELEASER | SIGNATURE |
| | | | | TYPED (or stamped) NAME AND TITLE |
| SECURITY CLASSIFICATION | | REGRADING INSTRUCTIONS | | |



JOINT MESSAGE
SECURITY CLASSIFICATION

7 Nov 71 90 22z

(2)

| | | | |
|----------|------|-------|--------|
| TYPE MSG | BOOK | MULTI | SINGLE |
| | | XX | |

PRECEDENCE
ACTION **PRIORITY**

DTG

SPECIAL INSTRUCTIONS

INFO FROM: USA-569

TO: USM-808

INFO: USM-791/ACC

USA-561/BO

1 CY DO R/R
1 CY DOE
1 CY DC R/R

80 NOV 71

SUBJ: NON-RECEIPT OF TECH DATA LISTINGS

1. THIS UNIT HAS BEEN EXPERIENCING CONSIDERABLE DIFFICULTY OVER THE PAST WEEKS IN RECEIPT OF TECH DATA LISTINGS FROM YOUR STATION. ON NUMEROUS OCCASIONS TEL'S FOR THE 8 AREA HAVE NOT BEEN FORTHCOMING AT ALL, OR HAVE BEEN RECEIVED LATE. THE SAME SITUATION TO A LESSEER EXTENT EXISTS IN THE 9 AREA.

2. THIS AID, AS YOU KNOW, IS THE BASIC TASKING DOCUMENT USED BY ANDF CREWS IN THE AID TO PLAN MISSION PROFILE TO OBTAIN MAXIMUM EFFECTIVENESS. WITHOUT IT OUR MISSIONS CANNOT BE AS EFFECTIVE. WITH THE CURRENT INCREASE IN OUR UNIT'S TASKING THIS TOOL ASSUMES EVER GREATER IMPORTANCE. REQUEST YOUR ASSISTANCE IN ASSURING TIMELY TRANSMISSION OF TEL'S IN THE FUTURE.

| | |
|----------|--------------|
| DATE | TIME |
| MONTH | YEAR |
| DAY | DAY |
| PAGE NO. | NO. OF PAGES |

TYPED NAME AND TITLE

PHONE 374

SIGNATURE

TYPED (or stamped) NAME AND TITLE

DD/ONAPELLE

RONALD A ONAPELLE, CAPT, USAF
OPERATIONS OFFICER

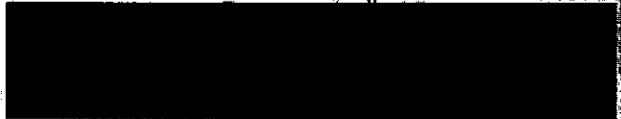
SPECIAL INSTRUCTIONS

27

NOV 71

05052

DFT 2 6994 SCTY SQ
6994 SCTY SQ/DO



[REDACTED] DO

ADP REVIEW BY USM-808

REF UR DO USG DTG 210714Z NOV 71 (SAME SUBJ). THIS STATION
COORDINATED WITH USM-808 VIA OPS-COMM REGARDING THEIR PROPOSED
REVISION OF THE DIRNSA ARDF TI AID. IT WAS POINTED OUT THAT THE
TI AID IS OF GREAT VALUE TO THE AEM COLLECTION/ARDF PROGRAM. USM-
808 REQUESTED TO REMAIN ON DISTRIBUTION FOR THIS AID AND TO FORWARD
TAPE TO THIS STATION VIA COURIER SO THAT AN ADEQUATE NUMBER
OF COPIES COULD BE RUN OFF LOCALLY.

NAME AS RELEASED/5013
JOHN E. GLENN JR., WREST. USAF
00010 00E



Handwritten initials and marks

X

PRIORITY

30 0210 Z JUN 71

USA-563

USM-808

DOE JUN 71

SUBJ: IDENT CHANGE REPORT

REF A: UR IDENT CHANGE REPORT 178-71

REF B: UR IDENT CHANGE REPORT 179-71

1. REF A ITEMS 2, 3, AND 6 WERE REIDENT TO VCMB 0673. TEMPO SHOWS THESE CALLSIGNS AND THE FREQ ARE USED BY VCMB K5338 AS REPORTED IN OUR ARR. PSE ADVISE.

2. HAVE NOTED IDENT CHANGES ON VHF TARGETS, MANY OF THESE IDENTIS (0673, 0679, ETC) ARE BASED ON DATA SENT TO US FROM UR STATION VIA OPSCOMM / CONCERNING IDENTIS BASED ON CR / SYSTEM.

3. REF B ITEM 3 ORIGINAL IDENT VCMC 17226 WAS BASED ON DIRNSA 064-98-71 252229Z MAY 71 ON WHICH YOU WERE AN ACTION ADDRES. PSE ADVISE REASON IDENT CHANGED TO ^{VC} VCMC

4. ONE OF THE PURPOSES FOR THE IDENT CHANGE REPORT IS TO ASSIST US IN MAINTAINING AN ACCURATE DATA BASE. SUGGEST

30
JUN 71

1 2

3048

HAUPT/DOE

Kenneth H. Haupt
for
CONRAD A CHAPELLE, CAPT
OPERATIONS OFFICER



[REDACTED]

THE REASON FOR THE IDENT CHANGE BE INCLUDED IN A COMMENTS SECTION OF THE IDENT CHANGE REPORT TO ENHANCE THIS EFFORT. FURTHER WE WILL REQUEST DATA ON CASES THAT APPEAR THAT WE DO NOT CURRENTLY HAVE HOLD IN OUR FILES. WE CURRENTLY USE TEMPO, SEADEV, IDENT CHANGE REPORTS AND SEATS REIDENTS TO TRY AND MAINTAIN AN ACCURATE DATA BASE FOR IDENT.

5. APPRECIATE THE ASSISTANCE YOU HAVE GIVEN US RECENTLY (GWIR CHARTS, MCG RELEASER LIST, TEMPO, AND OTHERS) THESE ITEMS HAVE HELPED US TO BETTER IDENT OUR TARGETS.

PAGE 2 OF 2

[REDACTED]

XX



PRIORITY
PRIORITY

29 03 10 Z AUG 71

USA-563

USM-808

INFO: DIRNSA
NRV (C)
USA-561
USM-704

4

HLL

DOE AUG 71

SUBJ: RE-IDENTS

REF A: USM-808 IAPVJOPS/ASMB 190735Z JUL

REF B: USM-808 IAPVOP-AC 310155Z JUL

REF C: USM-808 IDENT CHANGE REPORT NR 239-71 271600Z AUG

REF D: USA-563 EMR 674 261536Z AUG

REF A WAS A REQUEST TO ALLOW COMMENTS IN THE IDENT CHANGE REPORT TO EXPLAIN RE-IDENTS, REF B GRANTED THIS REQUEST.

TI UNIT DESIRES COMMENTS ON CHANGES WHICH ARE BASED ON A NEW NO, NEW CASE, NEW BASIC OR A NEW LISTING FOR A BASIC OR NO. THIS WOULD ASSIST US IN MAINTAINING A CURRENT DATA BASE.

REF C REPORTS ITEMS 260508 AND 260512 AS VOKB VICE VOMB 29

REF D AS REPORTED IN THE ARR. REF B REPORTS A VOMG 23 R2 AUG 71

CT WAS ADDED BETWEEN THESE CALLS AND WAS THE BASIS

1 2

Conrad A. Chappelle

HAUPT/DOE

CONRAD A CHAPPELLE, CAPT
OPERATIONS OFFICER



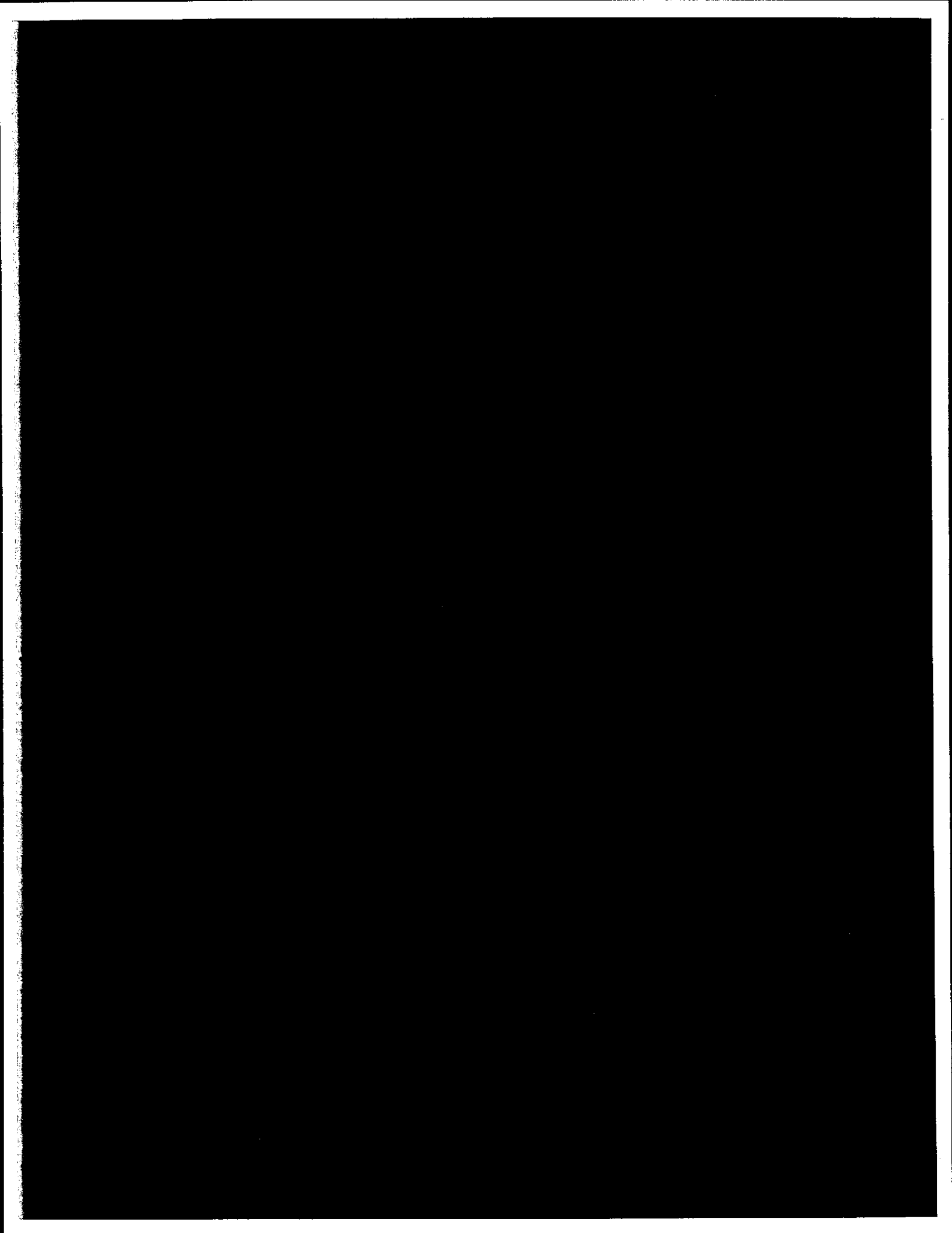
FOR THE IDENT IN [REDACTED] PARTIAL CASE NOTATION IS LAW A
WORKING AID RECEIVED FROM USM-888 VIA OPSCOMM AND ALSO SENT VIA
COURIER AFTER A TDY TRIP.

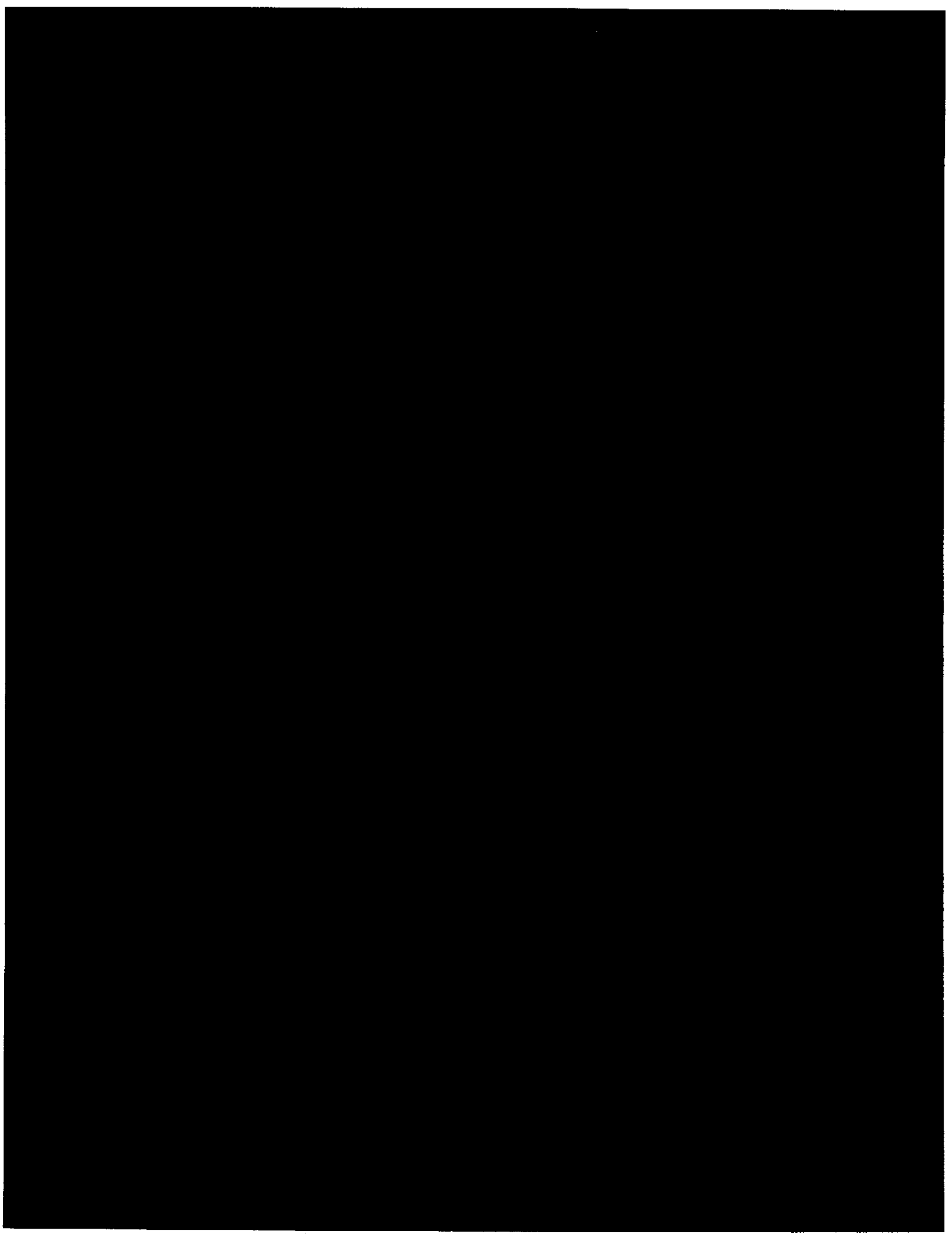
ITEM 270808 VCMB K5242 B7728, B64 TSP01/32-71 11 AUG 71 LISTS BASIC
QD050. CALLSIGN K0IN (PRC-K671) EQUATES TO QD067. QUERY IF THIS IS
A NEW LISTING FOR BASIC B7728?

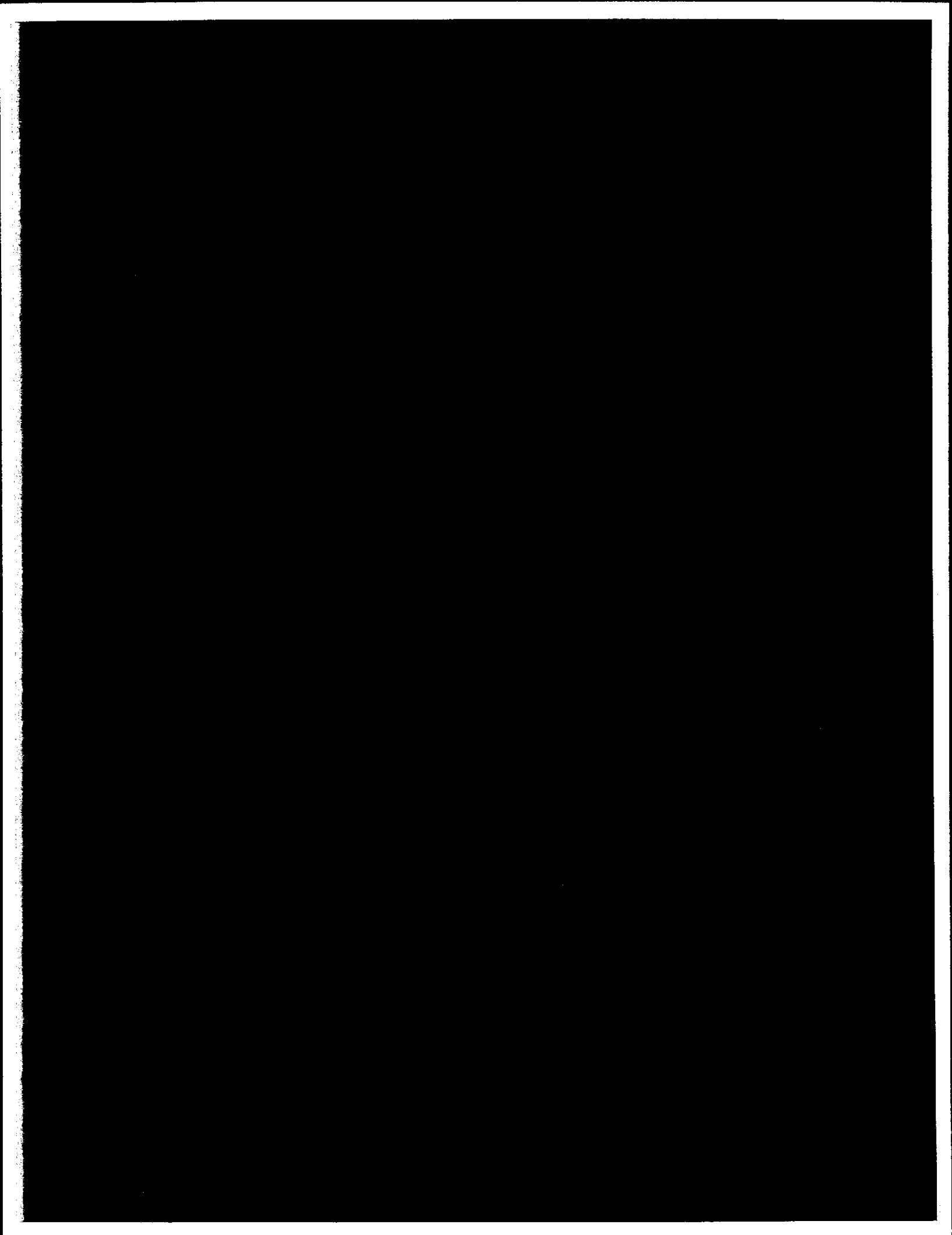
ITEM 270834 VCMB 16857 E1786 LISTED AS BASIC QD004. CALLSIGN REPORTED
IN ARR WAS K0C (PRC-H042) WHICH WAS REPORTED IN THE IDENT CHANGE REPORT
K0C (PRC-L610) WHICH EQUATES TO BASIC QD005 WHICH IS LISTED FOR NO
QD015 AS REPORTED IN ARR.

ITEM 270809 VCMB 06814 (SIC) N1190. NEITHER THE CASE OR NO ARE LISTED.
DOES THIS REPRESENT A NEW NO AND CASE?

REQUEST BASIS FOR IDENT CHANGES LISTED ABOVE. IN CASES WHERE NEW
INFORMATION IS USED IN REIDENTS REQUEST SOME INDICATION IN A
REMARKS SECTION AS PROVIDED FOR IN REF 0.







The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry, no matter how small, should be recorded to ensure the integrity of the financial statements. This includes not only sales and purchases but also expenses, income, and transfers between accounts.

Next, the document outlines the process of reconciling bank statements with the company's records. This involves comparing the bank's record of transactions with the company's ledger to identify any discrepancies. Common reasons for differences include timing issues, such as deposits in transit or outstanding checks, as well as errors in recording or bank charges.

The document then provides a detailed explanation of the accounting cycle, which consists of eight steps: 1) identifying and recording transactions, 2) journalizing, 3) posting to the ledger, 4) calculating the trial balance, 5) adjusting entries, 6) preparing financial statements, 7) closing the books, and 8) reversing entries. Each step is described in detail, including the necessary journal entries and ledger postings.

Finally, the document discusses the importance of internal controls to prevent fraud and errors. It suggests implementing a system of checks and balances, such as separating duties, requiring approvals for transactions, and conducting regular audits. These controls are essential for ensuring the accuracy and reliability of the financial information.

1 2

PP RR

21 00 50 Z DEC 71

NO

USA-563

DIRNSA

INFO: USA-564
USM-7
USM-604
USM-808

(5)

[REDACTED] DOE

SUBJ: SEATS IDENT SUPPORT

REF B-64-4293-71 DTG 181249Z DEC SEATS IDENT SUPPORT

1. FOLLOWING IS A RANDOM SAMPLING OF SUPPORT RECEIVED VIA SEATS IDENT SUPPORT MESSAGES. READ: TOI, RCVR CALL/PRC, XMTR CALL/PRC, BASIC EQUATED TO THE ITEM, PRC DERIVED BY APPLING ADDITIVE TO BASIC, CALL LISTED FOR RESULTING PRC.

170043 KVV/N392 AWK/K379 HS701/M312/LUA HS778/K389/SQF

170223 PFQ/J235 CGP/K229 HS094/M606/SRX HS018/K629/ZJR

162337 CNJ/M290 COG/K811 HS689/M290/CNJ HS200/K811/COG

170004 FUK/H863 EGW/M916 RA959/E560/OMQ RA994/M506/TDC

170756 LNO/E517 IQD/K517 HS345/M956/PEX HS206/K817/ODR

2. PRCS WERE TAKEN FROM 864 WA 009-71 16NOV71. QUERY IF THIS IS A COMPLETE LISTING OR IF ADDITIONAL RECOVERIES HAVE BEEN MADE.

HAUPT/DOE

KENNETH U HAUPT/TSGT/USAF DOE

ILH RNI

Res. of H. H. H.

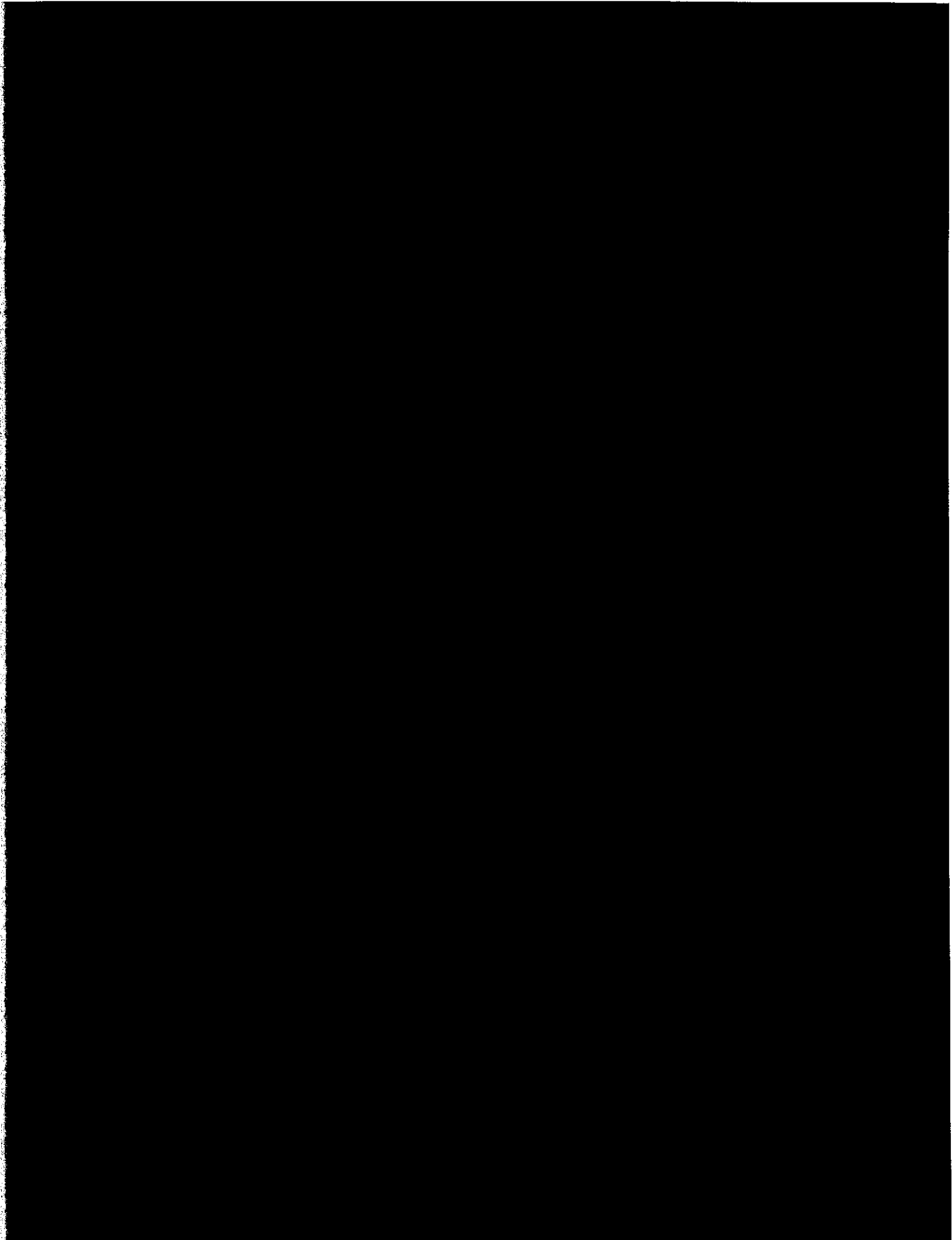
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3. ONLY ONE ITEM ABOVE CHECKS OUT TO THE CALLSIGN ON WHICH THE IDENT WAS MADE (ITEM 162337). THE OTHER IDENTs DO NOT APPEAR TO MATCH WITH THE CALLSIGNS REPORTED. THESE SEATS IDENT SUPPORT MSGS ARE USED TO MAINTAIN AND CHECK THE DATA BASE HELD THIS STATION AND TO RECOVER ADDITIVES ON VARIOUS BASICS. REQUEST CLARIFICATION OF ABOVE IDENTs SO WE CAN CONTINUE TO USE THIS VALUABLE SUPPORT.

2 OF 2 DOE

[REDACTED]



RESERVED FOR COMMUNICATION CENTER

JOINT MESSAGEFORM

SECURITY CLASSIFICATION



TYPE MSG

PRECEDENCE

ACTION **ROUTINE**

INFO

DTG **29 0650Z DEC 71**

FROM: **DET 2 699LSC128Q**

SPECIAL INSTRUCTIONS

TO: **699LSC128Q/00**



FOR HQJ RZBY FROM CAPT WEGNER

SUBJ: ANALYTICAL AIDS ABOARD NEW ACFT.

REF OUR RECENT TELECON THIS SUBJECT.


1. PRESENT RESTRICTIONS ON TECHNICAL AIDS CARRIED ON NEW ACFT BY AIRCRAFT SEVERELY HAMPERS THE AIRBORNE ANALYTICAL EFFORT AT DET 2, THIS IS DUE PRIMARILY TO THE TYPE OF COLLISION SYSTEMS USED BY TARGETS OPERATING IN THE DET 2 FRAG AREAS. THE NEARLITY OF THESE TARGETS TO US DAILY CHANGING COLLISIONS WHICH CAN ONLY BE IDENTIFIED BY APPLYING ADJECTIVES TO THE PRC IN ORDER TO ARRIVE AT AN ARBITRARY MEASUREMENT BASIC.

2. A POINT OF INTEREST IS THAT AS WE UNDERSTAND, MOST OF THE TARGETS CARRIED BY THE 699LTH AND DET 3 USE FIXED AND DATA TYPE COLLISIONS, WHICH ENABLES THE ANALYSTS TO GENERATE WORKING AIDS FOR A SPECIFIC AREA ON A MORE OR LESS PERMANENT BASIS. THESE UNITS ALSO HAVE SECURE COMMUNICATIONS WITH NEW ACFT, AND CAN IDENTIFY TARGETS FROM THE

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ROBERT J. WEGNER, Capt, USAF

RECORDING INSTRUCTIONS



JOINT MESSAGEFORM

RESERVED FOR COMMUNICATION CENTER

SECURITY CLASSIFICATION

TYPE MSG

PRECEDENCE

ACTION

INFO

DTG

FROM:

TO:

SPECIAL INSTRUCTIONS

3. IN VIEW OF THE ABOVE, RECOMMEND THE FOLLOWING ITEMS BE AUTHORIZED ABOVE MISSION AIRCRAFT AT DST 2:

- A. PRC BOOK
- B. FIXED CALLSIGN BOOK
- C. LIST OF ARBITRARY BASICS
- D. LIST OF PRIORITY ED'S
- E. TECH DATA IN SUPPORT OF THE COLLECTION EFFORT TO INCLUDE

CATEGORIES, FREQS, AND SKEDS OF LOW LEVEL TRAFFIC PASSER NETS.

A REASON FOR THESE ITEMS IS TO GIVE THE A202 THE TOOLS HE NEEDS TO IDENTIFY TARGETS AND ASSIST THE COLLECTION EFFORT AS WELL AS THE AREF MISSION.

5. THE PRC BOOK IS REQUIRED TO ENABLE THE ANALYST TO WORK THE DAILY CHANGING CALLSIGNS. BY WORKING THE CALLS TO ARBITRARY BASICS, THE ANALYST IS ABLE TO IDENTIFY THE PRIORITY TARGETS AND DIRECT THE MISSION TOWARD OBTAINING DESIRED TARGETS ON THE PRIORITY LISTING.

THE NSA HI-SPEED RUN DOES NOT INCLUDE ALL THE DAILY CHANGING CALLS, AND IS NORMALLY INCOMPLETE DUE TO CHANGING SOI'S. THE RUN IS

USUALLY OUT OF DATE BY THE TIME WE RECEIVE IT ANYWAY. ANOTHER

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JOINT MESSAGEFORM

RESERVED FOR COMMUNICATION CENTER



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DTG

FROM:

TO:

ADVANTAGE OF THE IDENT AIDS IS THAT THEY WOULD NOT BE LIMITED TO A SPECIFIC AREA AND WOULD ENABLE THE ANNAHNT TO IDENT TARGETS EVEN IF THE MISSION DIVERTED. THE COMBINATION OF THE HI-SPEED RUN, FILED CALLSIGN BOOK, AND THE FRC AND ARBITRARY BASICS WOULD GIVE THE A202 AT LEAST 75 PERCENT OF THE IDENT CAPABILITY AVAILABLE TO HIM ON THE GROUND. THESE IDENT AIDS CAN BE MADE INTO SMALL COMPACT BOOKS.

6. ARBITRARY BASICS, HD'S AND CASE NOTATIONS WITHOUT BEING RELATED TO A SPECIFIC CALLSIGN IS MERELY THE ARBITRARY SYSTEM USED BY COMBAT TO IDENTIFY TARGETS. WITHOUT A KNOWLEDGE OF EXACTLY WHAT THEY ARE AND HOW THEY ARE RELATED, IT WOULD BE DIFFICULT TO RELATE AN HD OR BASIC TO A SPECIFIC TRANSMITTER IF THE MATERIAL WERE LOST.

7. IN ORDER TO DERIVE MAXIMUM BENEFIT FROM THE A202 PROGRAM, BELIEVE EVERY EFFORT SHOULD BE MADE TO PROVIDE HIM WITH THE TOOLS NECESSARY TO ADEQUATELY PERFORM HIS ^{WE} JOB, AND WOULD APPRECIATE ANY HELP YOU COULD GIVE US ALONG THIS LINE.

SPECIAL INSTRUCTIONS

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SEC [Redacted] REPLYING INSTRUCTIONS

6994
105

RJTEZDKM RUMR543291 214 1147-EEEE--RUMUJBA
RTTEZDKM RUMR543291 214 1147-EEEE--RUMUJBA
ZNY EEEEE SVC 0107 ZOK RUMR54

R 020124Z AUG

FM 6994 SCTY S1 TSN RVN

TO ZEN/6994 SCTY 30/DORT/

RUMUJBA/DET 1 6994 SCTY S1 PRA CAT AB RVN

RUMUJBA/DET 2 6994 SCTY S1/TA NANG AB RVN

RUMDREA/DET 3 6994 SCTY S0/NAKHON PHANOM THAI

BT

UNCLAS E F T O I O

SUBJ: ANALYST/COLLECTION MANAGEMENT AUTHORITY COORDINATION.
REF 6994 SCTY S1 REG 55-4, 24 JUL 71.

1. ABOVE REF REQUIRES MONTHLY VISITS TO PRIMARY CMAs BY EXPERIENCED ANALYSTS TO DISCUSS PROBLEM AREAS OF MUTUAL CONCERN.
2. IN VIEW OF HIGH LEVEL INTEREST THIS SUBJ REQUEST IMMEDIATE AND CONTINUED ADHERENCE.
3. FOR DET 1, 6994: AS LONG AS YOU PROVIDE PERMANENT LIAISON TO YOUR PRIMARY CMA YOU ARE EXEMPT FROM THE REQUIRED MONTHLY VISITS.

BT

#3291

NNNN

IN 00081/AUG 02

/ACK

DOE

The first part of the document discusses the importance of maintaining accurate records in a business setting. It highlights how proper record-keeping can help in decision-making and provide a clear history of operations. The text emphasizes that records should be organized and easily accessible to all relevant personnel.

Next, the document addresses the challenges of data management in a digital age. It notes that while digital storage offers convenience, it also introduces risks such as data loss and security breaches. The author suggests implementing robust backup systems and strict access controls to mitigate these risks.

The third section focuses on the role of technology in streamlining business processes. It describes how automation can reduce manual errors and increase efficiency. However, it also cautions against over-reliance on technology, suggesting that human oversight remains essential for complex tasks.

Finally, the document concludes with a call to action for businesses to regularly review and update their record-keeping and data management practices. It stresses that staying current with industry standards and regulations is crucial for long-term success and compliance.

JOINT MESSAGEFORM

Document # 27

2

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DTG 200600Z JUL 71

FROM: DET 2 6994 SQTY SQ DANANG AB RVN

TO: 6994 SQTY SQ/CC/TAN SON NHUT AB RVN

SPECIAL INSTRUCTIONS

[REDACTED] CC

SUBJ: MAINTENANCE MANNING ASSISTANCE

1. REF USAFSS DFRAG 162020Z JUL IN REPLY TO YOUR MSG.
2. REGARDLESS OF WHAT THE BOOKS SAY LET'S LOOK AT THE BODY COUNT HERE: TEN ON BOARD - FRITZ, JOHNSON, PEER, DIEHL, LOOMIS, ANDERSON, DIDATO, ABEL, M. SCHAFER, AND TOMBEND. DIDATO'S BEROB IS 4 AUG, PEER IS 4 AUG; DIEHL IS 14 AUG. SHAFER AND MERTON HAVE DEPARTED. NOW WE'RE DOWN TO TEN BODIES WITH THREE OF THESE "PACKING THEIR BAGS".
3. I HAVE NO FAITH IN GASHIA OR SYLVIA AS IN PUTS, TO WIT: GASHIA WAS ORIGINALLY AN INPUT FOR DEC 70, WAS THEN SLIPPED TO JULY; THEN WAS ELIMINATED FROM TRAINING AT GAFF /REF 6994 DM/DP 130845Z JUL 71/. SYLVIA WAS ORIGINALLY AN INPUT FOR JAN, WAS SLIPPED TO FEB, THEN AUG. EVEN IF TSGT SCHEEL SHOWS IN AUG, I'LL ONLY HAVE EIGHT MAINTENANCE PEOPLE HERE. SSGT MERRICK, BUREAS J SCHEDULED TO ARRIVE IN JUNE GRADUATED FROM BANG 6 APR 71 AND HAS NOT ARRIVED.

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| | [REDACTED] | | GP-1 |

DD FORM 173 NOV 63

JOINT MESSAGEFORM

REPLACES EDITION OF 1 MAY 68 WHICH MAY BE USED.

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CTG 200600Z 30J 71

FROM:

TO:

SPECIAL INSTRUCTIONS

REF. IN ADDITION THE FOLLOWING PERSONNEL PREVIOUSLY SCHEDULED HAVE NOT ARRIVED; A1C DEBT, JOHN A, MAY 71; SSGT KEY, GARRET M, JUN 71; SGT BRUCE, THOMAS R, MAR 71; SGT HUNT, RICHARD W, JUL 71.

4. LATEST PROJ GAINES ROSTER AVAIL NUMS /RA JUN 71/ NOW ONLY SHOWS GASHI TND 15 JAN 72, GILBERT 15 MAR 72, SUMMEL 15 AUG 71, SYLVIA 15 AUG 71, ONE UNID SGT 15 SEP 71 AND ONE UNID SSGT 15 AUG 71.

5. FYI, USAFSS ASSUMPTION RE MORTON IS WRONG. MORTON'S DATE ARRIVED STATION MAY HAVE BEEN 4 AUG 70, BUT HIS DEPOS WAS 25 JUL BECAUSE OF TDY ENROUTE AT BASS BRIDGE TO ARRIVAL. HE DEPARTED HERE ON 6 JUL TO ENTER WATER SURVIVAL CLASS AT HEDSSTEAD PRIOR TO 6916SS REPORTING MONTH OF AUG. GP-1

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| CAPT BAKA | | |
| SECURITY CLASSIFICATION | | TYPED (or stamped) NAME AND TITLE |
| | | W. J. DEBT, MAJ, USAF |
| | | COMMANDER |
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| | | GP-1 |

DMZ [redacted] DM [redacted]

COORDINATE
COMMUNICATED
ALREADY
WEB

0552YUW RUMMRS42787 201/142-5555-RUHQ3A
ZNY 55555
P 200104Z JUL
FM 6094 SCTY 3 754 XV
TO RUMMHA/PSR/DMZ/WHEELER AFB HAWAII
INFO RUMMHA/6092 SPT (SOT/5555-RUMWHEELER AFB HAWAII)
RUMMHA/5555/DMZ/DMZ
SUBJ: DET 2 6094 SCTY 300104Z JUL 55 XV

0991 (3)
(291A)
DM

RE: MANNING ASSISTANCE
FOR THE 6094TH AND DET 2
USAFSS/AFRC 1002Z JUL 55
INFO: MANNING AND SUPPORTING PERSONNEL AFSC 3010
AND DET 2 6094 SCTY 300104Z JUL 55
AFSC 3010 AND DET 2 6094 SCTY 300104Z JUL 55
AFSC 3010 AND DET 2 6094 SCTY 300104Z JUL 55
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PERSONNEL AND MANNING ASSISTANCE PERSONNEL PRESENT
AFSC 3010 AND DET 2 6094 SCTY 300104Z JUL 55
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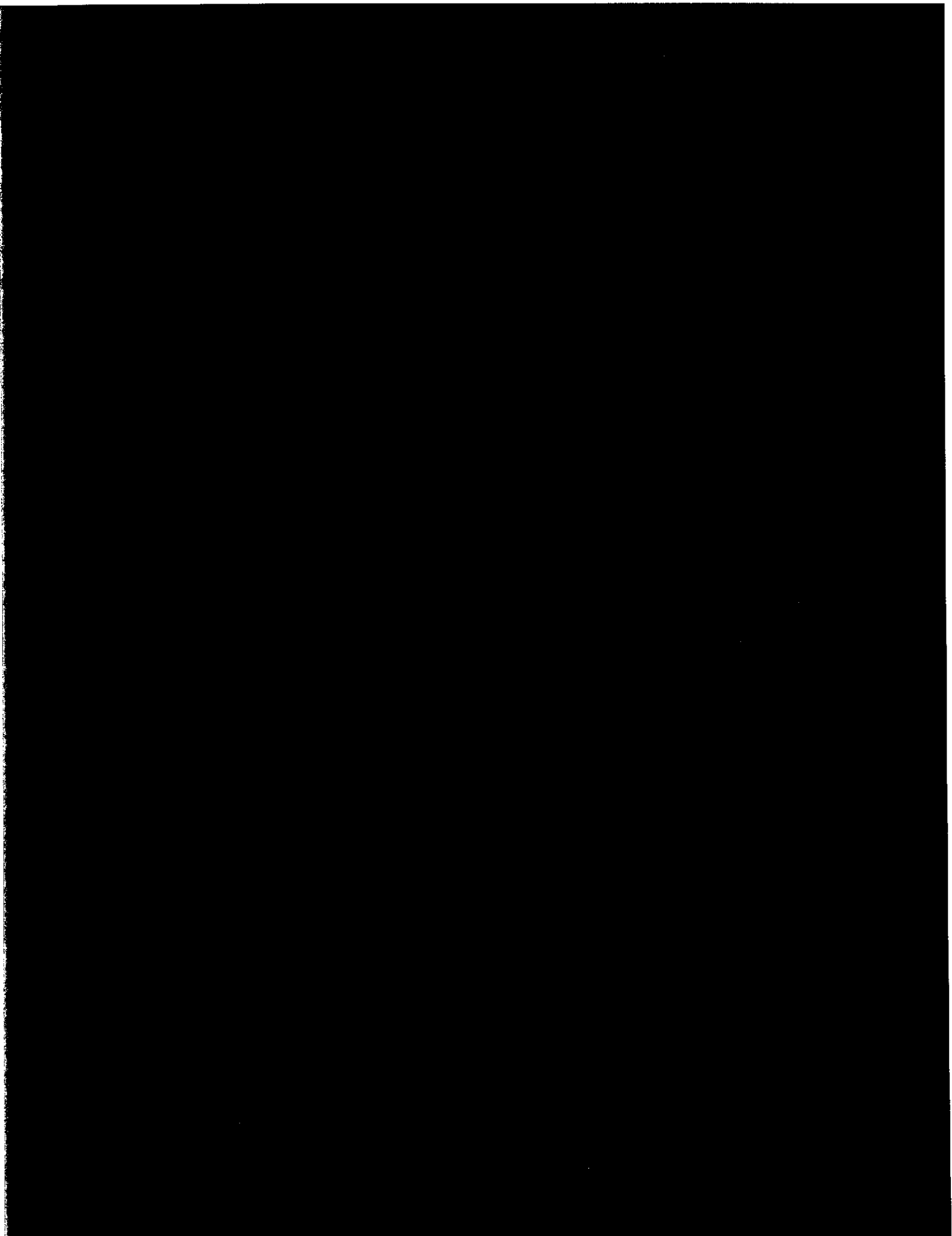
6094TH AND DET 2
COMPLETE MAINTENANCE
MANNING ASSISTANCE
CUT WITH CONTINUAL



WASH DC 20540

SWEAT SHIRTS, EFFICIENCY IS LOST ON T-SHIRTS WORN, BECAUSE FL
T CONTINUALLY ON AIRCRAFT WITH HIGH TEMPERATURES AND PER-
EFFICIENT AND EFFECTIVE. REQUEST YOU CONTACT THE BUREAU FOR
ASSISTANCE.





The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry, no matter how small, should be recorded to ensure the integrity of the financial statements. This includes not only sales and purchases but also expenses, income, and transfers between accounts.

Next, the document outlines the process of reconciling bank statements with the company's records. This involves comparing the bank's record of transactions with the company's ledger to identify any discrepancies. Common reasons for differences include timing issues, such as deposits in transit or outstanding checks, as well as potential errors in recording or bank charges.

The document then addresses the preparation of the income statement. It explains how the data from the ledger is used to calculate the company's net income for a specific period. Key components include total revenue, cost of goods sold, and operating expenses. The final result is the net profit, which is a crucial indicator of the company's financial health.

Finally, the document discusses the importance of reviewing and auditing the financial records. Regular audits help to detect and correct errors, prevent fraud, and ensure that the financial statements are accurate and reliable. It also highlights the role of external auditors in providing an independent opinion on the company's financial performance.

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| TYPE | NO. | DATE |
| SECTION | NO. | DATE |

FROM: 6974 BATTY, ...

TO: ...

INFO: ...

6974 BATTY SA/LIS/TAA ...

... SUP SA/... ...

... BASS/... ...

JUGLAS & F.T.C. LGS

SUBJ: REQUEST FOR ASSISTANCE

1. REQUEST YOUR ASSISTANCE BY RETURNING A RELEASE FORM WITH THE FOLLOWING PARTICULARS. PLEASE PRINT CLEARLY & CORRECTLY.

| STOCK NO | AMP | REV | REQUISITION | DATE | STATUS |
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| 58954386262YU | MODULE | 1 SA | FB5263 1293 0632 | 06 | RECEIVED |
| 58954386262YU | MODULE | 1 SA | FB5263 1305 0636 | 06 | RECEIVED |
| 58954386262YU | MODULE | 1 SA | FB5263 1312 0309 | 06 | RECEIVED |
| 58954386262YU | MODULE | 1 SA | FB5263 1325 0949 | 06 | RECEIVED |
| 58954386262YU | MODULE | 1 SA | FB5263 1331 0110 | 06 | RECEIVED |
| 58954386262YU | MODULE | 1 SA | FB5263 1372 0439 | 06 | RECEIVED |

2. PLEASE SIGN & ASSEY AND FOR THESE ITEMS. ADVISE IN ...

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ACTION: ROUTED

INFO

FROM: DTIC 2 1994 SCTY SQ DANANG AFB RVN

TO: USAFMS/LOGSA

INFO: WR. 7/AMRCCB/ROBINE AFB GA

PSR/CLASS/WHEELER AFB MI

366 SUP SQ/BRIDGE/DANANG AFB RVN

UNCLAS [redacted] LOG

SUBJ: RETAIN TEMPORARY AUTHORIZATION FOR M-1 VANS

REF USAFMS/LOGSA O51A062 NOV 71

REQUEST THIS ACTIVITY RETAIN AUTHORIZATION FOR B/Y'S 5415147 AND 5415123 AND UTILIZE AS SUPPLY STORAGE FACILITIES. AT PRESENT THERE IS NO STORAGE SPACE AVAILABLE TO HOUSE THE INCREASED QUANTITIES OF EQUIPMENT AND SUPPLIES CREATED BY THE MOVE OF ALB-34 AND 35 SYSTEM TO THIS LOCATION. PLEASE CONSIDER THIS REQUEST FOR CANCELLATION OF LOGSA S/D71-153.

ADVISE

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TYPED BY SOURCE NAME AND TITLE
HAYDEN S. JOHNSON, SMSGT, USAF
MEDIC SUPPLY

WRITING CLASSIFICATION

UNCLAS

REGRADING INSTRUCTIONS

FORM NOV 63 173

RTTEZYUW RUMTEDA 17 2541822-EEEE--RUMU 71 18 71
 ZNY EEEEE ZOC
 R 131730Z SEP
 FM USAFSS
 TO AIG 8554
 RUMTPDA/6948TEC/INGBP/TE/6000FELLOW AFB TX
 ZEN/6960SPTGP/KELLY AFB TX
 ZEN/6948SCTYSO/KELLY AFB TX
 ZEN/AFSCC/KELLY AFB TX
 ZEN/AFCD/KELLY AFB TX
 ZEN/OLAA ESR/KELLY AFB TX
 XMT/TUSLOG DET 94
 XMT/TUSLOG DET 204

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 DR FOR FDP IN
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BT
UNCLAS [REDACTED] DPT

BECAUSE OF THE DELETION OF THE FIVE LEVEL FROM THE 203X1 AFSC
 EFFECTIVE 1 JAN 72, THE 20351 COCOC WILL BE DELETED AS A FORMAL
 CASE FROM OUR INVENTORY. NO MORE ENROLLMENTS IN THIS COURSE WILL
 BE ACCEPTED AFTER 1 OCT 71. IN ADDITION, ALL PERSONNEL WILL BE
 DISENROLLED FROM THIS COURSE ON 1 JAN 72. THE TNG MATERIALS WILL
 CONTINUE TO BE AVAILABLE FOR SELF-STUDY FOR WAPS TESTING.

BT
#2047

NNNN

IN 08130/SEP13. /ACK

REPORT TO
ATTN OF: SSgt Proelar (DOW/4641)

SUBJECT: Report of Visit to Det 2, 6924th Sq; Sq

TO: CC
DO
IS TRAF

Aug 71

1. Purpose of visit was to conduct the quarterly standardization/evaluation inspection/assistance visit, familiarization with attachment operations, and to render staff assistance.

2. Name of Visitors: SSgt Michael D. Proelar
SSgt Jack L. Inkens

3. Personnel contacted: Maj Isdet, Commander
Capt Chapelle, Operations Officer
SSgt Bayler, MEOIC Operations
Tsgt Haupt, MEOIC Exploitation/Analysis
SSgt Wilson, SEFE Stan/Eval Section
SSgt Sides, MEOIC Scheduling

4. A comprehensive three section Standardization/Evaluation Management Checklist prepared by DO was used as a guide for the visit. Section 1 is documentation, Section 2 is administration, and Section 3 is crew/mission procedures. Evaluation findings were discussed with the Commander and Operations Officer prior to departure.

5. Items by section:

a. Section 1 - Documentation

(1) Cover sheets are filed on the top of each section in the AF Form 846 on each individual.

(2) All 846s that were inspected had the appropriate documents filed in the proper section.

(3) USAFSS Form 74s (Airborne Operator Flight Check) are signed by the examinee, the flight examiner, the examinee's supervisor, and the operations officer.

(4) Form 74s are filed in a timely manner. The only exception being when one of the instructors is on leave, RFL, RIR, etc.

(5) Examinees satisfactorily complete all required written exams prior to being scheduled for flight checks. No 100% evaluations are exempt from this requirement.

[REDACTED]

(6) Written exams following the flight check are being administered within the required time limits of 2 days.

(7) The Form 74s that were inspected contained excellent crew five comments which reflected the performance of the sorties during the flight check. The Form 74s are being accomplished in strict directives.

(8) A few E4s still do not have all the required training certificates. This has been a continuing problem for all units in the 699th squadron. Efforts have been made and are still being made to obtain the certificates on the few individuals that do not have them.

(9) All required training is properly documented on the AF Form 1391.

(10) All AF Form 942s that were checked reflect the flight examinations indicated by the USAFSS Form 74.

b. Section II - Administration

(1) The unit has an efficient system for scheduling semi-annual evaluations within required time limits. The Stan/Eval section utilizes a board to monitor due dates for flight checks for each individual. Individuals are then notified by letter, scheduled to test, and complete the flight check prior to the due date.

(2) No crewmembers were found to be in delinquent status.

(3) In the past, personnel who have exceeded six months between evaluations have been declared delinquent. This fact has been documented by letter and entered in the individuals AF Form 846.

(4) The scheduling section is notified of any delinquent personnel.

(5) Delinquent personnel are scheduled to fly with an instructor until they are recertified by a flight examiner.

(6) Personnel who do not participate in an operational sortie for more than 30 days are placed in non-current status. Any individual who is non-current flies his first operational mission subsequent to his non-current date under the direct supervision of an instructor.

(7) All flight examiners and instructors are appointed on special orders.

[REDACTED]

(8) The unit has all required regulations and manuals on hand and up to date.

(9) The Stan/Eval section has sufficient written examinations on hand to satisfy all requirements.

(10) The scheduling section utilizes an efficient system for maintaining flying hour totals to insure that aircrew members do not exceed the 30 consecutive day or quarterly maximum flying hour requirements.

(11) A Stan/Eval Review Panel is conducted each quarter and the minutes of the panel are on hand.

(12) Trends noted in stan/eval results are used to direct the focus of proficiency/aircrew training. The Stan/Eval and Proficiency Training Sections closely coordinate and the training section is directly responsive to stan/eval trends and/or suggestions.

a. Section III - Crew/mission Procedures

(1) At the pre-mission briefings observed all crewmembers reported on time and were in good flying condition.

(2) The pre-mission preparation is adequate.

(3) Mission material is inventoried and receipted for by the Airborne Mission Supervisor.

(4) The pre-mission briefing covers all required items.

(5) The briefings were presented in a very professional manner.

(6) All crewmembers were attentive to all items covered during the pre-mission briefing.

(7) The AMS takes control and maintains it throughout the mission.

(8) Position starting assignments are assigned by the AMS.

(9) Tech data carried aboard mission aircraft was found to be adequate.

[REDACTED]

(10) Three pre-mission briefings were observed. At two of the briefings crewmembers were not physically checked for required items, dog tags, 20 kits, etc. The one briefing where crewmembers were checked, the AMS was flight examiner. All three briefings were conducted by a Duty Analyst or an Analyst on the crew. At all three briefings the AMS had little to say or do. Det 2 should place more emphasis on the duties and responsibilities of the AMS during the pre-mission briefing. The AMS should conduct the pre-mission briefing to include an analyst presenting the analytical portion. The AMS should physically check each crewmember for the required items during each pre-mission briefing. *agree*

Don't agree

This is an equivocal item.

(11) The AMS does not conduct spot checks of emergency/aircrew knowledge on non-training flights. All aircrew members receive written examinations on emergency procedures on Initial, No-Notice, Semi-annual, and Special Upgrade flights. In addition, aircraft commanders periodically ask emergency procedures questions and conduct egress training.

(12) The pre-mission briefing is not recorded as there is no recorder available for this purpose. A recorder has been on order for quite some time.

(13) When a recorder becomes available Det 2 will maintain briefing tapes for a 24 hour period.

(14) The combined briefing is adequate.

(15) The 362nd TMS briefing contained all the required information and was presented in a professional manner.

(16) The USAFSS crew presentation at the combined briefings was thorough and was presented in a professional manner.

(17) All crewmembers checked their life support gear for proper fit. Survival radios were checked for proper working.

(18) Parachutes were checked by all crewmembers observed for overall serviceability and inspection/repack dates.

(19) On the missions observed all equipment was pre-flighted prior to take off.

(20) If a malfunction is discovered during pre-flight it is reported and corrected prior to take off.

[REDACTED]

(21) Of the missions observed all crewmembers had their seat belts fastened and wore gloves during take off and landings.

(22) Mission equipment is activated and checked immediately after take off.

(23) Interphone procedures and aircrew coordination were outstanding on the missions observed.

(24) On the missions observed crewmembers appeared to be proficient in mission knowledge, procedures, and mission equipment.

(25) Except for the previously mentioned pre-mission briefing (item 10) the AMS performed his duties in an outstanding manner. The AMS maintained positive control of USAFSS personnel and resources throughout the mission.

(26) Logs and forms were maintained and completed in existing directives.

(27) Equipment shutdown is accomplished after all mission requirements have been met.

(28) The post mission security check was very thorough. The AMS personally double checked each position to insure that no classified information was inadvertently left on the aircraft.

(29) All mission material was accounted for prior to leaving the aircraft and at the post mission debrief.

(30) Detailed debriefings are conducted but not recorded. Recording of the debriefings is no longer required.

(31) To the best of my knowledge all reports were accurate and complete.

(32) Overall view

(a) Crew Proficiency: Outstanding. On the mission I observed the crew fixed 27 of 28 targets including 15 voice targets. A very outstanding mission.

(b) Operating Procedures: Outstanding on the missions observed.

[REDACTED]

c. Training Program: Very efficient. The Training Section and Stan/Eval Section coordinate closely to insure that accurate, up-to-date information is available to all flying personnel.

d. Stan/Eval Administration: Outstanding. The Stan/Eval Section is efficiently managed by highly qualified personnel.

e. Stan/Eval Effectiveness: Outstanding. From my observations during this visit it is apparent the stan/eval program at Det 2 is doing the job we want it to do.

Michael D. Preslar

MICHAEL D. PRESLAR, SSgt, USAF
Chief, Squadron Stan/Eval

[REDACTED]

[REDACTED]

[REDACTED]

CLASSIFICATION
CONTROL
CONTROL
CONTROL
CONTROL
CONTROL
CONTROL

UNIT PERMANENT COMM FACILITY, DET 2, 6048 S. ...
THE SCHEME WAS SIMON-FRANZ (USSR-USU)-71-021
REF: NY 6081 2/14/02 JUN 71 (ACTAC 6994 55).
1. REQUESTER FOR SUBJECT PROGRAM NO LONGER
MISSION REQUIREMENTS WILL CONTINUE TO BE ...
SUBMITTING REQUEST SUBJECT PROGRAM/SCHEME ...
2. REQUEST FOR REVIEW AVAILABLE COMMAND ...
TO BE USED BY SUBJECT PROGRAM AND RECOMMENDATION ...
DISPOSITION ACCORDINGLY. CP-1,
BT
#2789

PH BRASS/001 10

[REDACTED]

22 Oct 71 01 45z

XX

IMMEDIATE
PRIORITY

USA-563

USM-701/ACC

USA-561/DO/CC

INFO: USA-561/DO/CC

PSR/DORT

USAFSS/DORT

USA-562

4 CDS
1 COM
1 CC R/
1 DO R/
1 DO F I
4844

DO OCT 71

1. DUE TO SEVERE WEATHER FORECAST IN THE DANANG AREA IN ASSOCIATION WITH TYPHOON HESTER, 362ND TFWG IS EVACUATING ALL OPERATIONALLY CAPABLE AIRCRAFT TO NAKHON PHANOM RTAFB THAILAND. A TOTAL OF NINE AIRCRAFT WILL DEPLOY, AS FAR AS IS KNOWN AT THIS TIME. OF THESE, THE FOLLOWING ARE OPERATIONAL AT THIS TIME:

3 ALR-35, R-1830 (CCZ)

1 ALR-35, R-2000 (CCZ-Q)

1 ALR-38, R-2000 (MAX)

IN ADDITION ONE MAX IS ALREADY ON STATION AT NKP WHICH

22 1800
OCT 1971
03 03

3314

CONRAD A. CHAPELLE, CAPT, USAF
OPERATIONS OFFICER

DO/CHAPELLE

S

[REDACTED]

WHELS

[REDACTED]

[REDACTED]

WAS SCHEDULED TO RETURN TO DANANG TODAY, BUT WILL NOT DO SO.

~~XXXXXXXXXX~~ THE REMAINING AIRCRAFT WHICH WILL DEPLOY ARE NOT PRESENTLY MISSION CAPABLE. ONE OF THE ALR-35 (CCZ) IS ACFT 735, ASSIGNED TO PHU CAT, WHICH WAS HERE DUE TO MAINTENANCE PROBLEMS. 2. FOR USA-564. PROJECT OFFICER IS CAPT CONRAD A CHAPPELLE, PROJECT NCO IS TSgt JOHN LESLIE. THEY WILL PROVIDE POINT OF CONTACT FOR OPERATIONS AND SUPPORT MATTERS. PLEASE ADVISE YOUR BRAVO SHOP THAT A TOTAL OF FOUR OF OUR BRAVO MAINTENANCE PERSONNEL WILL DEPLOY.

3. FOR USA-561/DM/DA. Sgts BROWN AND HAYES FROM YOUR ORGANIZATION WILL DEPLOY. REQUEST YOU SECURE APPROPRIATE TDY ORDER AMENDMENTS.

~~RRR~~ 4. FOR [REDACTED] REQUEST YOU OBTAIN REQUIRED COUNTRY CLEARANCE FOR A TOTAL OF 42 USAFSS PERSONNEL FOR AN ESTIMATED 3-4 DAYS.

5. FOR ACC. REQUEST YOU PROVIDE APPROPRIATE TASKING AND TECH INFO FOR MISSIONS TASKED WHILE DEPLOYED TO USA-564, PROMINENTLY FLAGGED FOR USA-563 DEPLOYED.

6. FOR USA-564. REQUEST YOU ADVISE ~~6000~~ ^K COMM OF DEPLOYMENT. WE WILL REQUIRE 1 DESK, 1 TYPEWRITER AND NORMAL OFFICE SUPPLIES IN SI SECURE MISSION BRIEFING SUPPORT AS PRACTICABLE, WORKING AREA, BILLETING ARRANGEMENTS FOR 14 ENLISTED AND 1 OFFICER, AND SUCH VEHICLE SUPPORT AS YOU CAN OBTAIN FOR US FROM HOST BASE ASSETS.

7. FOR PSA/USAFSS/USA-564. WHILE NO TYPHOON CONDITION IS IN EFFECT FOR DANANG AT THIS TIME, WE ANTICIPATE DECLARATION WITHIN NEXT 6 HOURS. WE WILL ADVISE THROUGH NORMAL REPORTING CHANNELS.

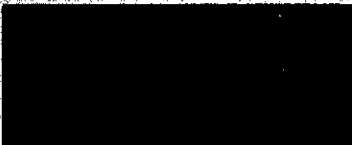
8. FIRST DEPLOYMENT AIRCRAFT IS SCHEDULED FOR 220600Z DEPARTURE. LAST AIRCRAFT SHOULD BE ON THE GROUND BY 221300Z. PROJECT NCOIC WILL BE ON FIRST IN, PROJECT OFFICER ON LAST ONE.

[REDACTED] [REDACTED]

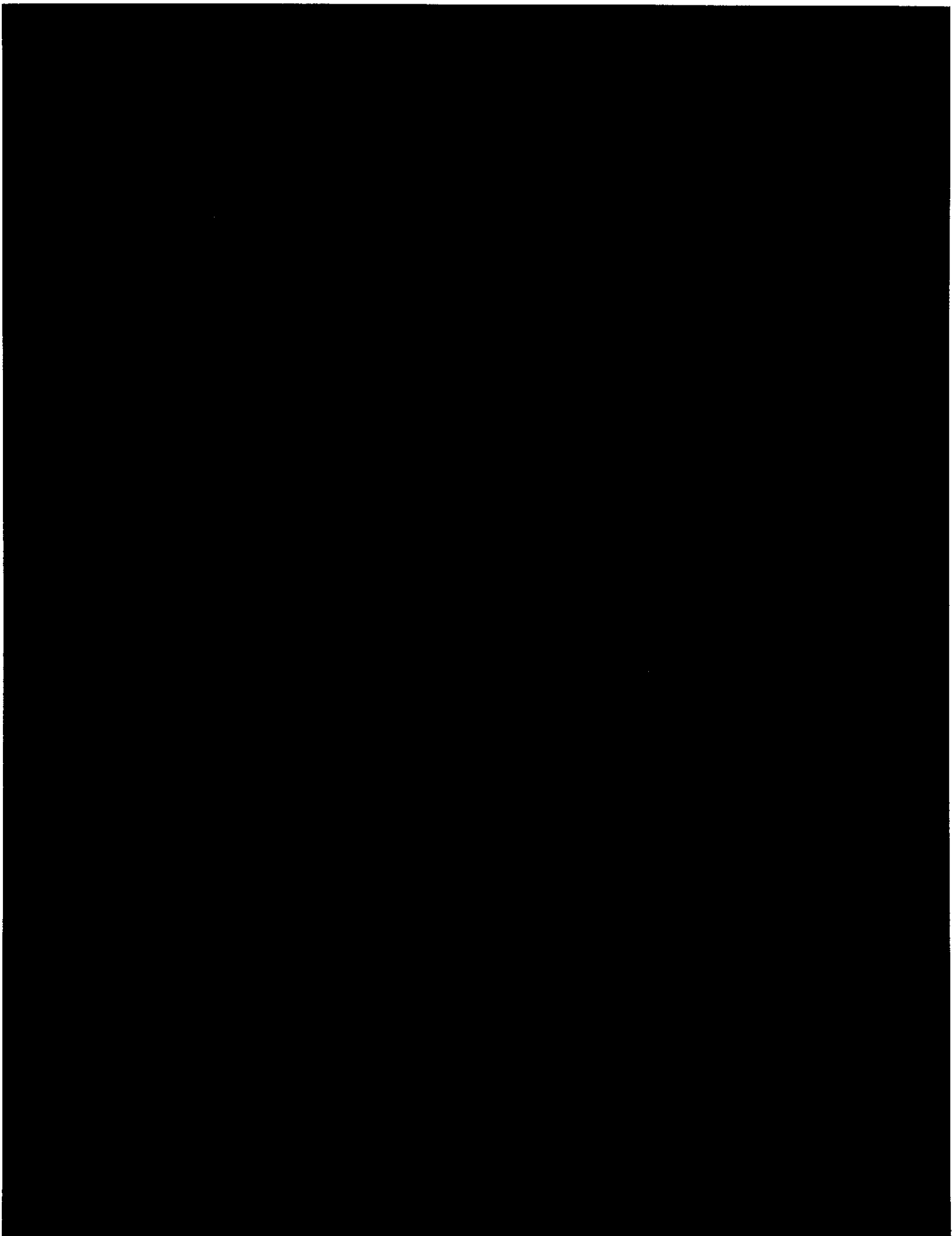


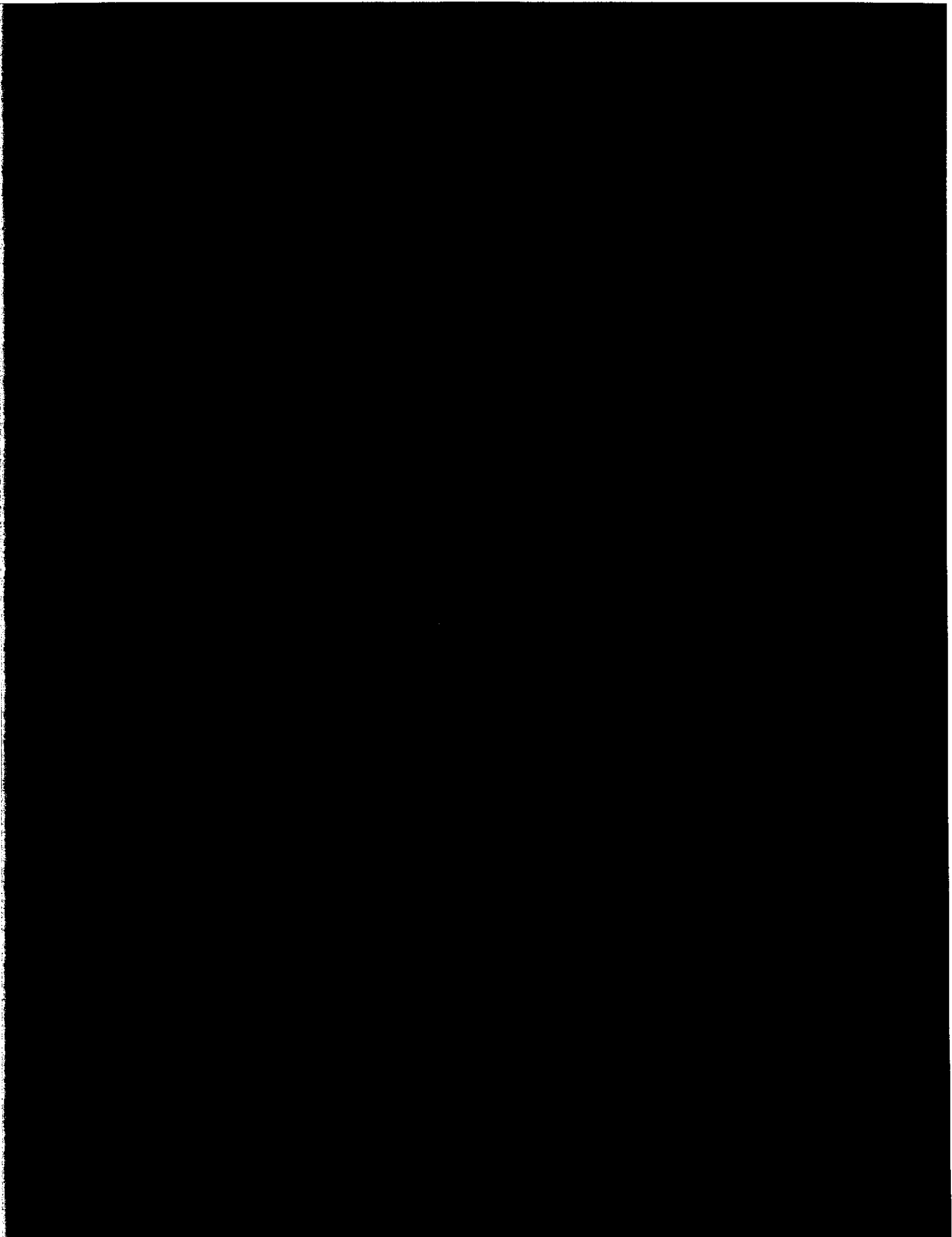
9. FOR ACC. REQUEST EARLIEST POSSIBLE DISPATCH OF TASKING INFO
TO PRECLUDE VIOLATION OF CREW REST WHEN TASKING ARRIVES LATE.

PAGE 03 OF 03 PAGES



Handwritten initials or signature.



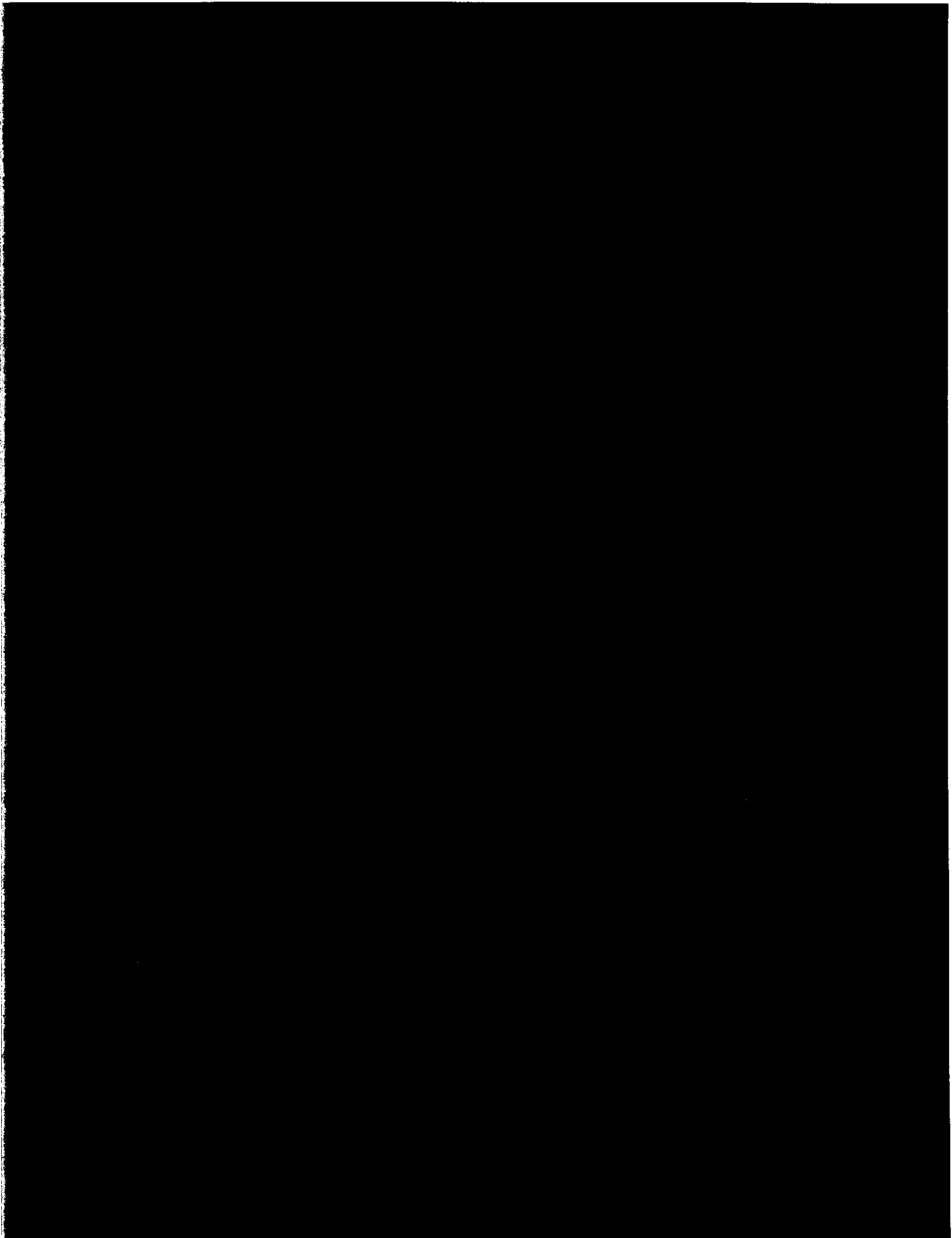


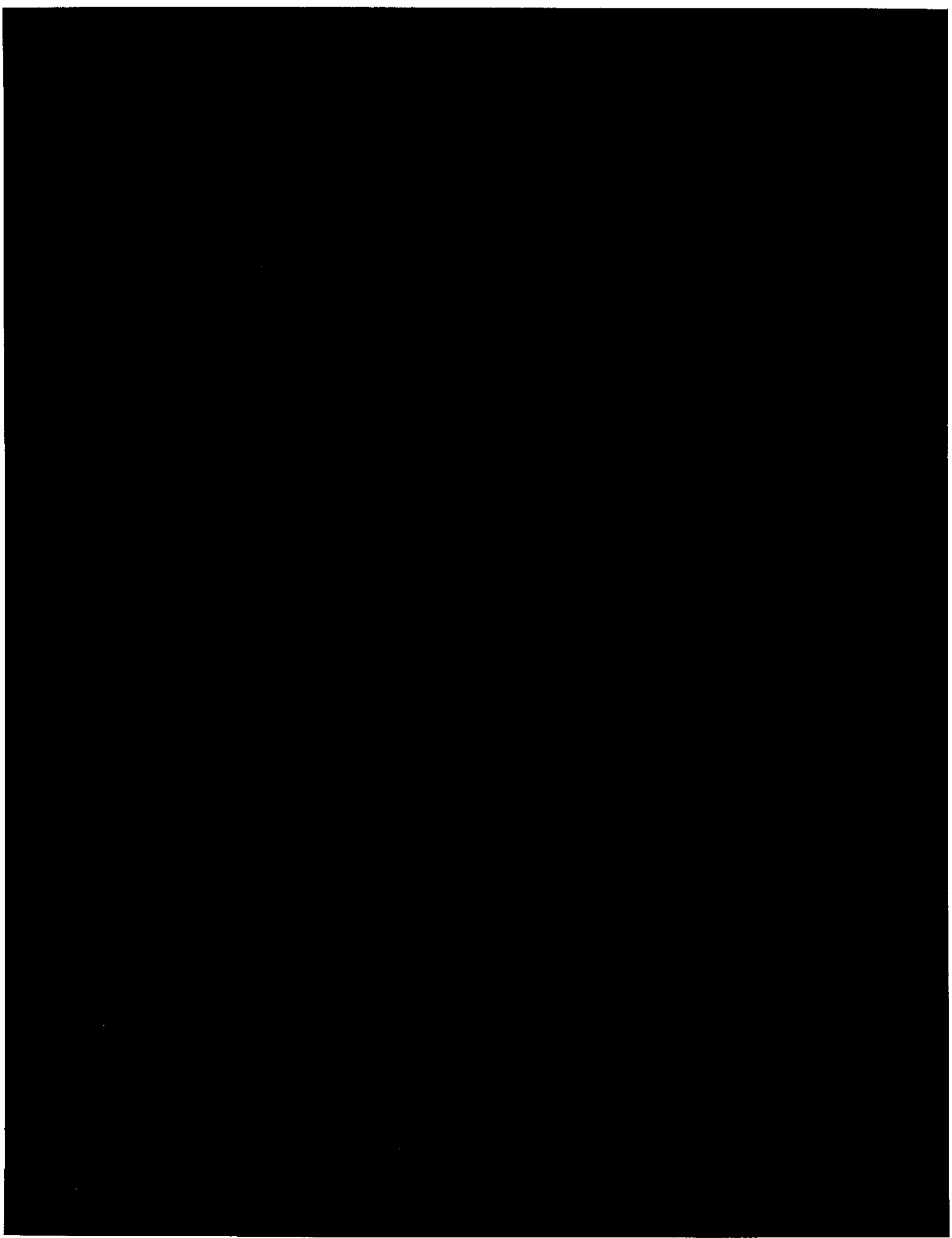
The first part of the document discusses the importance of maintaining accurate records in a business setting. It highlights how proper record-keeping can help in decision-making, legal compliance, and financial management. The text emphasizes that records should be organized, up-to-date, and easily accessible.

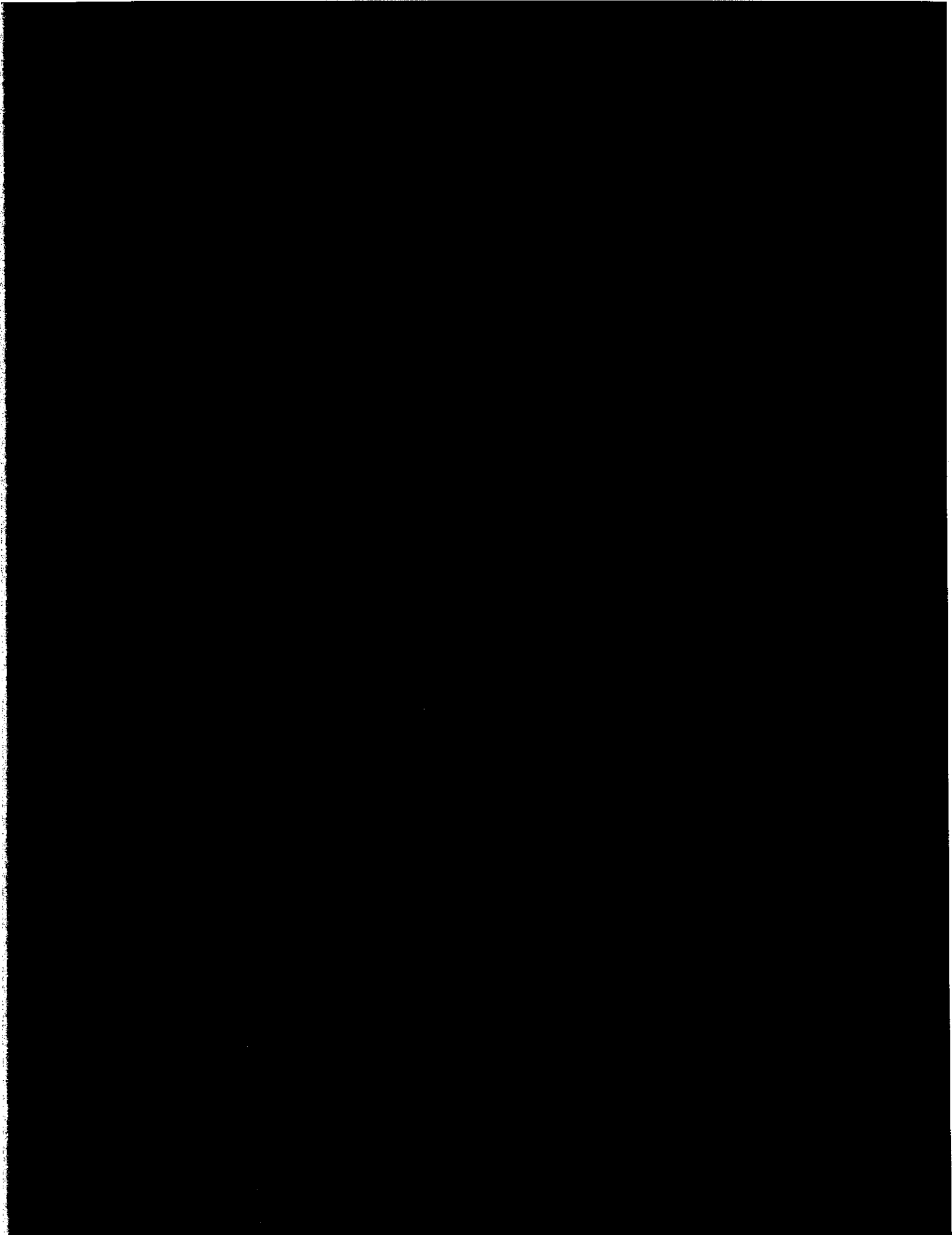
Next, the document addresses the challenges of data management in the digital age. It notes that while digital storage offers convenience, it also introduces risks such as data loss, security breaches, and information overload. Solutions like cloud storage, encryption, and regular backups are suggested to mitigate these risks.

The third section focuses on the role of records in legal and regulatory contexts. It explains that businesses must adhere to various laws and regulations that require the retention of specific documents. Failure to do so can result in penalties and legal liabilities. The text provides a checklist of common records that should be maintained, such as contracts, invoices, and employee records.

Finally, the document concludes by stressing the long-term value of a well-maintained record system. It suggests that businesses should invest in training and technology to ensure their record-keeping practices are efficient and effective. Regular audits and updates to the system are also recommended to keep it relevant and secure.





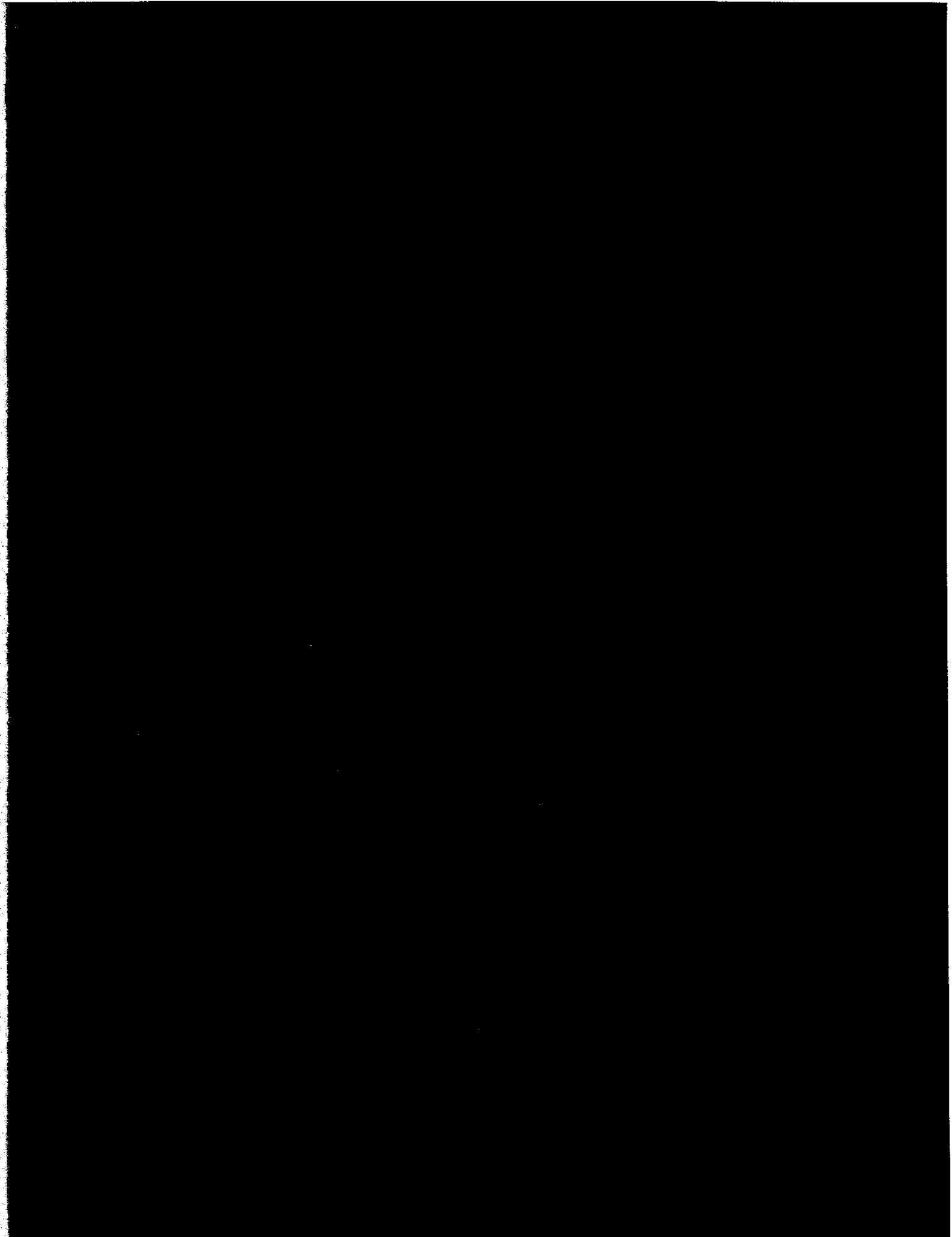


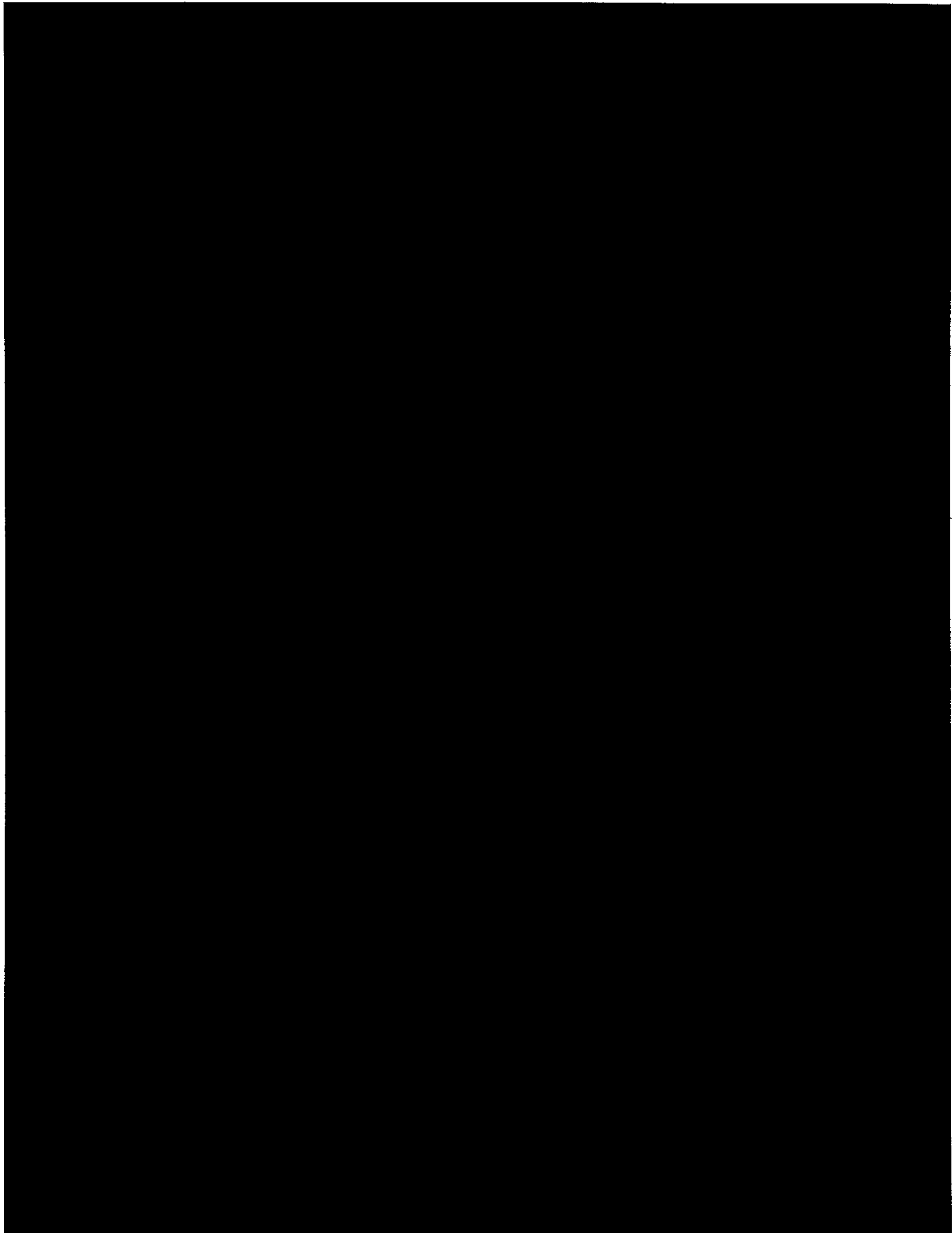
The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry, no matter how small, should be recorded to ensure the integrity of the financial statements. This includes not only sales and purchases but also expenses, income, and any other financial activity. The text explains that proper record-keeping is essential for identifying trends, managing cash flow, and complying with tax regulations.

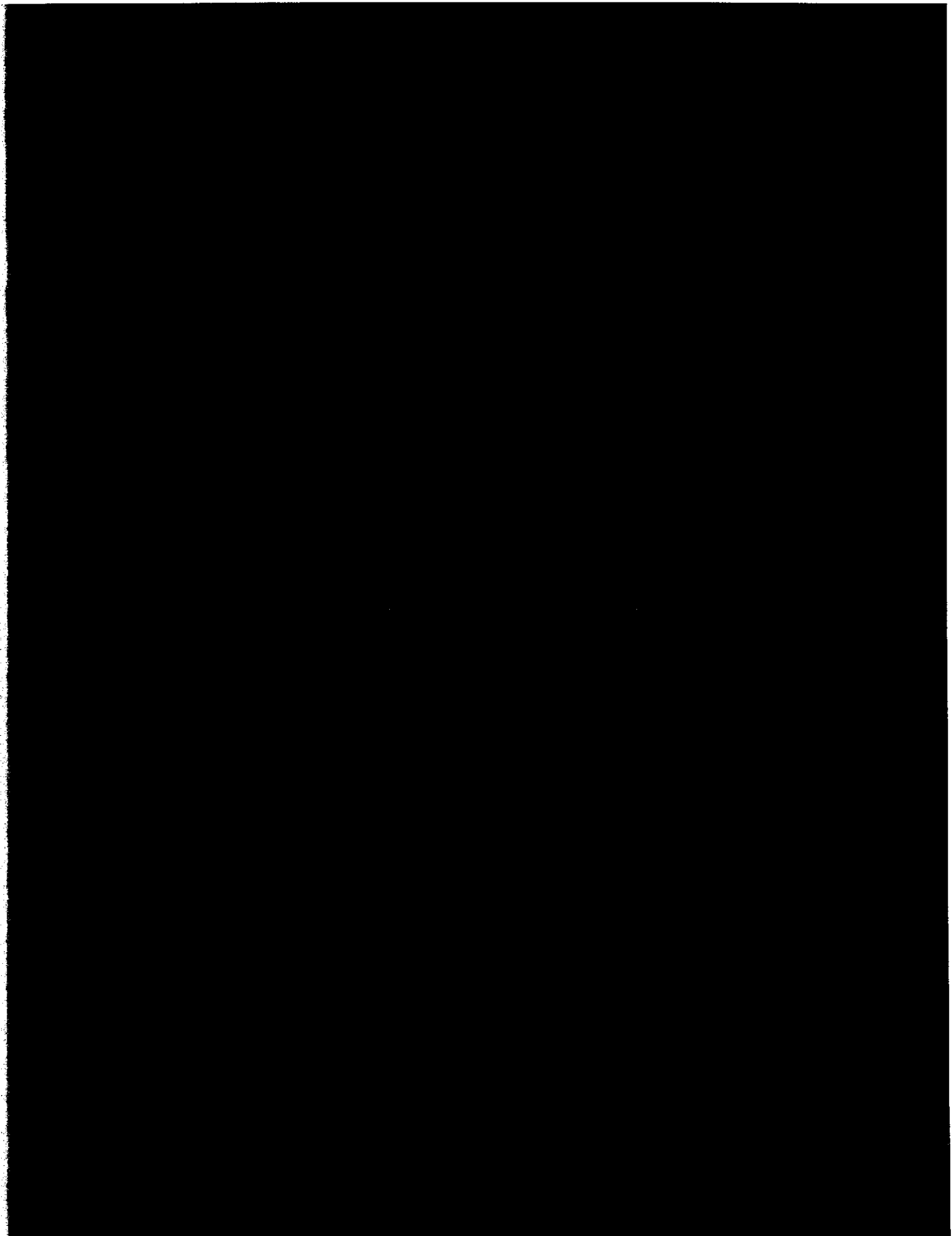
Next, the document addresses the process of reconciling bank statements. It highlights that regular reconciliation is crucial for detecting errors, such as bank charges or unauthorized transactions, and for ensuring that the company's records match the bank's records. The text provides a step-by-step guide on how to perform a bank reconciliation, from gathering the necessary documents to comparing the two sets of records and resolving any discrepancies.

The third section focuses on the classification of expenses. It details how to categorize different types of costs, such as operating expenses, depreciation, and interest, to ensure they are recorded in the correct accounts. This classification is important for calculating net income and for providing a clear picture of the company's cost structure. The text also discusses the importance of using consistent accounting methods to facilitate comparison over time and across different periods.

Finally, the document concludes by emphasizing the overall goal of financial record-keeping: to provide a clear and accurate picture of the company's financial health. It stresses that diligent attention to detail and adherence to accounting principles are key to achieving this goal. The text encourages businesses to invest in proper accounting systems and to seek professional advice when needed to ensure compliance and accuracy.







RESERVED FOR COMMUNICATION CENTER

JOINT MESSAGEFORM

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| TYPE MSG | S | MULTI | ANGLE |
| PRECEDENCE | | | |
| REASON | | | |
| INFO | | | |

BY 050730Z OCT 71

FROM: DET 2 6994 SGTI SQ

TO: 6994 SGTI SQ/30

SPECIAL INSTRUCTIONS

DO OCT 71

SUBJ: PROJECT HERBERT FEEDBACK

1. [REDACTED]

2. [REDACTED]

3. [REDACTED]

4. [REDACTED]

5. [REDACTED]

6. [REDACTED]

7. [REDACTED]

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for items

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| PAGE NO. | TOTAL PAGES |

W. A. CHAPPELLE, CAPT, USAF

JOINT MESSAGEFORM

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| PRECEDENCE | | | |
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| INFO | | | |

SPECIAL INSTRUCTIONS

~~FROM~~

~~TO~~

FIGER HAD BEEN DEMOTED FROM MAJOR TO CAPTAIN FOR LOSS OF RADIOS AND EQUIPMENT.

3. ALL CAVES AND TUNNELS, INCLUDING ONE COMPLEX WITH 15 ROOMS, 4 TO 5 LEVELS, RUNNING WATER AND AIRBORNE SUPPLIES WERE EITHER BLOWN UP OR TREATED WITH PERSISTENT CS GAS/FOG. 570 CASUALTIES (US): 2 KIA, 9 MIA, 40 WIA (1 FEMALE) CAPTURED. 2 VERY LARGE SECONDARY EXPLOSIONS 15-20 CAVES/TUNNELS DESTROYED OR TREATED WITH CS. 1 CACHE (M1) OF SIGNALS AND SHAPED CHARGES DESTROYED.

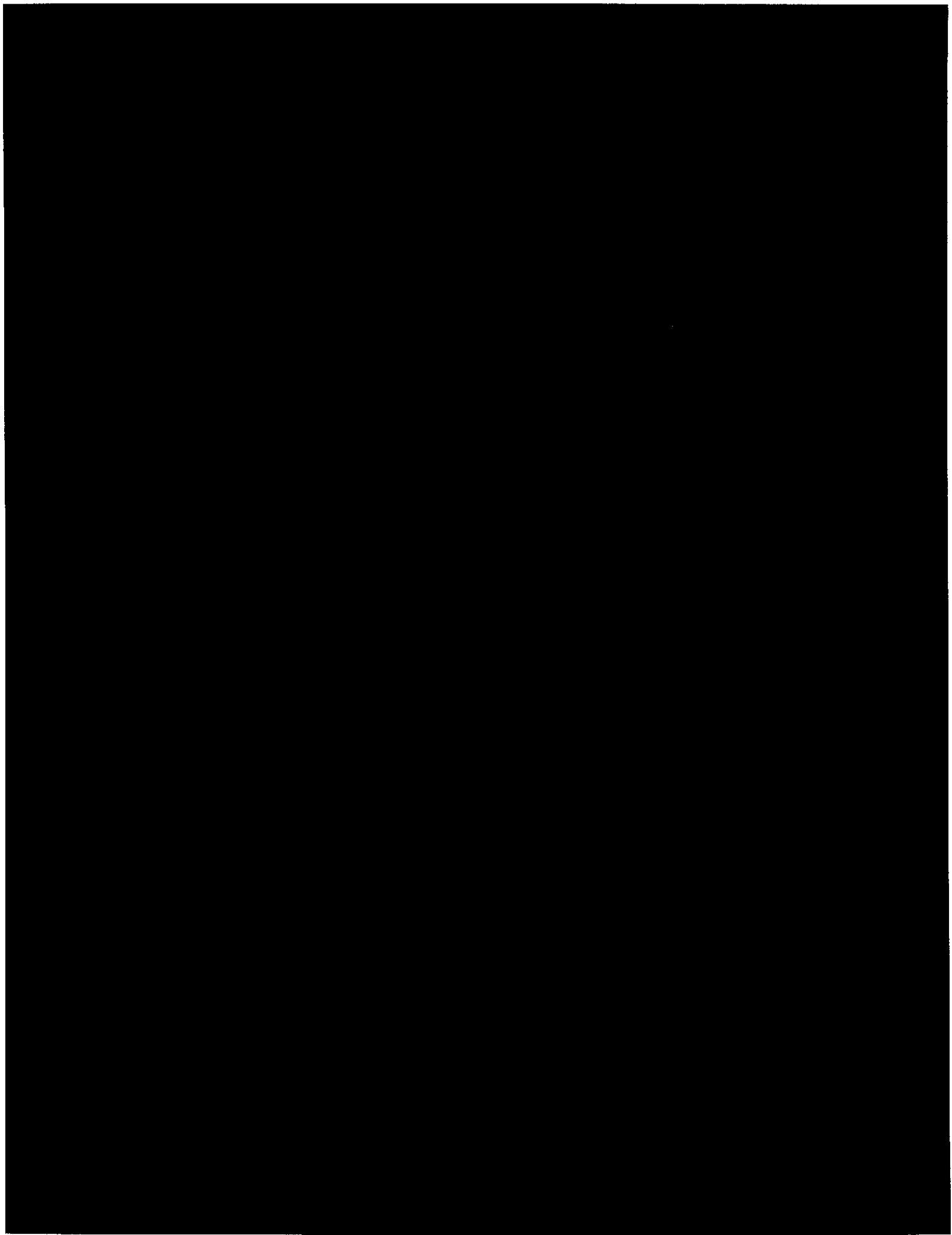
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| 2 | 2 |

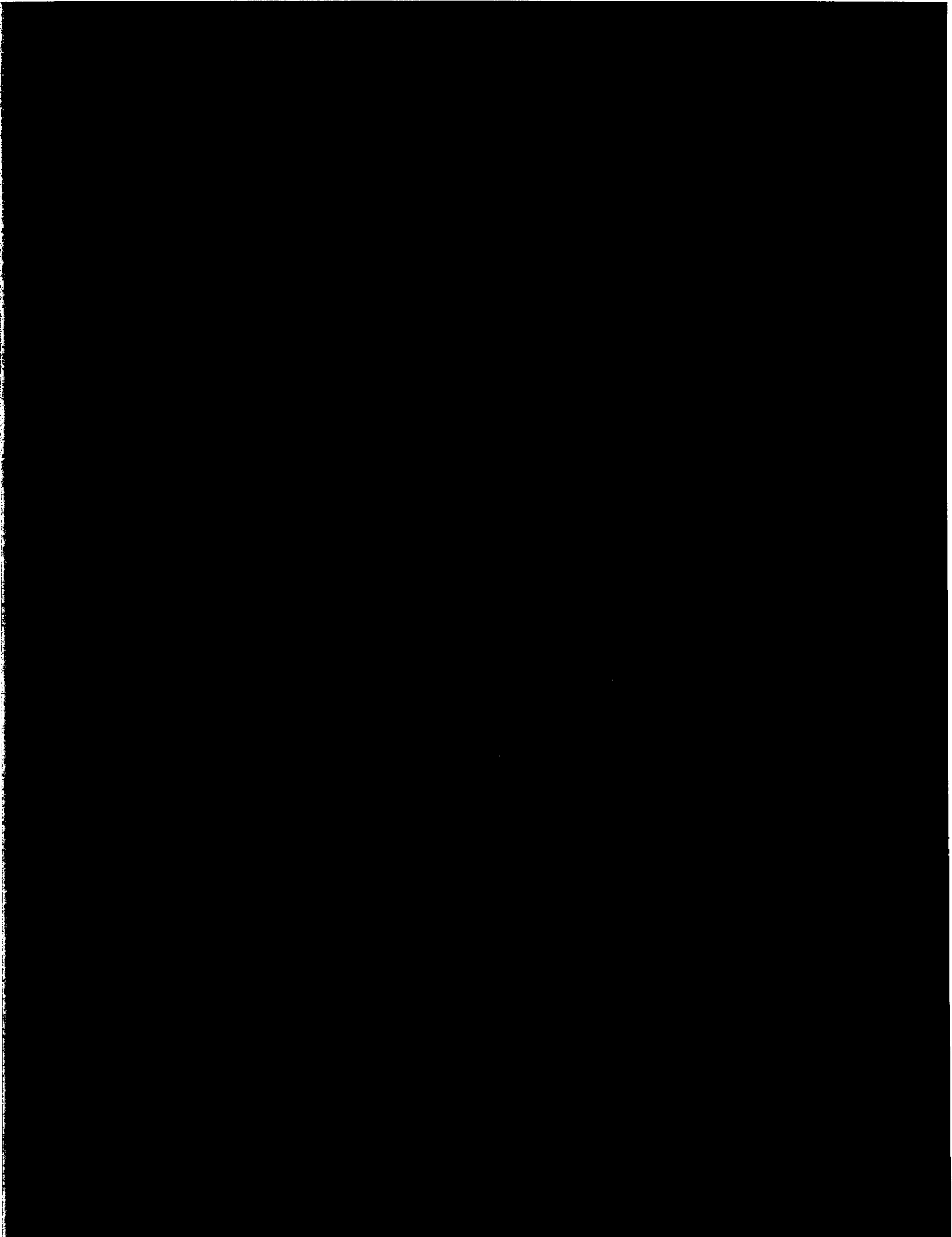
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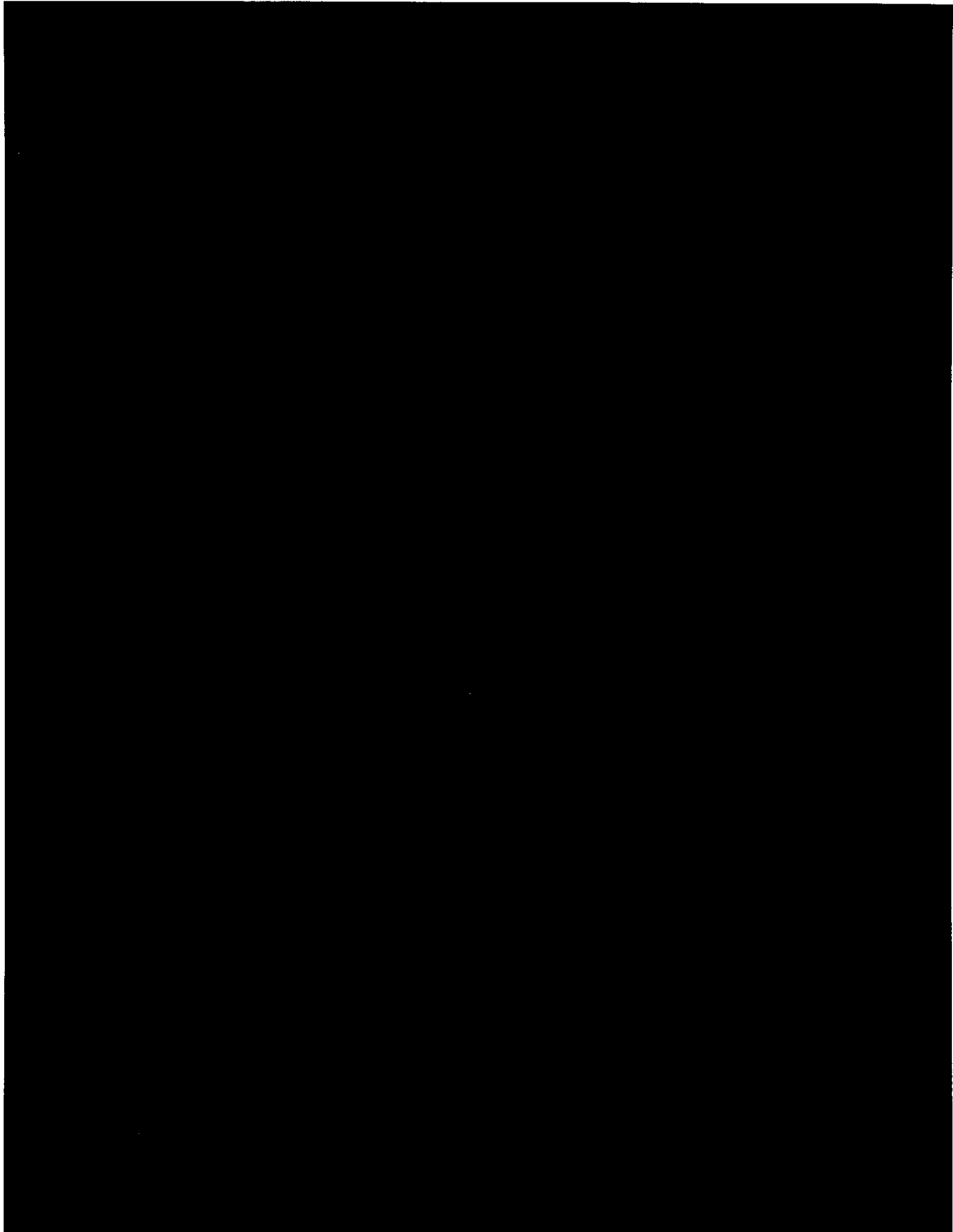
SIGNATURE

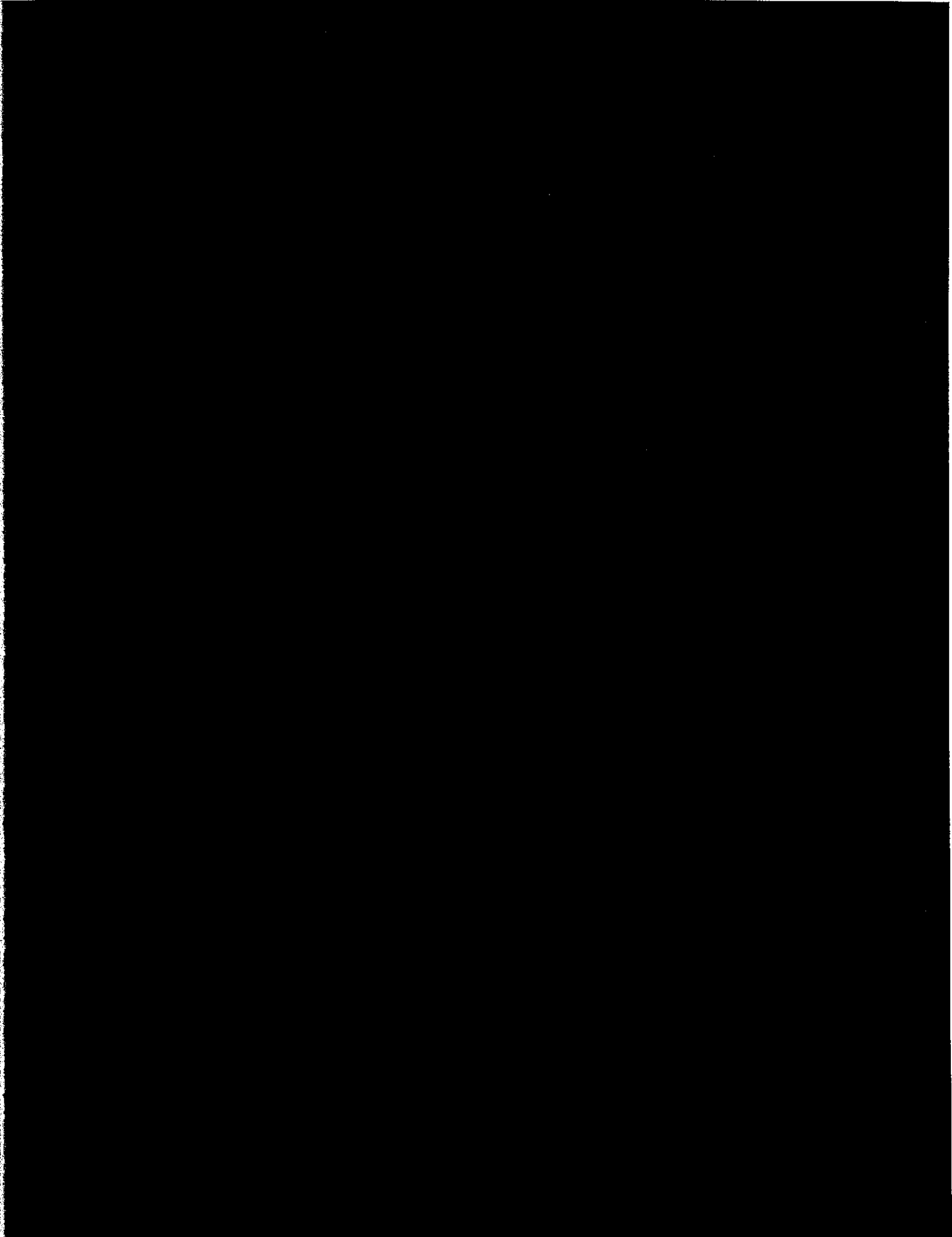
TYPED (or stamped) NAME AND TITLE

ACTIONS







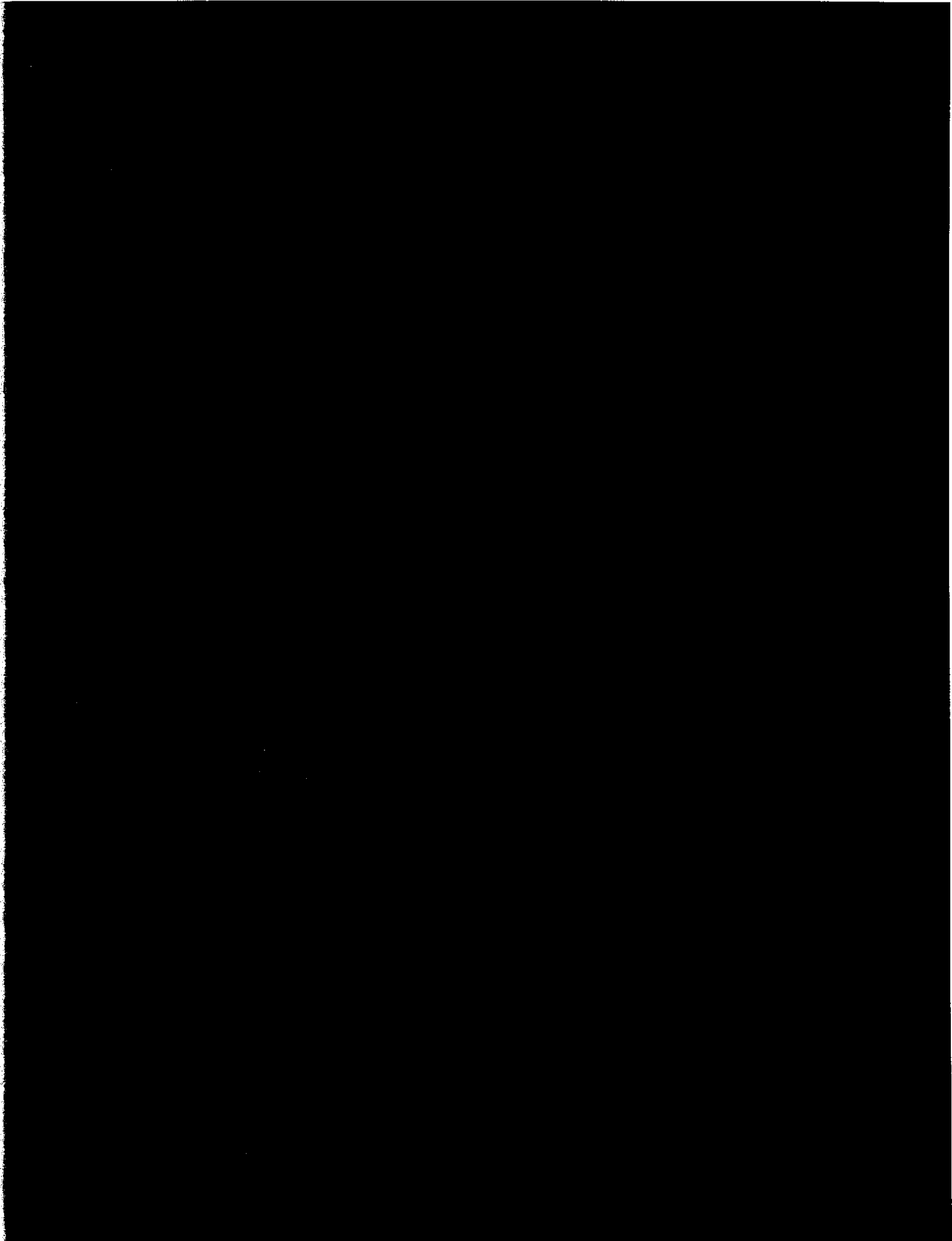


The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry, no matter how small, should be recorded to ensure the integrity of the financial data. This includes not only sales and purchases but also expenses and income. The text suggests that a consistent and thorough record-keeping system is essential for identifying trends and making informed decisions.

Next, the document addresses the issue of budgeting. It explains that a well-defined budget helps in controlling costs and maximizing resources. By setting clear financial goals and limits, individuals and organizations can avoid overspending and stay on track. The text provides practical advice on how to create a budget that is realistic and adaptable to changing circumstances.

The third section focuses on the importance of regular financial reviews. It states that periodic assessments of the financial situation allow for the identification of areas where adjustments are needed. This could involve revising the budget, cutting unnecessary expenses, or exploring new revenue streams. The document encourages a proactive approach to financial management rather than reacting to problems only after they have become significant.

Finally, the document touches upon the role of technology in modern financial management. It highlights how various software tools and applications can streamline processes, reduce errors, and provide real-time insights into financial performance. While technology is a valuable asset, the text also stresses the importance of understanding the underlying principles of finance and maintaining a human touch in decision-making.

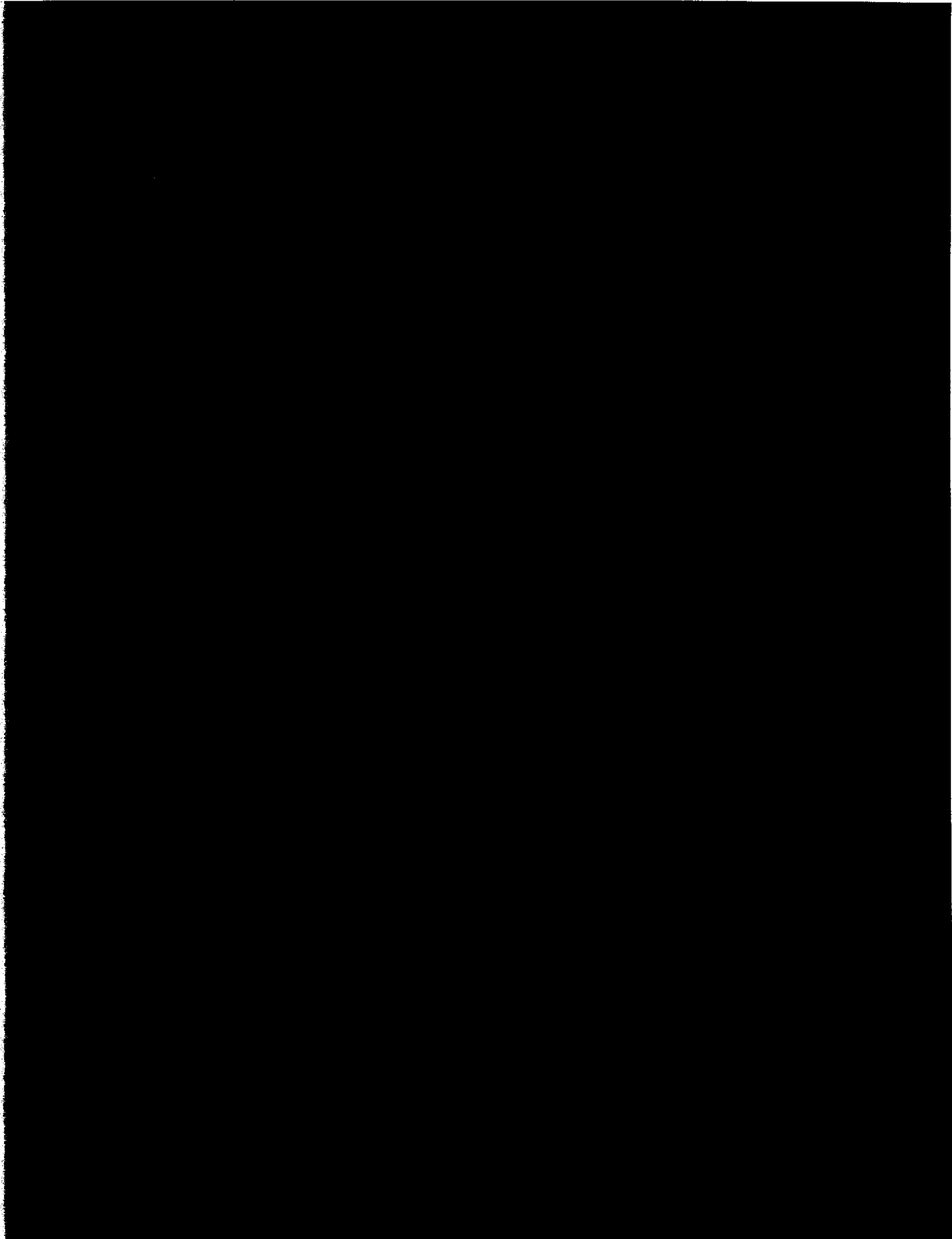


The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry, no matter how small, should be recorded to ensure the integrity of the financial statements. This includes not only sales and purchases but also expenses, income, and transfers between accounts.

Next, the document outlines the process of reconciling bank statements with the company's records. This involves comparing the bank's record of transactions with the company's ledger to identify any discrepancies. Common reasons for differences include timing of deposits and withdrawals, as well as potential errors in recording or bank charges.

The document then moves on to discuss the preparation of financial statements. It details the steps involved in calculating net income, determining the cost of goods sold, and preparing the income statement, balance sheet, and statement of cash flows. It also provides guidance on how to present these statements in a clear and professional manner.

Finally, the document addresses the importance of internal controls and audits. It explains how a strong system of internal controls can help prevent fraud and errors, and how an external audit can provide an independent opinion on the accuracy of the financial statements. The document concludes by emphasizing the role of the accounting department in providing reliable financial information to management and stakeholders.



...the first of these is the fact that the ...

...the second of these is the fact that the ...

...the third of these is the fact that the ...

...the fourth of these is the fact that the ...

...the fifth of these is the fact that the ...

...the sixth of these is the fact that the ...

...the seventh of these is the fact that the ...

...the eighth of these is the fact that the ...

...the ninth of these is the fact that the ...

...the tenth of these is the fact that the ...

...the eleventh of these is the fact that the ...

...the twelfth of these is the fact that the ...

...the thirteenth of these is the fact that the ...

...the fourteenth of these is the fact that the ...

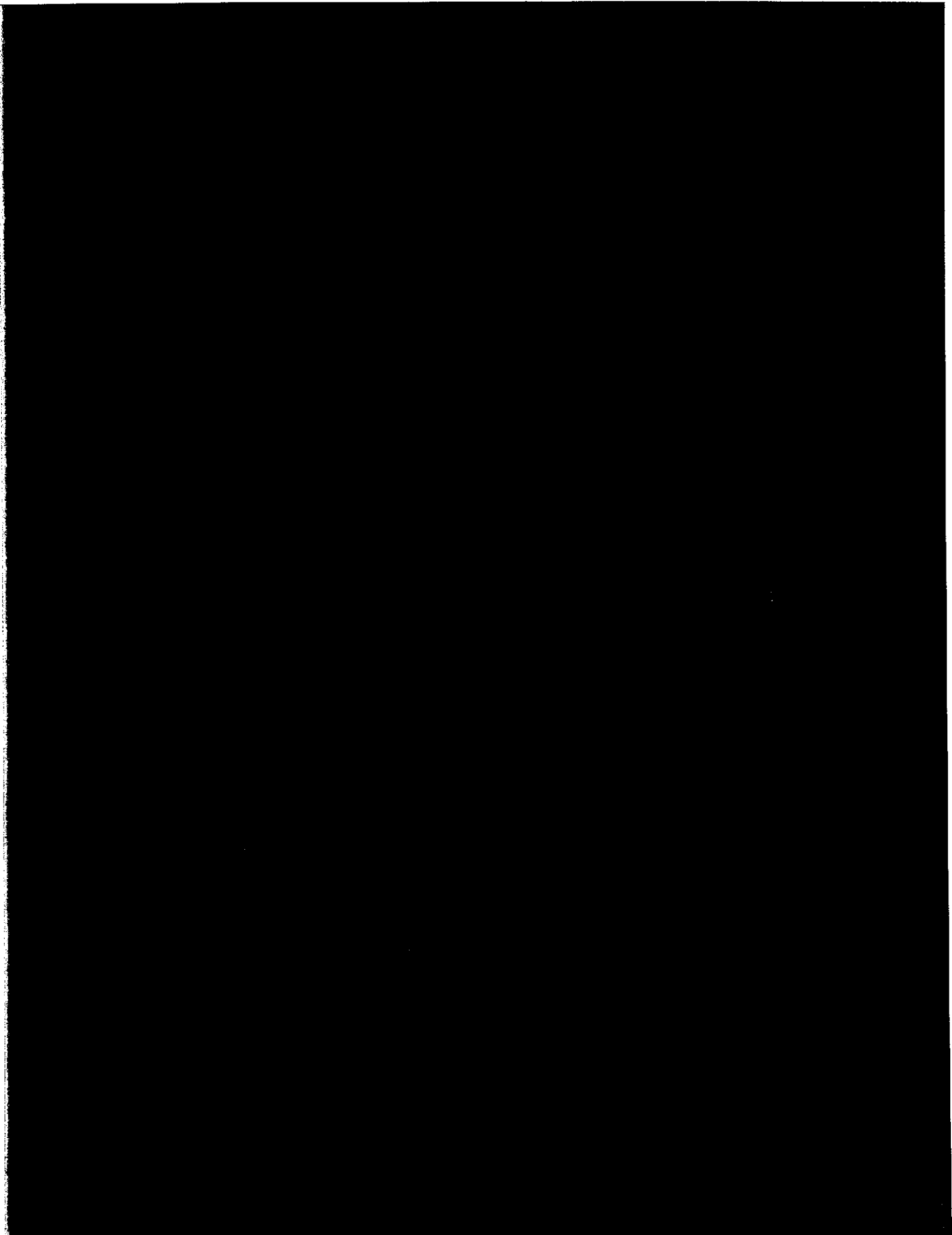
...the fifteenth of these is the fact that the ...

...the sixteenth of these is the fact that the ...

...the seventeenth of these is the fact that the ...

...the eighteenth of these is the fact that the ...

...the nineteenth of these is the fact that the ...

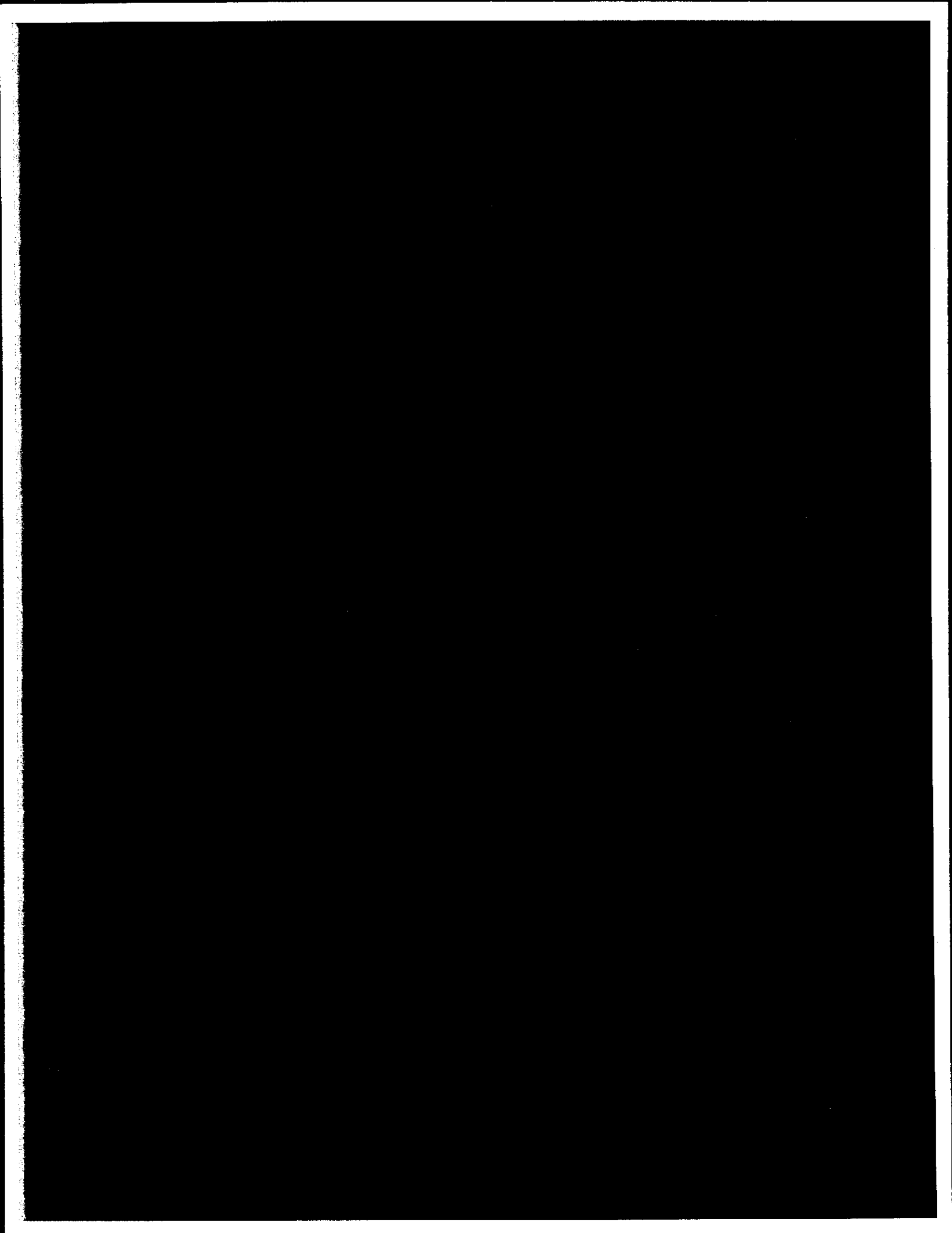


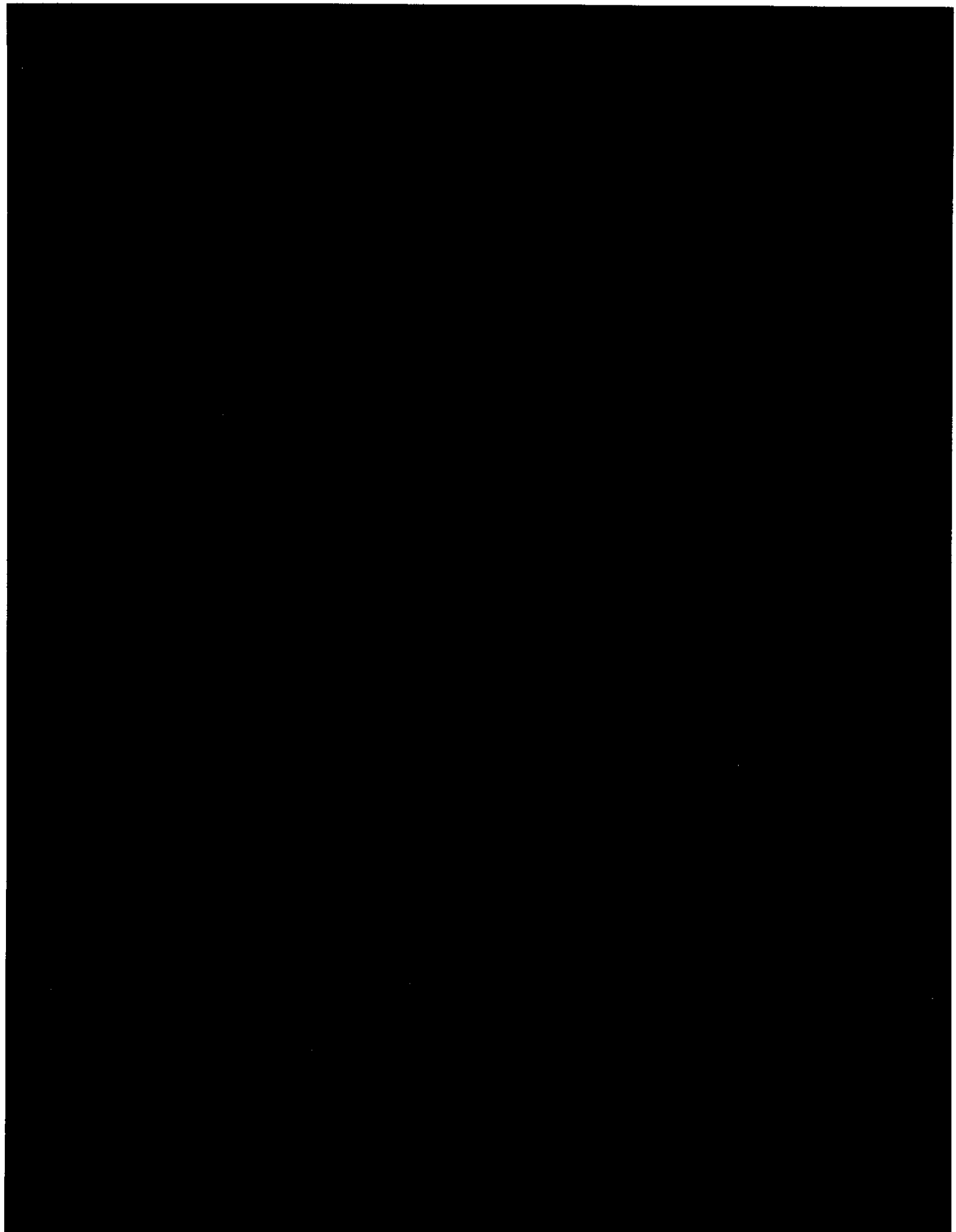
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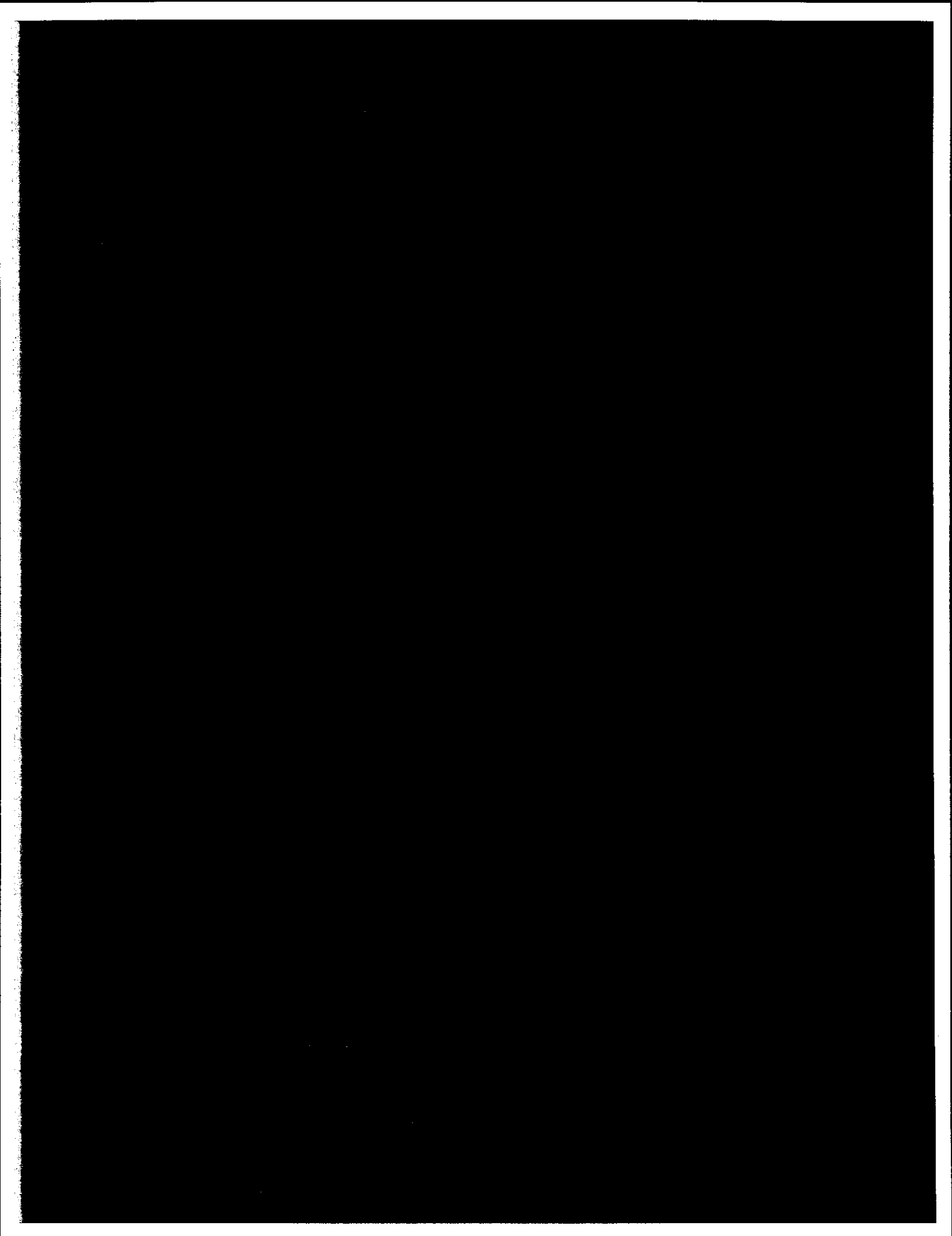
Next, the document addresses the process of reconciling bank statements. It highlights that regular reconciliation helps in detecting errors, such as double entries or missing transactions, and ensures that the company's records match the bank's records. This process is crucial for maintaining the accuracy of the balance sheet and for identifying any discrepancies that need to be investigated.

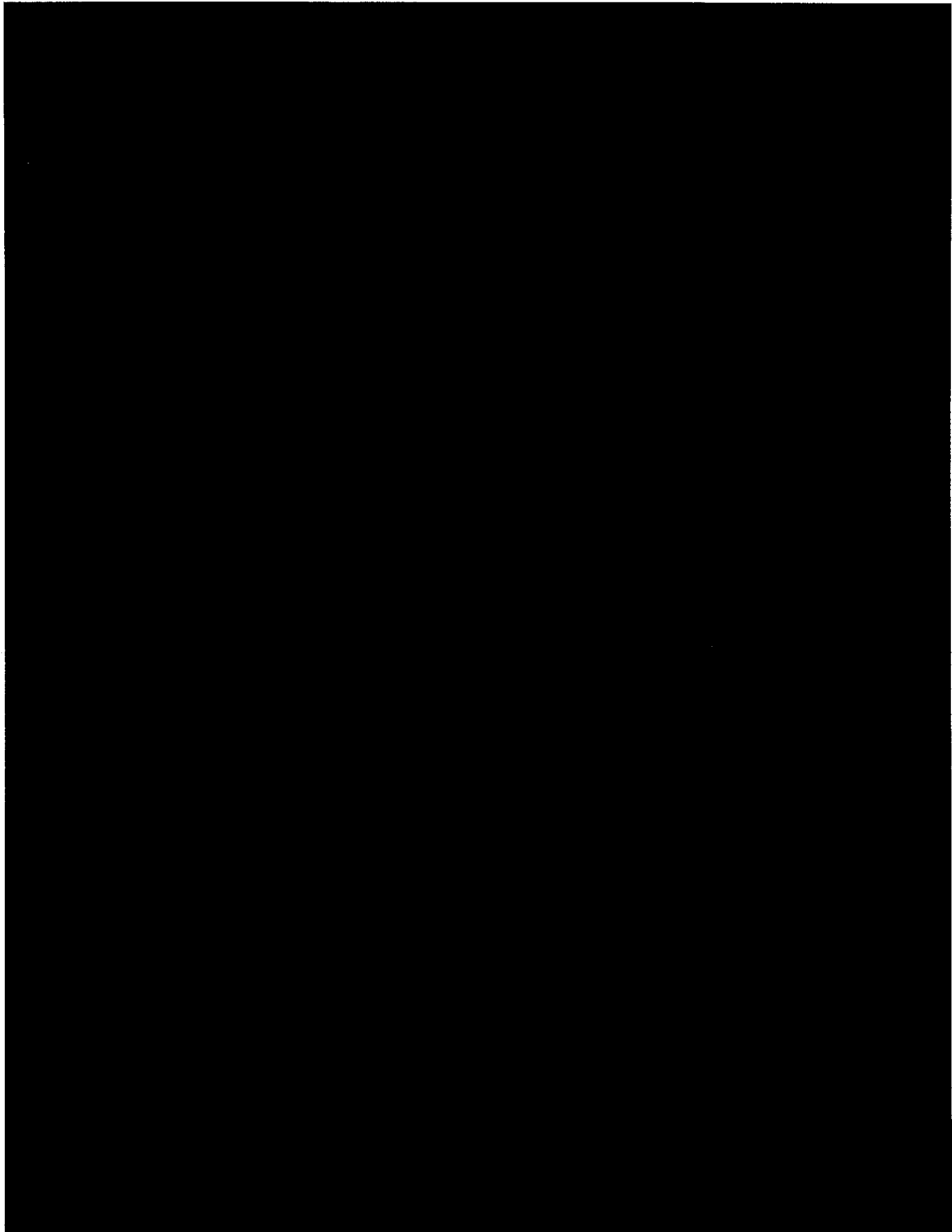
The document also covers the importance of budgeting and financial forecasting. It states that a well-defined budget allows a company to allocate resources effectively and track its performance against financial goals. By forecasting future income and expenses, management can make informed decisions about investments, hiring, and other strategic initiatives. The text provides practical tips on how to create a realistic budget and how to use it as a tool for monitoring and controlling costs.

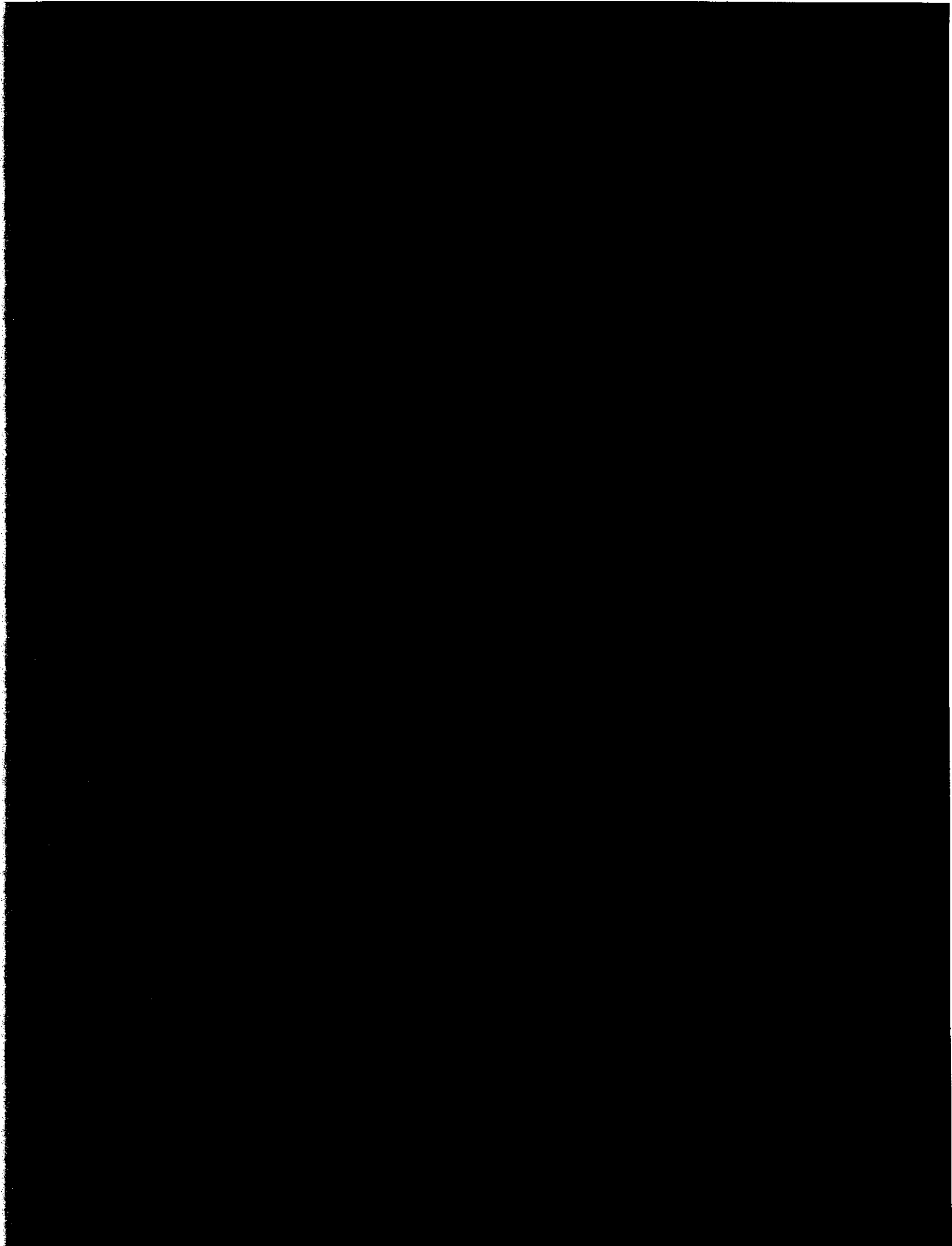
Finally, the document discusses the role of internal controls in financial management. It explains that internal controls are designed to prevent and detect errors and fraud, thereby safeguarding the company's assets. Key components of internal controls include segregation of duties, authorization procedures, and regular audits. The text provides examples of effective internal control systems and offers guidance on how to implement and maintain them to ensure the reliability of financial reporting.

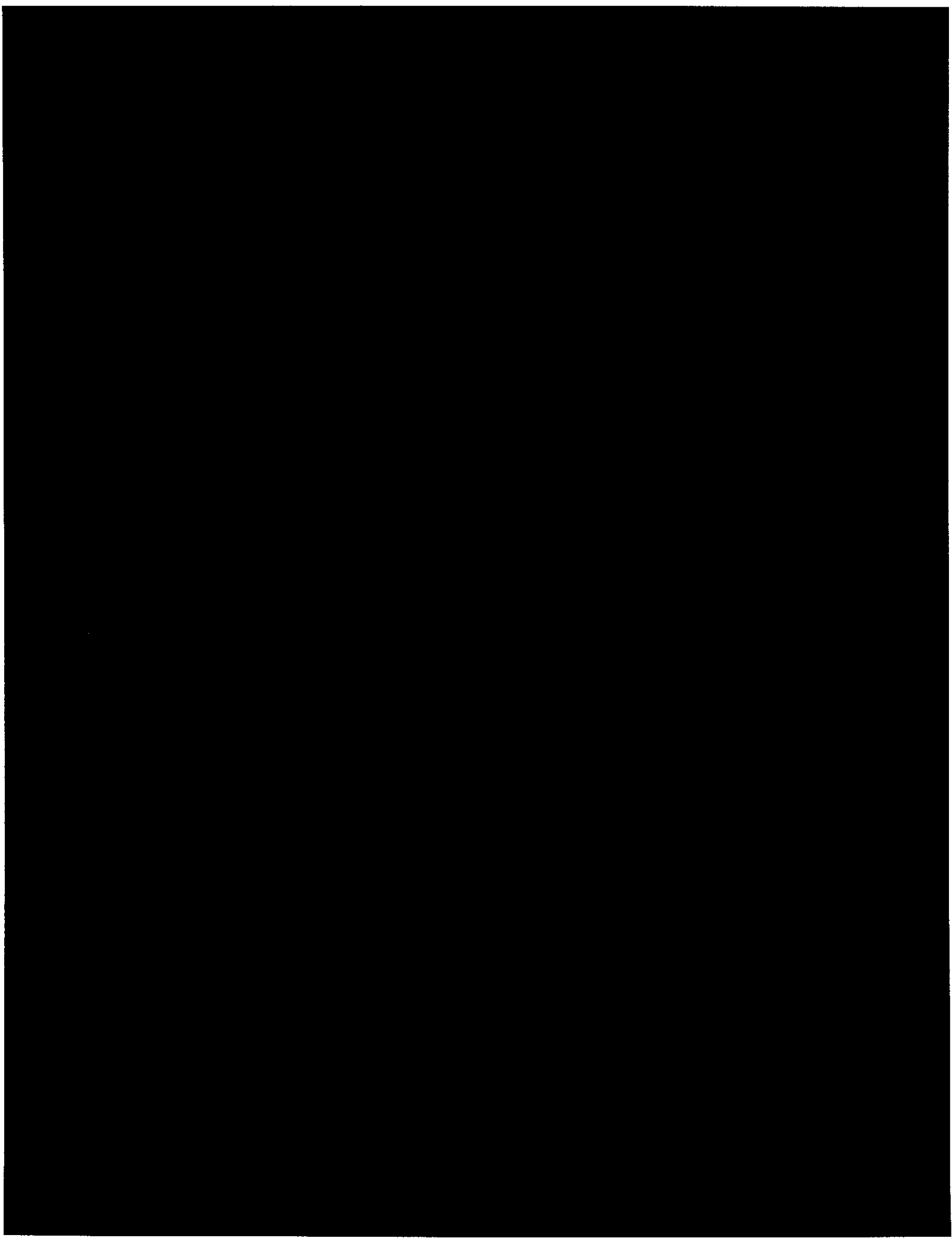












RESERVED FOR COMMUNICATION CENTER

JOINT MESSAGEFORM

SECURITY

TYPE MSG

000

MULTI

SINGLE

XX

PRECEDENCE

ACTION ROUTINE

INFO

DTG

05 0500Z SEPT 71

FROM:

DET 2, 6994 SCTY SQ

TO:

6994 SCTY SQ/COM

COM SEPT 71

SPECIAL INSTRUCTIONS

SUBJ: CUSTOMER FEEDBACK REPORT

1. APPROXIMATELY ONE WEEK AGO, AT SUGGESTION OF THIS UNIT, 29TH TASS (HELIX FAGS) BEGAN KEEPING A RECORD OF ALL BLACK BEAR FIXES ON A PLOT BOARD IN AN ATTEMPT TO DETERMINE CLUSTERS FOR INTENSIVE VERIFICATION. IN EIGHT DAYS, APPROXIMATELY TEN KILOMETERS NORTH OF LAST LOCATION OF 3RD NVA BN, ON WHO VR CONTINUITY WAS LOST TWO WEEKS AGO, SPECIAL VR OF THAT AREA IS BEING FRAGGED. CONFIRM THIS LOCATION AND STRIKES ARE ANTICIPATED IF INFORMATION IS CONFIRMED.

| | |
|----------|--------------|
| DATE | TIME |
| 05 | 1500 |
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| SEPT | 1971 |
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TYPED NAME AND TITLE

PHONE

SIGNATURE

THE NSON/COM

TYPED (or stamped) NAME AND TITLE

FOR: CONRAD A CHAPELLE, CAPT, USAF

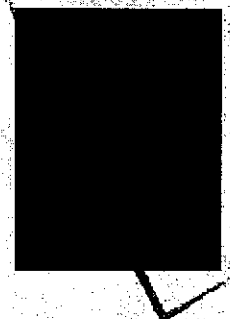
OPERATIONS OFFICER

SECURITY CLASSIFICATION

20 OCT 21 10 47 z

ZTCORR 011
BT YRZY
DE YRZY
ZY YRZY
ZYRZ
S 2000067
BT 0000 81Y
TO SIMAS
INFO DET 1 000 88
DET 2 0000 81
DET 3 0000 81
ZB

#1406
[Signature]



USAF PASS TO IMYSS; AFSSO AFSD PASS TO ...
SSO PACAF PASS TO ... SSO CINCPAC FOR AT ...
DISNSA PASS TO ... USNSA PASS TO ...
COM; ... PASS TO ...

SUBJ: WEEKLY COMBAT CROSS FEEDBACK REPORT FOR 19 OCT 71.
1. BLUE BEETLE (0904SS): A TOTAL OF 42 MISSIONS WERE
SCHEDULED TO WORK WITH FORWARD AIR CONTROLLERS. THIRTY-
THREE TARGET REPORTS WERE PASSED TO THE FAC WHO VIRTUALLY
RECOGNIZED FIVE OF THEM. NO SIGNIFICANT ACTIVITY
WAS DETECTED. NO AIR STRIKES WERE INITIATED BASED ON
BLUE BEETLE REPORTS.

*David Good
stuff.*

2. BLACK BEAR (0801 F10T 03): FIXES PASSED VIA ...
OVER THE PAST TWO MONTHS HAVE EXPOSED READILY ...
CLUSTERS IN THE ... AREA. ON 18 OCT HELIX ...
ATTACHED TO THE ... CONDUCTED OPERATIONS ...
THESE CLUSTERS. GROUND FIRE WAS EXPERIENCED ...
... WAS LOST. EXTENSIVE ... AND CAVE COMPLEXES WERE
UNCOVERED ... OPERATIONS CONTINUED. ON 19 OCT, ...
... STRIKE WAS CONDUCTED AT ... BASED PRIMARILY ON
FIX DATA AND SI CORRELATION. THIS STRIKE RESULTED IN THE
DESTRUCTION OF SPIDER ANTENNA AND BUILDING ASSOCIATED
THEREWITH, 3 YAGI ANTENNAS WHICH APPEARED SIMILAR TO TV
ANTENNAS, AND 1 40-FOOT POLE ANTENNA.
ENEMY ... AND POSSIBLE ... 081-42 SEEDING IS ...
FOR 27 OCT.

3. (REPORTED BY DET 2 - INFORMATION SOURCE: 19 TH ...
... AS A RESULT OF AN
ACCUMULATION OF FIXES, PRINCIPALLY OF 570T ...
196TH LIGHT INFANTRY HAS BEEN CONDUCTING OPERATIONS ...
... SINCE 4 OCTOBER. ... TO A COMPANY OF
INFANTRY AND 1 BATTAL ... HAVE BEEN COMMITTED TO THE
OPERATION. A LARGE CAVE, IMPROVED CAVE AND ... COMPLEX
HAVE BEEN OCCUPIED. CAPTURED ... INDICATE IT HAS
CONTAINED ELEMENTS OF COMPANY 10 AND COMPANY 11 OF THE
... ARTY, C-34 BTR, 3TH INDEPENDENT ... AND 28TH HOOP.
A NUMBER OF WEAPONS AND QUANTITIES OF ... HAVE BEEN CAP-
TURED, INCLUDING ...

INTEREST IN THE MATTER OF THE SUPREMACY OF THE UNITED STATES (CASE NO. 10-11-100000) TO STATE THAT THE UNITED STATES IS A PARTY TO THE...
... (CIA, CIA/FOI, 1987; CIA (C), CIA (IA), CIA (OD), CIA (OS), CIA (SI), CIA (SS), CIA (TS), CIA (US), CIA (VS), CIA (WS), CIA (XS), CIA (YS), CIA (ZS), CIA (AA), CIA (AB), CIA (AC), CIA (AD), CIA (AE), CIA (AF), CIA (AG), CIA (AH), CIA (AI), CIA (AJ), CIA (AK), CIA (AL), CIA (AM), CIA (AN), CIA (AO), CIA (AP), CIA (AQ), CIA (AR), CIA (AS), CIA (AT), CIA (AU), CIA (AV), CIA (AW), CIA (AX), CIA (AY), CIA (AZ), CIA (BA), CIA (BB), CIA (BC), CIA (BD), CIA (BE), CIA (BF), CIA (BG), CIA (BH), CIA (BI), CIA (BJ), CIA (BK), CIA (BL), CIA (BM), CIA (BN), CIA (BO), CIA (BP), CIA (BQ), CIA (BR), CIA (BS), CIA (BT), CIA (BU), CIA (BV), CIA (BW), CIA (BX), CIA (BY), CIA (BZ), CIA (CA), CIA (CB), CIA (CC), CIA (CD), CIA (CE), CIA (CF), CIA (CG), CIA (CH), CIA (CI), CIA (CJ), CIA (CK), CIA (CL), CIA (CM), CIA (CN), CIA (CO), CIA (CP), CIA (CQ), CIA (CR), CIA (CS), CIA (CT), CIA (CU), CIA (CV), CIA (CW), CIA (CX), CIA (CY), CIA (CZ), CIA (DA), CIA (DB), CIA (DC), CIA (DD), CIA (DE), CIA (DF), CIA (DG), 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- 1. THE 21ST AIRBORNE DIV EXPLORE 29 REG OF 17TH AIRBORNE DIV OF THESE OTHER T & FIXES.
- 2. XXIV CORPS INTEL REPORTS THAT AGENTS APPROX 100 (GTO) FIXES INDICATE 2 ENERGY UNITS, INCLUDING 200 T & SOCKET TEAM, WERE EMPLOYED NEAR AT94460 AND AT96500 WITH THE INTENTION OF PARASSING LOCAL VILLAGE AND LAUNCHING ROCKET OR AT 1000 NO. XXIV INTEL CORPS SAWS SEVERAL OTHER COMMUNICATIONS INTERCEPTS HAVE INDICATED AN INCREASE IN TACTICAL ACTIVITY, HOWEVER, WE DO KNOW THAT ITS TEAM IS AT 1000 IN AREA 2 AND DO HAVE THE CAPABILITY TO FIRE ON 2000. UNLITE.
- 3. ADDITIONAL XXIV INFO REPORTS THAT DET 2 FIRM THE 40TH SAPPER BY ON 12 OCT INDICATING A DOWN MOVE SA OF LAST FIX. UNIT MAY BE RETURNING TO KHAN DUC BUT CONFIRMING FIXES NEEDED TO ESTABLISH LOCATION.
- 4. (XXIV) AIRCRAFT FROM D CO, 125 AVIATION, RECEIVED FIRE WHILE FLYING OVER BS13822 AND BS19815. AROF AND INDICATED CONTINUED ENEMY PRESENCE IN THIS REGION BY FIXING SEVERAL UAI TERMINALS IN THE AREA DURING THE PAST WEEK.
- 5. (XXIV) DET 1 AROF HAS LOCATED PROBABLE 400TH SAPPER BY ELEMENTS BY OF FORMER BASE AREA 124 BY SEVERAL UAI FIXES ON 12 AND 13 OCT. AROF HAS NOT LOCATED THE 500TH SAPPERS SINCE ITS 9 OCT FIX AT BS71512.
- 6. (NET-3) ARSO UDORN REPORTS THAT, OF 360 FIXES RECEIVED, 16 WERE USED FOR TARGET ANALYSIS BY HQ 741AF.
- 7. NO BARREL ROLL OR GROUND BEAVER FEEDBACK AVAILABLE THIS TIME.

900
6424



900

FOOTNOTES 10 113

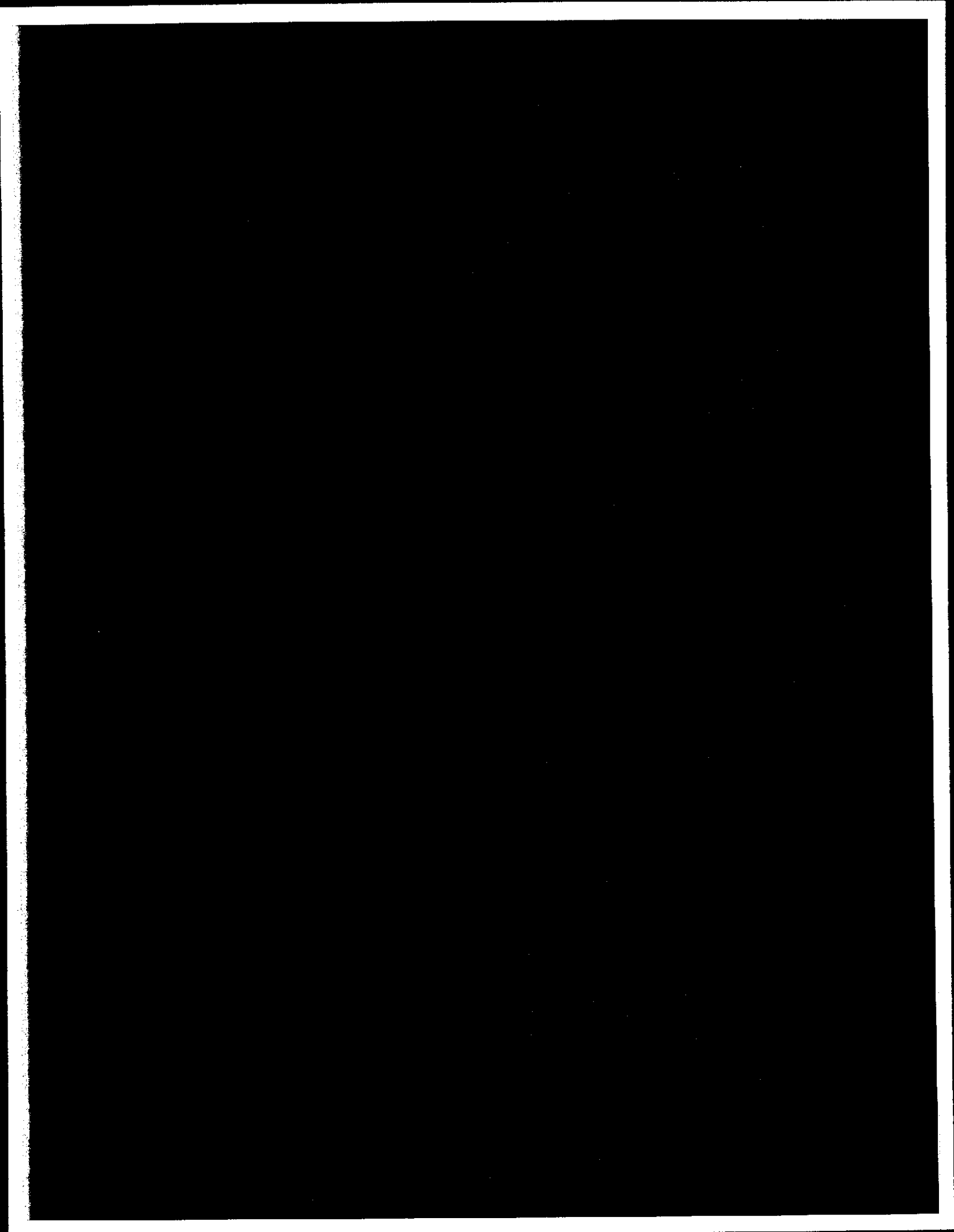
The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry, no matter how small, should be recorded to ensure the integrity of the financial statements. This includes not only sales and purchases but also expenses, income, and transfers between accounts.

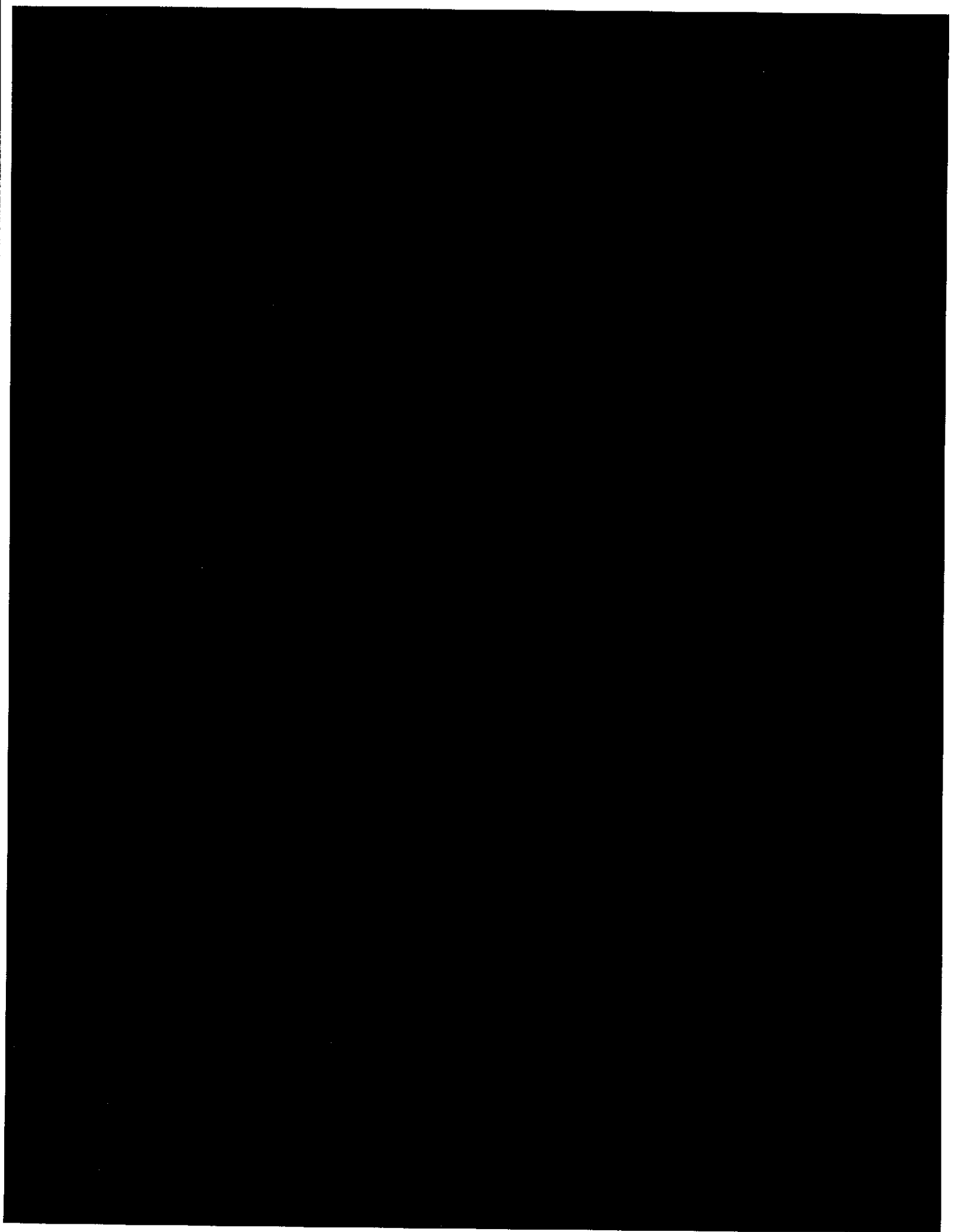
The second part of the document provides a detailed explanation of the double-entry accounting system. It states that for every debit entry, there must be a corresponding credit entry of equal amount. This system helps in identifying errors and ensures that the accounting equation remains balanced at all times.

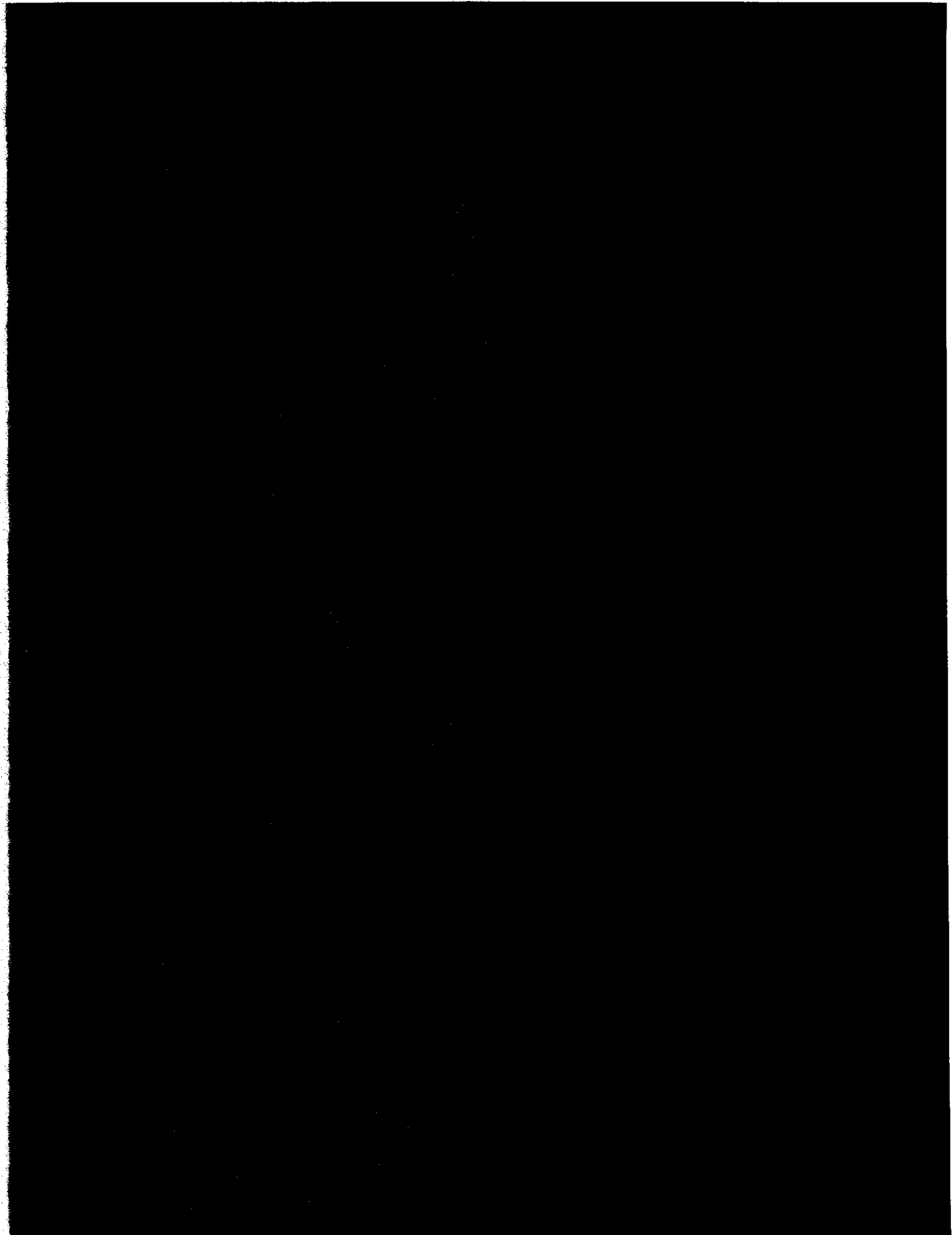
The third part of the document outlines the steps for preparing the financial statements. It begins with the trial balance, which is used to verify that the debits equal the credits. Following this, the income statement is prepared to show the company's profitability over a specific period. The balance sheet then provides a snapshot of the company's financial position at a given point in time.

The final part of the document discusses the importance of internal controls. It suggests implementing various measures such as segregation of duties, regular reconciliations, and proper authorization procedures to minimize the risk of fraud and errors. These controls are essential for ensuring the reliability of the financial information.

It is important to note that the accuracy of the financial statements depends on the quality of the underlying data and the effectiveness of the internal controls. Regular audits and reviews are necessary to ensure that the financial information is presented fairly and accurately.







ANNUL FOR 1648
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E YMRDOK 0030 2160918
NY WNRN
KZK RR HLL OLI LZZ RNI DE
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FM 6994 SOTY SQ
TO SIVAS (LESS 7TH AF)
INFO DET 1 6994 SOTY SQ
DET 2 6994 SOTY SQ
DET 3 6994 SOTY SQ
ZFM

4 JUL 71 13 18z

245

DORM

AFSSO USAF PASS TO INVSB; AFSSO AFSSO PASS TO SORR; AFSSO
PACAF PASS TO INXS; AFSSO 7AF PASS TO INCO; 500 GINPAC
FOR ATTN: 252; DIRNSA PASS TO B645; USAFES PASS TO DORT/
DIA PER PASS TO DOR; 6948 TTG PASS TO TTY.
SUBJ: WEEKLY COMBAT CROSS FEEDBACK REPORT FOR 24-30 JULY.
6994 SOTY SQ

OUR IN THIS PERIOD, A TOTAL OF 42 AIRCRAFT WERE SCHEDULED
TO WORK WITH FAC'S. 30 POSITION REPORTS WERE PASSED AND
THE FAC VISUALLY RECONNOITERED (VIA) 04. AIR STRIKES WERE
CALLED ON TWO TARGETS. 24 PREVIOUSLY OBTAINED TARGETS
WERE PASSED TO THE FAC, WHO VR'D 15. NONE OF THESE WERE
HIT. ON 24 JULY 2 A-37'S HIT ONE POSITION. HOWEVER HEAVY
FOLIAGE PREVENTED ANY DAMAGE ASSESSMENT. ON 25 JULY,
2 A-37'S HIT ONE POSITION, DESTROYING ONE PORTLAND
FIGHTING POSITION AT 0246Z ON 25 JULY. SEVERAL AIRCRAFT
OBSERVED NUMEROUS SMALL BOATS TRAVELLING UP AND DOWN A
RIVER NEAR THE VILLAGE OF XOM NUT FROM. INFORMATION
WAS PASSED TO APPROPRIATE CONSUMERS AND NOT OBTAINED THE
AREA FOR APPROXIMATELY 10 MINUTES. DURING THIS TIME NO
OVERT ACTIVITY WAS OBSERVED ON THE TARGETS.

Missed

DET 1, 6994 SOTY SQ
THE 25RD INF DIV REACTED TO 10 OF DET 1'S FIXES AND
EXPENDED A TOTAL OF 276RDS, 198RDS OF 105MM, 72RDS OF
81MM, AND 13RDS OF 81MM, IN TACTICAL SUPPORT.
DET 2, 6994 SOTY SQ
THE 25RD INF DIV REACTED TO 9 OF DET 2'S FIXES AND
EXPENDED A TOTAL OF 30RDS, 72RDS OF 105MM AND 6RDS OF
81MM, IN TACTICAL SUPPORT. ADDITIONALLY, THE FOLLOWING
IS QUOTED FROM A DET 2 MSG TO 6994 SOTY SQ, DTG 010055Z
JULY (THIS CONCERNS A FIX OBTAINED BY DET 2 ON 19 JUL)
RESULTS OF THE 19 JUL 71 FIX ON 75TH ROCKET ARTY HAVE
JUST BECOME KNOWN. AFTER OUR FIX WAS REPORTED, A GOLF
COMPANY, 75TH RANGER BN PATROL WAS DEBRIEFED AFTER
RETREATING FROM THAT AREA AND REPORTED THEY HAD HEARD
GENERATORS OPERATING INTERMITTENTLY IN THAT AREA.
THIS NIGHT APPROX 500 ROUNDS OF MIXED 105/155MM WAS
PLACED ON THE TARGET AREA AND ON THE 20TH, NINE AIR
STRIKES WERE PLACED ON THE SAME AREA. HELG AND FAC
OBSERVERS REPORTED ABOUT 75 QUAMERS/STRUCTURES DAMAGED
AND/OR DESTROYED. MORE ARTY WAS PLACED ON THE TGT IN
THE NEXT TWO DAYS. ON 22 JULY THREE COMPANIES WERE
DISCOVERED. SOME BOOBY TRAPS WERE DISCOVERED AND A FEW
DISMISSED THEM BUT CONTACT WAS LOST. 575TH ARTY COVNS
CONTINUED TO WORK - SUSTAINMENTS WERE UNSUCCESSFUL IN
ATTEMPTING TO CONTACT 205. 21 JUL. REF WAS MADE TO
FOR STRIKES IN THE BAY CAMP. UNIDENTIFIED ELEMENT
WAS OBSERVED TO BE APPROX. 1000 YARDS FROM THE BAY CAMP AND
WAS HEARD TO BE MOVING BACK TO

LEAD OFFICER OF ONE CO REPORTED SHORTLY RECORDED,
SURVIVAL SUPPLIES NEEDED, ESPECIALLY NATURAL THREAD.
SOLDIERS WERE REQUESTED TO CONSTRUCT NEW BASE CAMP.

DET 3, 2094 307Y 504
FOLLOWING INFO FROM AFSSO UDORN VIA DET 1: "DURING
THE PERIOD 05 JULY - 7 AUG 566 FIXES RECEIVED OF WHICH
143 WERE USED FOR TARGET ANALYSIS BY HQ 9/10 AF."
THE FOLLOWING IS A SUPPLEMENT TO MY COPY FOR PERIOD
17-23 JULY (FROM AFSSO UDORN 060402Z JUL REVERSD):

- SUBJ: 018 BARRI ROLL FEEDBACK
1. ON 14 JULY ARDF CUT THE HQS 1ST BN 174TH REGT AT
UG 162541. AT 1127L TO JUL 2 X T-28'S STRUCK AND
SILENCED A 120MM MORTAR TWO AND ONE-HALF TONS REST OF FIX.
 2. ON 20 JUNE ARDF CUT HQS 188TH AT UG 183022. RAVEN VR
OF AREA REVEALED TWO POSSIBLE RADIO ANTENNAS VIC OF UG
174505, 505 METERS NW OF ABOVE CUT. THE ANTENNAS WERE
WHITE IN COLOR AND WERE STRUNG THROUGH THE TOPS OF TREES.
ONE WAS ABOUT 50 FEET LONG AND THE OTHER APPROXIMATELY 25
FEET IN LENGTH. RAVEN ALSO SIGHTED 25 NVA MOVING WEST
ALONG TRAIL.
 3. ON 16 JULY ARDF CUT AN U/I ELE AT UG 112331 AND HQS
1 AND 2ND BNS 174TH REGT AT UG 090526 AND UG 162541.
ON 16 JULY RAVEN OBSERVED THE FOLLOWING IN SAME AREA: LARGE
AMOUNT OF SUPPLIES IN TREES ALONG STREAM FROM UG 165535
TO UG 150322. 15-20 NVA TROOPS IN KRANG KHAY (UG 1553)
WALKING AROUND IN THE OPEN. A POSS 82MM GUN AT UG 102521
AND FRESH TRACK AND TANK TRACKS VIC UG 1035.
 4. ON 19 JULY AN U/I TEAM 174TH REGT WAS CUT VIC UG
100491. ON 21 JULY 2 X A-1'S STRUCK TROOPS AND BUNKERS
VIC UG 101481, ONE KM SOUTHWEST OF CUT. STRIKE PRODUCED
ONE KBA, ONE SECONDARY FIRE AND SIX BUNKERS DAMAGED.
 5. ON 21 JULY HQS 4TH BN 188TH CUT VIC UG 124526. ON
22 JUL 2 X T-28'S STRUCK TROOP CONCENTRATION VIC UG
00300 AND PRODUCED THREE PROB KBA.
 6. ON 9 JULY HQS 1ST BN 174TH CUT VIC UG 149328. AND ON
16 JUL VIC UG 163542. ON 22 JUL 2 X T-28'S STRUCK TROOPS
CONCENTRATION AT UG 153556 PRODUCING FOUR PROB KBA.
 7. ON 21 JULY HQS 14TH AAA BN CUT VIC UG 171512 AND ON
20 JUNE 188TH REGT HQS CUT VIC UG 173545. ON 21 JULY
RAVEN DIRECTED 29 RDS OF 105 MM FIRE ONTO 10 ENEMY
TROOPS AT UG 173510 PRODUCING FOUR PROB KBA.

1200
2161922



#065



KUDO



Faint vertical text on the left margin, possibly containing a list or index.

Main body of faint, mostly illegible text, appearing to be a document or report.

Faint text on the right side of the page, including the handwritten word 'KUDO'.

TO 699455/50
FM DET 2, 699455

Document # 58

ARMY
(Signature)

██████████ 29 OCT 71
DTG: 130500Z

FOR MAJOR BDDY FM CAPE CHAPELLE

FLG INFORMATION AMPLIFIES REMARKS YESTERDAY ON SUBJECT OF 366TFW DOI
FOR POSS RECONSTITUTION FM 7AF.

ALL AVAIL INFO FROM ALL SOURCES SCREENED DAILY FOR TARGET LEADS IN
"ROCKET BELT".

WORKED OUT WORKING LEVEL AGREEMENT WITH ARVN 1ST TASK FORCE AND US
ADVISERS AS WELL AS 196TH BGDE

APPROX 350 TARGETS IDENTIFIED, PRINCIPALLY FROM ARDF, AND OFTEN
CORRELATED WITH ENEMY OR POW REPORTS, PERTAINING TO ROCKET LAUNCH
OR CACHE SITES. MOST OF THESE FIRED ON BY ARTY THROUGH THIS
ARRANGEMENT, ALTHOUGH 196TH AND 1ST TF DO NOT NORMALLY FIRE ON
A. WHERE NEAR THAT HIGH A PERCENTAGE OF ARDF FIXES.

XXIV CORPS COMMENT IN SSO XXIV CORPS DISUM 020145Z INDICATES THAT
ACTIVITY IN THIS PROGRAM ESTABL BY 366TFW DOI HAS BEEN OF VALUE
IN THAT IT " UNDOUBTEDLY UPSET ENEMY OFFENSIVE OPERATIONS
IN THE DANANG AREA".

A COMPARISON BETWEEN THE PERIOD BEFORE THIS PROGRAM WAS SET UP
AND THE RESULTS SINCE THEN IS REVEALING.

| | |
|----------------|-----|
| 1 JAN - 5 JUL | |
| ROCKET ATTACKS | 22 |
| IMPACTS | 114 |
| ON BASE | 54 |
| OFF BASE | 50 |

E

| |
|---------------------------|
| 1 C-130 DESTROYED |
| 10 C-130 DAMAGED |
| 1 F-4 DAMAGED |
| 1 OV-10 DAMAGED |
| 2 MISC ACFT DAMAGED |
| 38 BLDGS DEST/DAMAGED |
| 850,000 GAL POL DESTROYED |
| 9 KIA (5 US) |
| 59 WIA (39 US) |

(Large handwritten signature)

| | |
|----------------|----|
| 5 JUL - 10 OCT | |
| ROCKET ATTACKS | 3 |
| (TWO ON BASE) | |
| IMPACTS | 13 |
| ON BASE | 5 |
| OFF BASE | 8 |

BDA
2 VANS DAMAGED
NO CASUALTIES

KKKK

//////////////////////END INFORMAL//////////////////////

the 1990s, the number of people in the UK who are aged 65 and over has increased from 10.5 million to 13.5 million (19.5% of the population).

There is a growing awareness of the need to address the health care needs of the elderly population. The Department of Health (1998) has set out a strategy for the NHS to meet the needs of the elderly population. This strategy is based on the following principles:

- To ensure that the elderly population has access to the services they need.
- To ensure that the elderly population is able to live independently for as long as possible.
- To ensure that the elderly population is able to live in their own homes for as long as possible.

The NHS is currently working to meet these principles. This is being done through a number of initiatives, including:

- The development of new services for the elderly population.
- The improvement of existing services for the elderly population.
- The provision of training for health care professionals working with the elderly population.

The NHS is committed to meeting the needs of the elderly population. This is a priority for the NHS and it will continue to work to improve the services it provides for the elderly population.

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ORACOR
//PRIORITY//
SSN 0162
P 070645Z
FM 6994 SGTY SQ
TO DET 2, 6994 SGTY SQ
DET 3, 6994 SGTY SQ
FM



SUBJ: ARDF COVERAGE IN SEA AREAS 9, 10 AND 11. (C)
1. MACV J2 (CFN PTTS) HAS EXPRESSED CONCERN OVER INSUFFICIENT ARDF RESULTS ON THE FOLLOWING TACTICAL UNITS WITHIN SEA AREAS 9, 10 AND 11: M0108, M0708, M0774, M1132 AND M3135.
2. IT IS HIGHLY POSSIBLE THOSE UNITS HAVE RELOCATED FROM THEIR NORMAL AO'S AND ARE NOT IN THE AREAS THE CMA'S PROVIDE THE TECH DATE FOR VIA THE TDL. BASED ON THE ABOVE ASSUMPTION REQUEST A THOROUGH REVIEW OF AVAILABLE IN-HOUSE TECH DATE TO INSURE CURRENCY AND PROVIDE SUPPLEMENTAL TDL'S ON THESE TARGETS ON ALL MISSIONS OPERATION IN THE 9, 10 AND 11 AREAS. ALSO, REQUEST DATA BE EXCHANGED BETWEEN YOUR DETS TO INCLUDE THE TDL'S PROVIDED BY THE CMA'S.
3. ADVISE THIS HQS OF ANY PROBLEMS ENCOUNTERED AND ALSO RESULTS OF THE ABOVE ACTIONS.
200
0162



NNNN



TYPE MSG REGR MULTI SINGLE

ACR DTG DTG

INFO

0900 150 08 71

FROM DET 2 699A SGTY SQ

TO: 699A SGTY SQ/DO
INFO: DET 3, 699455

DOM AUG 73

SUBJ: AF M COVERAGE IN SEA AREAS 9, 10, AND 11.

REF UR: DC 070645Z AUG 71

1. THE FOLLOWING RDS ARE LISTED WITH YOUR INFO:



LAPVJOPS/ASMS

SUBJ: PRE-EMPTIVE TASKING

1. DUE TO LACK OF TECH DATA AND COMMS INACTIVITY, THE FOLLOWING RDS HAVE BEEN DELETED FROM PRE-EMPTIVE TASKING EFFORT: M132, M0708 AND M1786.

2. DIRECTED BY J2 MACV
UNQUOTE

2. WE WILL COMPLETE AS MUCH DATA ON THESE RDS AS WE HAVE AVAILABLE HOWEVER DUE TO THE RECENT LARGE SCALE SOI CHANGE WE CAN NOT BE SURE THIS DATA WILL BE COMPLETELY ACCURATE.

3. TO ENSURE THE CMAS PROVIDE THE MOST CURRENT DATA SUGGEST THESE RDS BE PLACED BACK ON PRE-EMPTIVE TASKING.

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| 9 | 0730 |
| MONTH AUG | YEAR 1971 |
| PAGE NO. 1 | TOTAL PAGES 1 |


TYPED NAME AND TITLE

PHONE

D R A F T E R

Same as releaser

SIGNATURE



TYPED NAME AND TITLE

CONRAD A CHAFELLE, Capt, USAF
Operations Officer

REGARDING INSTRUCTIONS

JOINT MESSAGEFORM

SECURITY CLASSIFICATION

10 NOV 71 14 51 Z

TYPE MSG: [redacted] XXX

PRIORITY

ACTION: FLASH
INFO: FLASH

DTG

SPECIAL INSTRUCTIONS

FROM: USA-563

TO: HQ USAFSS/DOR/DOOR DOP
AFSS FT MEADE
PACSO TYRGN/DOR
AFSSO USAF/INYSB
AFSSO 7AF/DOOR INXOS

DIRNSA

NSAPAG

SSO MACV/J2114

NSAPACREP VIETNAM (C)

ZEN/USM-704/ACC

ZEN/USA-561

ZEN/USA-564

DO

DDI:RNI

R/F



DO NOV 71

- 1. DET 2, 6994SS AIR 08-71 (RCS: USS-V3)
- 2. COMBAT CROSS AIRCRAFT 43-48009, MISSION 910D
- 3. ~~UNEXPLAINED~~ INCIDENT
 - A. ONE EC-47
 - B. AIRCRAFT ACCIDENT
 - C. 021402/0948 LOCAL (NKP TIME)

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| DATE | TIME |
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| NOV | 1971 |
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| DRAFTER | TYPED NAME AND TITLE | PHONE | SIGNATURE |
| | DO/CHAPELLE | 3314 | |
| SECURITY | | | TYPED (or stamped) NAME AND TITLE CONRAD A CHAPELLE, CAPT, USAF OPERATIONS OFFICER |

[REDACTED]

D. NAKHON PHANOM RTAFB, THAILAND.

4. USAFSS CREWMEMBERS:

SSG JOHN ALLEN FR [REDACTED] 85 MSNS ~~XXXXXXXXXX~~ 6 MO 28 DAYS IN SEA
SGT RONALD N AREVALOS FR [REDACTED] 110 MSNS 9 MO 28 DAYS IN SEA
SGT DONALD G BLOOMFIELD FR [REDACTED] 57 MSNS 5 MO 14 DAYS IN SEA
SGT ~~WALTER~~^{AL} M KOWALSKI FR [REDACTED] 68 MSNS 5 MO 7 DAYS IN SEA

5. AIRCRAFT LEFT RUNWAY FOUR TIMES DURING TAKEOFF ROLL AND FINALLY CAME TO STOP APPROX 2500 FEET FROM STARTING POINT. DAMAGE SUSTAINED TO BOTH WINGTIPS, ONE HORIZONTAL STABILIZOR. DAMAGE TO USAFSS EQUIPMENT UNKNOWN AT THIS TIME. THERE WERE NO CREW INJURIES. ACCIDENT INVESTIGATION ACTIONS ARE BEING PURSUED BY 362ND TEWS. COMPLETE LISTING OF TEWS PERSONNEL IS ~~XXXXXXXXXXXXXXXXXXXX~~ NOT AVAILABLE AT THIS TIME.

[REDACTED]

[REDACTED]

JOINT MESSAGEFORM

SECURITY CLASSIFICATION



PRIORITY

ACTION IMMEDIATE

DTG 100610Z NOV 71

FROM: USA-563

SPECIAL INSTRUCTIONS

TO: HQ USAFSS/DOR/DOP
 AFSS FT MEADE
 PSR/DOR
 AFSSO USAF/INYSB
 AFSSO 7AF/INXCS
 DIRNSA
 NSAPAC
 SSO MACV/J2114
 NSAPACREP VIETNAM (C)
 ZEN/USM-704/ACC
 ZEN/USA-561
 ZEN/USA-564

DDI: [Redacted]

DO NOV 71

FOLLOWUP NR ONE AND FINAL TO MY AIR 07-71, DTG 100452Z NOV

1. PRELIMINARY INDICATIONS ARE THAT NO DAMAGE TO USAFSS
 EQUIPMENT WAS SUSTAINED. POSITION STATUS REPORT HAS, HOWEVER,
 HOWEVER, BEEN SENT DUE TO AIRFRAME DAMAGE. ESTIMATED

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CONRAD A CHAPPELLE, CAPT, USAF
OPERATIONS OFFICER

REGARDING INSTRUCTIONS

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JOINT MESSAGEFORM

RESERVED FOR COMINT CENTER

SECURITY CLASSIFICATION

SECRET COMINT CHANNELS

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| [REDACTED] | TO: | FROM: |
| | INFO: | DTG: |

SPECIAL INSTRUCTIONS

FROM:

TO:

REPAIR DATE IS UNKNOWN.

2. THE FOLLOWING CREWMEMBERS FROM 362ND TEWS WERE ABOARD:

COFT CDR CAPT TIMOTHY J BUER [REDACTED] FV

COPILOT CAPT DAVID CRUZ [REDACTED] FV

NAVIGATOR LT COL RICHARD SMIGELSKI [REDACTED] OFR

FLT ENG SGT ANDRES GONZALES FR [REDACTED]

IN ADDITION THE FOLLOWING AIRCRAFT MAINTENANCE PERSONNEL
ASSIGNED TO 362ND TEWS WERE BEING TRANSPORTED FM NKP TO
DANANG AND WERE ABOARD AT THE TIME OF THE INCIDENT.

SGT THOMAS DRAKE [REDACTED]

RONALD

ST ~~XXXXXXXX~~ SCHEBLER [REDACTED]

3. IT IS PROBABLE THAT THE USAFSS CREW WILL BE REQUIRED TO
REMAIN AT NKP UNTIL THE ACCIDENT INVESTIGATION BOARD HAS
CONCLUDED ITS ACTIVITIES.

4. THIS IS A FINAL REPORT.

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REGRAIDING INSTRUCTIONS



