

Viri Veniente



The Legacy of the 48th Airlift Squadron

A special study conducted by the 314th Airlift Wing History Office

Written by Mr. Ben Herrington
314th Airlift Wing Historian

FOREWORD



The roots of Tactical Airlift and the Air Mobility Command missions were founded in the Troop Carrier Groups of World War II. The 48th Troop Carrier Squadron was one of many squadrons birthed to support the new Army Airborne mission and perform medical evacuation flights during this great conflict. Over the years, the mission of the squadron evolved and changed with the times. As the new C-130J aircraft entered the USAF inventory, the 48th Airlift Squadron was reactivated and charged with the important mission of teaching initial and tactical qualification for all USAF crewmembers assigned to fly this aircraft. Overcoming many obstacles, the squadron led the way to develop training plans and tactics for this new weapon system.

Air Force Historian Benjamin Herrington has done a remarkable job documenting the storied history and legacy this squadron has in the United States Air Force. This work fills a major void in 314th Airlift Wing History and is well worth the read.

Colonel Mark Vlahos (USAF-RET)

PREFACE

Writing this narrative on the 48th Airlift Squadron has been nothing less than an adventure. After a short time with the 314th Airlift Wing I found the opportunity to tell the story of the 48th and their endeavors in providing flying training to all Air Force aircrew assigned to the Lockheed C-130J *Super Hercules*. I found success in reaching back to prior members of the squadron and 314th Operations Group to gather first-hand accounts of the events detailed here within.

The level of detail would not have been possible were it not for the dedicated work of Mr. Christopher Rumley from United States Air Forces in Europe's History Office and Mr. Mark Wilderman from the 375th Air Mobility Wing's History Office, both prior historians for the 314th Airlift Wing. They both did an outstanding job of collecting a vast and diverse amount of primary source documents that I retrieved, studied, and interpreted to write this study. I cannot thank them enough as they accomplished their mission so I could accomplish mine. Many thanks also go to Mr. John Baker from Air Education and Training Command's History Office for his leadership, Dr. Donald Boyd from Air Force Reserve Command's History Office for his mentorship and to Colonel (Ret.) Mark Vlahos for providing outstanding context and first-hand accounts throughout the study's time period.

In this study I sought to tell the story of the 48th Airlift Squadron from the beginning of the active duty Air Force's investment in the C-130J. In so doing the scope expanded to provide greater background on the program so as to highlight the efforts of the 48th in providing flying training to new and experienced aircrews. From the program's origin in 2001 at Keesler Air Force Base, Mississippi through the activation of the 48th in late-2003, significant construction, milestones, and curriculum development, concluding with the mission transition and squadron inactivation in late 2016, the men and women of the 48th Airlift Squadron left their mark on the tactical combat airlift and laid the ground work that will continue to impact the Air Force for decades to come.



Mr. Benjamin D. Herrington
314th Airlift Wing Historian

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CHAPTER ONE



THE LEGACY OF THE 48TH AIRLIFT SQUADRON

THE LEGACY OF THE 48TH AIRLIFT SQUADRON

The Lockheed C-130J *Super Hercules*

The primary mission of the Lockheed C-130J *Super Hercules* aircraft remained unchanged from the existing C-130 fleet. Lockheed Martin designed the C-130J for the intra theater portion of the airlift mission and air dropping troops and equipment into hostile areas. Designed as a medium-range tactical aircraft, it became the newest upgrade to the C-130 fleet. Enhancements included a modern glass cockpit with digital avionics, an improved electrical system, new engines and six-blade propellers, and an enhanced cargo handling and delivery system. In addition, the aircraft requires only a three-person flight crew (pilot, copilot, and loadmaster) instead of the five-person flight crew of the previous models. This reduced crew saves the Air Force manpower positions, and the associated personnel and training costs, to offset other new mission area growth.¹

For the first few years of the updated airframe's employment in the Air Force, the Air Force Reserve (AFR) and the Air National Guard (ANG) operated a handful of C-130J aircraft, however the Air Force programed more than 150 new aircraft for purchase beginning in 2001 and extending for the next decade. This extensive modernization of the C-130 fleet naturally required a complete review of aircrew training and a solution as to how this next generation of tactical airlifters would be trained.²

The Beginning of the Formal Training Unit

Due to the overwhelming differences between the C-130J and previous C-130 models, Headquarters Air Education and Training Commander (HQ AETC) directed a separate and independent training function to be planned and established. Initial plans called for the training to be conducted at Keesler Air Force Base (AFB), Mississippi (MS) collocated with Air Force Reserve Command's (AFRC's) 403d Wing (WG) that had already converted to the C-130J. HQ AETC quickly drafted plans for facility requirements and cadre.³

Interim Training Center at Keesler Air Force Base

In early 2001, construction began on the Interim Training Center (ITC) at Keesler AFB. These facilities included work on a Weapon System Trainer (WST), also known as a flight simulator or "SIM". It also included a Cockpit Procedures Trainer (CPT), Avionics System Management Trainer (ASMT), and high-tech classrooms. HQ AETC designed the ITC to provide limited student throughput and to conduct program validation on course curriculum. Designed as a short term solution to what would eventually become a complete Formal Training Unit (FTU), the ITC only offered ground and flight simulator training. All flight training would be conducted by each students gaining unit.⁴

Revised Beddown Plan

After initial plans called for the new C-130J FTU to be located at Keesler AFB, HQ AETC released a revised C-130J Beddown Plan on 1 March 2001, citing Little Rock AFB, Arkansas as the location for the permanent C-130J FTU as soon as fiscal year (FY) 2004. Plans also called for the Keesler facility to be used for continuation training after HQ AETC established the FTU at Little Rock AFB. With the C-130 "Center for Excellence" already being synonymous with Little

Rock AFB, there had been rumors that this logical conclusion would be reached, however it was not official until the release of this new plan in March. To evaluate the feasibility of locating the C-130J FTU at Little Rock AFB, HQ AETC conducted a Site Action task Force (SATAF) survey the following month.⁵

Initial Site Action Task Force

From 3 through 6 April 2001, 23 staff members from HQ AETC and Headquarters Air Mobility Command (HQ AMC), accompanied by representatives of the 314th Airlift Wing (AW), conducted the SATAF at Little Rock AFB. The primary purpose of the visit was to identify initial facilities and manpower issues in order to provide a Rough Order of Magnitude (ROM) cost estimate for the beddown of the C-130J and an associated FTU at the base. Space turned out to be a non-factor but the team raised many questions that needed to be answered prior to the formal SATAF process.⁶

In order to conduct the SATAF and provide an accurate evaluation, the team released a list of specific assumptions:⁷

- Two C-130J aircraft will arrive at Little Rock AFB in FY04.
- The 53d Airlift Squadron (AS) will convert from 19 C-130E Primary Aircraft Authorized (PAA) and three Backup Aircraft Inventory to 16 C-130J PAA by FY15 and function as the flying training portion of the FTU.
- The 61 AS would convert from 16 C-130E PAA to 15 C-130J PAA beginning in FY11 continuing until FY16.
- Aircraft will not require a navigator or flight engineer.
- C-130J training will be an additive mission until FY07.
- There is a joint service aircrew training requirement (USAF, USMC, and USCG).
- The C-130J simulator facility will be completed in August 2003 and the WST and ASMT will be ready for training in February 2004.
- C-130J Fuselage Trainers (FuTs) will be located at Little Rock AFB.
- Maintenance Training Devices (MTDs) will be located at Little Rock AFB.
- The environmental impact analysis process will conclude with a “Finding of No Significant Impact.”

The first assumption centered on availability of aircraft in order to provide familiarization training and a physical example for the continued process of courseware development. Perhaps as the most important assumption on the list, this could have a dramatic impact on future events as acquiring the first two aircraft have chronological second and third order effects on other requirements. The next two assumptions center on the availability of either adequate facilities or the ability to secure funding to build said facilities. Other issues identified by the team were all manageable provided funding became available. Programming the arrival of aircraft many years into the future proved to be even more difficult, as the projections changed many times during the program’s initial drafting. The following table shows the plan as it stood in June 2001 following the initial SATAF.⁸

C-130J Delivery Plan as of June 2001 ⁹											
Fiscal Year	05	06	07	08	09	10	11	12	13	14	TOTAL
New Aircraft Gained	1	2	3	2	0	0	0	4	2	2	16
Total Aircraft Possessed	1	3	6	8	0	0	0	12	14	16	16

Note: There existed a possibility that Congress would add two C-130J airframe purchases into the FY02 budget. In this case, the potential existed for the two aircraft scheduled for delivery in FY08 would be delivered in FY04 instead.

The team's assumption that the mission would be additive through FY07 meant that the C-130E training mission would remain separate from the C-130J mission. This also meant that C-130E training would have to occur simultaneously with new C-130J training at Little Rock AFB and it presented a challenge beyond launching a new segment of training for a modified legacy aircraft as the C-130J, though similar in look, is significantly different than previous C-130 models. In addition, unlike a full conversion when simply replacing one weapon system with another, both airframes would retain employment in the Air Force which would put a strain on resources, facilities, and manning.¹⁰

After the facilities team evaluated and validated the facility requirements identified by the SATAF team, they concluded the ROM for C-130J beddown at Little Rock AFB would cost approximately \$46 million dollars, which included the environmental impact analysis process that had already been programmed for completion in FY02; see Table 3.1 for a complete ROM cost breakdown. The next opportunity for HQ AETC to request Military Construction (MILCON) money on this matter would not come until FY04.¹¹

The communications team evaluated the costs associated with telephone and network connectivity for any new or renovated facilities, including secure communications. These costs were added into the figure but were determined to be negligible, as the infrastructure was already in place or had been created with adequate expansion capabilities.¹²

The manpower team concluded that in FY03, Little Rock AFB would need a small C-130J transition team cadre consisting of one officer and 21 enlisted personnel. These were to increase over the years to provide direct support to the formation and operations of the FTU:

Projected Transition Team Cadre Manning as of Fiscal Year 2003 ¹³		
Fiscal Year	Officers	Enlisted
2003	1	21
2004	18	112
2005	21	141
2006	29	207
2007	41	304

The ITC at Keesler AFB had two pilots and two loadmasters to facilitate limited training, which increased to three of each in FY02. HQ AETC assigned this limited cadre to the 45 AS, a geographically separated unit assigned to the 314 AW. With the 314 AW having control of the future FTU, assigning the initial cadre to a 314 AW unit was logical. The initial cadre received a Permanent Change of Station (PCS) move to Little Rock AFB in FY04. The next opportunity for HQ AETC to request additional manning would not come until FY04 once the mission had moved to Little Rock AFB.¹⁴

The operations team stated there would need to be an additional building for C-130J FuTs, C-130J simulator expansion programmed for FY07, a temporary facility for the 53 AS during transition, ramp modifications, and a new expanded location for Detachment (Det) 3, Air Mobility Command Air Operations Squadron (AMCAOS), who provided training on the airframe as well through the existing C-130 training function. The team had a difficult time forecasting operational deficiencies due to the tentative nature of the C-130J course curriculum. The team noted a natural show-stopper for operationally standing up an FTU as a lack of C-130J aircraft availability. For an FTU capable of sustaining short term mission training, the team determined that seven aircraft, two WSTs, one CPT, one ASMT, and one FuT would be required. Likewise, manning was set at an eight-to-one ratio, four pilots and four loadmasters per one aircraft, based on the Boeing C-17A *Globemaster III* FTU model.¹⁵

The maintenance team assumed MTDs would be located at Little Rock AFB and concluded a new maintenance training facility would be required. This building would house both the C-130E/H MTDs as well as the new C-130J MTDs, giving instructors an opportunity to provide a level of integration and to benefit from the created synergies of maintenance subject matter experts. In addition, space would also be provided for Det 4, AMCAOS.¹⁶

Construction Project Funding Status and Forecast of Needs as of April 2001¹⁷

Project	Type/FY	Required By	Cost
Environmental Assessment	O&M/01	ASAP	\$125,000
Construct Maintenance Training Facility	MILCON/02	1 Oct 2003	\$9,499,000
Modify B-250 Sheet Metal Shop	O&M/03	1 Oct 2003	\$116,000
Modify B-282 Corrosion Hangar to fit C-130J	O&M/03	1 Oct 2003	\$1,450,000
Modify B-222 Fuel Cell to fit C-130J	O&M/03	1 Oct 2003	\$1,624,000
Construct engine/prop storage facility	MILCON/03	1 Oct 2003	\$4,859,000
Ramp tie-downs/Striping Phase 1	O&M/03	1 Oct 2003	\$15,000
Modify B-253 to add two FuTs	MILCON/03	1 Jan 2004	\$2,455,000
Construct Parachute Drying Tower (B-259)	O&M/04	1 Apr 2004	\$464,000
Temporary facilities for additional 53 AS pers.	O&M/05	1 Oct 2005	\$1,056,000
Modify B-255 hanger doors to fit C-130J	O&M/05	1 Oct 2005	\$893,000
Fire protection for C-130J Beddown	O&M/05	1 Oct 2005	\$2,100,000
Construct two-bay hangar	MILCON/05	1 Oct 2006	\$12,895,000
Construct two-bay simulator facility	MILCON/05	1 Mar 2007	\$8,285,000
Modify B-280 for Fuel Cell	O&M/06	1 Oct 2006	\$90,000
Ramp tie-downs/Striping Phase 2	O&M/06	1 Oct 2006	\$33,000
Total – 16 Projects			\$45,959,000

The logistics team submitted four facility modification requests and three MILCON requests. The team concluded there was ample space to beddown the C-130J and its associated infrastructure, and after these modification/construction requests were approved and completed, Little Rock AFB would be ready to proceed without degradation to the current C-130 training mission. This requirement proved critical in maintaining the C-130E and C-130J FTU training missions simultaneously.¹⁸

Air Education and Training Command Programming Plan Release

HQ AETC released the Programming Plan (P-Plan) on 4 September 2001 which detailed the design, funding, and construction issues. This provided more concrete milestones and paved the way for the next SATAF later that month. The P-Plan established a number of milestones that would project a roadmap for the FTU.¹⁹

By the close of 2001, HQ AETC had made arrangements for the first aircraft to be in-place along with the initial cadre at Little Rock AFB in late-2003. The importance of having aircraft availability as outlined by the first SATAF team was of the utmost importance and would certainly act as a show-stopper if this goal was not met on time. The 403 WG made two of their WC-130J aircraft available for short term loan at Little Rock AFB in mid-2003, a full three months earlier than originally projected. Aircraft 96-5301 arrived on 30 June 2003 and aircraft 96-5303 arrived the following day. Those aircraft would remain on loan status until late December 2005 and 30 September 2005 respectively. In response to the HQ AETC published P-Plan, Congress added purchases to its budget for permanently assigned aircraft to begin arriving at Little Rock AFB in 2004, a full year ahead of the original delivery plan outlined in the original SATAF report.²⁰

The P-Plan programmed the Aircraft Training System (ATS) to include five major elements: the WST, CPT, and ASMT for pilots, the FuT for loadmasters, and Computer-Based Training (CBT) for both. Just as contractors provided academic and simulator training for current C-130E training, the same training model would be used for C-130J students with the flying training portion being controlled and administered by the 314 AW.²¹

HQ AETC directed the C-130J WST to be built and programmed to Federal Aviation Administration (FAA) Level D flight standards. This high level of standards provided an opportunity for the C-130J FTU that did not exist with the C-130E training model of the time. The increased fidelity over current C-130 WSTs allowed for enhanced initial and continuation training and importantly the ability to log actual aircraft events in the simulator. This enhancement would translate to dollar savings with events not having to be flown in an actual aircraft. The C-130J WST incorporated a full-motion base, a high-resolution visual system, and replicated the aircraft systems in all areas. The flight deck layout presented a replica of the actual aircraft. Additionally, the device provided two on-board instructor stations and consoles to enhance training. The WST was designed to train crew members in aircraft systems, normal and emergency cockpit procedures, instrument and visual low-level flight, night vision goggle flight, formation flight, and to develop, improve, and integrate mission and crew resource management skills in simulated peacetime and hostile environments. This critical ability had a heavy impact on the courseware development and student production as aircraft availability would continue to present challenges well into the future.²²

C-130J Formal Training Unit Timeline as of September 2001 ²³

Date	Planned Milestone
Sep 2001	Site Action Task Force #1 at Little Rock AFB (LRAFB)
Nov 2001	Training Systems Requirements Analysis complete
Nov 2001	Keesler AFB ITC instructors in place
Apr 2002 – Jan 2003	Small Group Try-Outs (SGTO) for level 1 (Qualification) Syllabi
Apr 2002	Keesler AFB simulator facility complete
Aug 2002	WST installation begins at Keesler AFB
Feb 2003	WST at Keesler AFB Ready for Training
Feb – Apr 2003	Large Group Try-Outs (LGTO) for level 1 (Qualification) Syllabi
Mar 2003	C-130J maintenance personnel required at LRAFB (six months prior to arrival of first aircraft)
May – Jul 2003	LGTO for Level 2/3 (Mission) Syllabi
Aug 2003	Little Rock AFB (LRAFB) simulator facility complete
Aug 2003	WST and ASMT installation begins at LRAFB
Oct 2003	C-130J Field Training Detachment (FTD) completed and MTDs required at LRAFB
Oct 2003	First C-130J arrives at LRAFB
Oct 2003	Modifications of B-222 (Fuel Cell), B-250 (Composite Repair Capability), and B-282 (Corrosion Control Hanger), construction of engine/prop storage facility, and ramp tie-downs/stripping phase 1 projects complete at LRAFB
Jan 2004	Modification of B-253 (FuT facility) complete at LRAFB
Jan 2004	Keesler AFB instructors PCS to LRAFB
Feb 2004	First WST and ASMT at LRAFB ready for training
Feb 2004	C-130J FuT required at LRAFB
Apr 2004	New parachute drying tower completed at LRAFB
FY05	CPT at LRAFB ready for training
Oct 2004	Second WST required at LRAFB
Oct 2005	Modification of B-255 (Aircraft Hangar) complete, temporary facilities for 53 AS personnel ready, and additional fire protection in place at LRAFB
Jul 2006	C-130J FTU required at LRAFB
Oct 2006	Third WST and second FuT required at LRAFB
Oct 2006	Two-bay hangar construction, C-130J simulator facility addition, modification of B-280, and ramp tie-downs/stripping phase 2 projects completed at LRAFB
Oct 2009	Fourth WST required at LRAFB
Oct 2012	Fifth WST and second CPT required at LRAFB
Oct 2013	Second ASMT required at LRAFB
FY14	Final C-130J aircraft arrives at LRAFB

Designed for basic procedures and flight training of initial and requalifying C-130J pilots, the CPT can be loosely described as a WST without a motion base or visual system. The CPT flight deck layout allowed for two pilots and one additional crew station, providing a layout as similar as possible to the actual aircraft. Additionally, one on-board instructor station and console

provided the ability to enhance training and instruction. The CPT modeled C-130J flight performance and aircraft systems by providing engine starts, malfunctions & troubleshooting, and checklist procedures similar to the WST. The CPT would be used primarily for initial and requalification training.²⁴

The ASMT provided training with communication, navigation, identification, flight management, and display systems in a much simpler capacity than a WST or CPT. This low-fidelity device provided initial and requalification training using the Communications, Navigation & Identification Management Unit (CNI-MU), Avionics Management Unit, Communications & Navigation Breaker Panel, and control of Heads-Down Display and Heads-Up Display systems to familiarize the student with pre-flight planning and in-flight operations.²⁵

The FuT accurately replicated the cargo compartment of the aircraft, including all systems related to cargo loading & unloading and aerial delivery. As the primary synthetic trainer for loadmasters, the FuT was used for loadmaster formal school courses and for teaching pilots certain portions of aircraft system functions. Training capabilities included teaching cargo compartment checklists, palletized cargo loading, winching exercises, loading of vehicles, loading and rigging for aerial delivery, and principles of cargo restraint. The FuT would be used for initial, requalification, and instructor training.²⁶

Subject matter experts designed CBT modules to support all training where physical fidelity was not required. As simple software for Windows-based computers, CBT is a purely academic method of providing students with necessary knowledge and has been used wide spread throughout the Air Force for a variety of training requirements.²⁷

These five aspects of the ATS provided familiarity to the personnel of the Little Rock AFB FTU. However, with the major differences between the C-130J and previous C-130 models, the new system had to be designed from the ground up to train specifically on the new aircraft. The P-Plan also established the Offices of Primary Responsibility (OPRs) at HQ AETC, tasked organizations involved with the development of the FTU, and established the status reporting format to standardize updates and communication. It also laid out the three-phased approach to how C-130J training would come together. Establishing OPRs at HQ AETC put teeth and accountability in the P-Plan, thus to allowing HQ AETC senior leadership to track progress.²⁸

The first phase called for the ITC at Keesler AFB to provide academic and flight simulator instruction with flight training to be accomplished by the students gaining unit. The second phase called for a Ground Training Center at Little Rock AFB with the same goals of the ITC with flight training to be accomplished by the students gaining unit. The final phase called for a complete FTU capable of producing fully mission qualified pilots and loadmasters.²⁹

Additionally, the timeline called for completion of the first WST facility at Keesler AFB in April 2002. Installation of a single WST was to begin in August 2002, and a projected Ready for Training (RFT) date by February 2003. The timeline further established milestones at Little Rock AFB with the WST and ASMT to be RFT by February 2004. The overall planning construct between Phase I and Phase II allowed for initial cadre to become the first students prior to the FTU

being required to provide flight training. Ideally the future instructors would be able to leverage the new C-130J WSTs in lieu of available aircraft assuming construction at Keesler AFB concluded on time.³⁰

Site Action Task Force I & II

HQ AETC conducted two SATAFs at Little Rock AFB, the first from 10 through 14 September 2001 and the second from 8 through 12 July 2002. The SATAF team used both opportunities to access and prepare the infrastructure at Little Rock AFB for the establishment of a complete FTU for the C-130J. The team accomplished this by opening, updating, and closing action items, tasking agencies, estimating completion dates, and initiating support agreements. The SATAFs continuously identified and evaluated issues using several individual working groups, including plans and programs, training and operations, logistics, maintenance training, facilities, communications, and manpower. With an abundance of issues identified, decisions made, and a clear direction, all involved personnel moved forward toward making the C-130J FTU at Little Rock AFB a reality. The process throughout 2002 brought about completion of facilities and plans, firmer data on expectations, and minor changes to projections using updated timelines.³¹

As of the end of 2002, all of the assumptions made during the initial SATAF in April 2001 appeared to be on track. The environmental impact assessment produced a finding that no adverse impact was anticipated as a result of C-130J beddown in November 2002. HQ AETC updated the C-130J delivery plan from June 2001 to include an earlier aircraft arrival facilitated by HQ AFRC and two loaned WC-130J aircraft from the 403 WG.³²

Budget Approval

Also at the end of 2002, the MILCON and Operations & Maintenance (O&M) funding status and forecast of needs as of April 2001 presented in the initial SATAF remained almost entirely static. With FY01 through FY03 funding already programmed, Program Budget Decision 726 provided for the funding of all the identified needs for FY04 MILCON and O&M funding. The design phases of several projects outlined in the first and second official SATAFs programmed for later funding were underway for future obligation and showed no sign of negative action.³³

Adjusting for the C-130J “Stretch” Model

When HQ AETC conducted the initial SATAF at Little Rock AFB, the team was unaware that the 314 AW would eventually be assigned “stretch” models of the C-130J which featured a longer fuselage to accommodate two additional cargo pallet positions to boast an increased cargo load. The larger airframe would not be able to be temporarily housed in hangar 250 as originally planned as they would have to be backed into the hangar for isochronal inspections, and the placement of the maintenance equipment would prevent emergency exit of the aircraft. As such, the requirement for MILCON construction of a new two-bay hangar moved from FY05 to FY04 which coincided with the planned arrival of aircraft at Little Rock AFB. As a temporary workaround until the new hangar was completed, planners decided the 314 AW would use hangar 255 (north and south). This was not an enclosed hangar, however, so problems such as the wind blowing aircraft off its jacks was a known potential.³⁴

Acquisition of the C-130J Airframe

Congress deviated from the normal steps taken in a standard Air Force airframe acquisition process. For new aircraft, Headquarters Air Force Materiel Command would normally provide a detailed strategy, put out specifications the manufacturer would endeavor to meet, and work with a manufacturer throughout the process to ensure goals were met. Production rates often were limited until certain milestones were met, and the aircraft would essentially be built from the ground up and purchased in steps and stages. This was not so with the acquisition of the C-130J airframe.³⁵

Instead, Congress purchased the C-130J after it had been built by Lockheed Martin. As a result, the Air Force had no standing to go back to the manufacturer after a while and demand changes to existing aircraft. Pilots at Lockheed Martin instructed personnel on how to take-off and land the aircraft, but the Air Force clearly needed to be able to do far more than that to adequately employ the airframe. Under the normal acquisition process, planning such procedural requirements would have been taken care of long before aircraft started arriving from the factory. Theories on employment of the aircraft would have been developed, and curriculum for training crew members would have been drafted.³⁶

In 2002, as the initial cadre for a C-130J FTU began to gather at Keesler AFB under the 45 AS, continuing as 2003 unfolded as the personnel who staffed the unit were learning about the aircraft themselves, as they tried to develop an active duty training system at the same time. In essence, the initial cadre functioned as the instructor and the student synonymously. The ANG provided limited training from crew members as the Air Reserve Component (ARC) had been operating the C-130J in a limited capacity for several years. The tactics had simply not been developed in the acquisition process, so the process started out somewhat backward from the norm.³⁷

Development and Transition to Little Rock Air Force Base

The ITC at Keesler AFB housed the initial cadre of instructors while they conducted a Small Group Tryout (SGTO) of the courseware. A small transition team at Little Rock AFB also conducted FTU development operations as the modernization branch in the 314 AW Plans Office. The modernization branch consisted of personnel borrowed from the 53 AS and 62 AS on a temporary basis. For the first half of 2003, Little Rock AFB had no C-130J aircraft however loaner aircraft would arrive in the summer of 2003.³⁸

No formal C-130J unit existed at Little Rock AFB at that time, but HQ AETC planned for the initial cadre at Keesler AFB to PCS into the 53 AS beginning in December 2003. With the addition of the modernization team and other assigned personnel, the 53 AS would morph into the flying training function of the C-130J FTU. 314 AW leadership published an updated timeline of expectations in January 2003 with specific attention on actions at Little Rock AFB and the expected completion of flying training assets.³⁹

C-130J Formal Training Unit Timeline of Expectations as of January 2003 ⁴⁰

Date	Planned Milestone
Ongoing	SGTO for qualification (level one) syllabi at Keesler AFB facility (Phase 1 of PD&E – scrub of 11-2C-130J, Vol. 3)
Summer 2003	Site Action Task Force III at Little Rock AFB
Summer 2003	First loaned C-130J arrives at Little Rock AFB
Sep – Dec 2003	FTU Initial Cadre Class
Dec 2003	First WST and ASMT at Little Rock AFB RFT
Dec 2003	Initial cadre transfer to Little Rock AFB
Jan 2004	First permanently assigned C-130J aircraft arrives at Little Rock AFB
Feb 2004	An initially-limited FTU RFT
2004	SGTO and LGTO for level two and three syllabi
2005	Level two – Operational Test & Evaluation
2006	Full FTU capability: 24 pilots and 20 loadmasters assigned; seven C-130J aircraft assigned; three WSTs, one CPT, one ASMT, and one FuT online at Little Rock AFB; begin Programmed Flying Training (PFT) for level two and three
Oct 2009	Fourth WST required at Little Rock AFB
Oct 2012	Fifth WST and second CPT required at Little Rock AFB
Oct 2013	Second ASMT required at Little Rock AFB
FY14	Final C-130J aircraft arrives at Little Rock AFB

With those initial expectations in place, 2003 began to unfold generally according to plan. On 30 June 2003, Little Rock AFB received its first J-model aircraft, a WC-130J on loan from the 403 WG. The 314 AW had already fostered a working relationship with the 403 WG while the ITC cadre were station at Keesler AFB in the early days of the ITC development. The two loaned aircraft became a fixture at Little Rock AFB and were utilized heavily for both flying and ground maintenance training. The J-model maintenance training personnel in the 314th Aircraft Maintenance Squadron (AMXS) and 314th Maintenance Squadron (MXS) had already been in formal J-model training since March, but with the two new aircraft on the ramp, this training became more hands-on.⁴¹

Site Action Task Force III

From 28 July through 1 August 2003, HQ AETC conducted the third and final C-130J SATAF at Little Rock AFB to evaluate the base's infrastructure and funded facility projects under construction to support the C-130J FTU mission. The team identified several new action items, updated others, and closed several existing items. In addition, the team provided an updated timeline with estimated completion dates and initiated support agreements. As the process for standing up an FTU for a new airframe had entered its third year, issues were in much better focus than had been the case during previous SATAFs.⁴²

The SATAF team noted three main concerns on the minds of team members that would need to be addressed quickly. As in the past two SATAFs, the first major concern continued to be the ability of the Little Rock AFB infrastructure to support the new FTU. Just as important as infrastructure and support was the ability to fund the FTU and the major construction projects

required for its operation. Lastly, organizational structure changes within the 314 AW as a result of FTU establishment lingered on the minds of 314 AW leadership. All the working groups kept those three items in mind and the final report's action items were on point within that context. The maintenance training working group returned a positive status report citing the program was on track and the overall objective would be available as expected. Each of the other six groups however reported a less positive assessment by identifying their programs as needing high risk workarounds in order to meet current timelines.⁴³

Of significant note, around the time the SATAF team conducted their third inspection at Little Rock AFB, General Donald G. Cook, Commander of AETC, declared that the 53 AS would not provide the flying training portion of the C-130 FTU. General Cook made this decision for many reasons, the primary reason was to avoid having a squadron with both legacy and new type aircraft assigned. Major General James E. Sandstrom, the Nineteenth Air Force (AF) Commander, and the HQ AETC Flying Safety and Aircraft Maintenance staffs all supported this position. Instead, the most fitting inactive unit designation in the Air Force inventory would be identified and activated as a separate airlift squadron to provide that function. The Air Force Historical Research Agency (AFHRA) stationed at Maxwell AFB, Alabama in conjunction with the HQ AETC History Office announced in late-2003 the designation of the new squadron would be the 48th Airlift Squadron. The SATAF team conducted the evaluation with the knowledge of a new stand-alone squadron to support the FTU. The final report reflected all flying training operations that previously fell to the 53 AS would instead be absorbed by the new airlift squadron.⁴⁴

Operations & Training Working Group

The operations & training working group closed eight action items from the previous SATAF, carried over nine of them, and opened three new ones. The team looked very closely at the status of such things as initial cadre training, second cadre selection, integrating the level one Large Group Try-outs (LGTO), level two and three SGTO and LGTO forecasting, weapons system procedure development and validation, and night vision goggles (NVG) training.⁴⁵

A major problem presented itself in the form of the Keesler AFB ITC not being on schedule to conduct the LGTO, which according to the HQ AETC P-Plan, should have been ongoing or commencing as the third SATAF was meeting. The completion status of the WST at Keesler AFB also presented a problem as it was not finished, so the team proposed to move the LGTO to Little Rock AFB. Regardless of where or when the LGTO occurred, the lack of a functional WST caused the students, in this case the initial cadre, to finish the LGTO unqualified. Without the ability to accomplish training on the ground in the WST, the initial cadre were forced to seek training in the air. The team recommended conversion courses for the initial cadre's qualification, and the 314th Operations Group (OG) was tasked with developing a training plan for their initial cadre as a result. The team identified that three C-130J airframes would be required at Little Rock AFB by February 2004 in order for the ongoing maintenance training to continue alongside the aircrew training. More airframes would still be required for the future level two and three LGTOs.⁴⁶

The team concurred with General Cook and made a recommendation for a new C-130J squadron to stand up rather than blending the mission into the existing 53 AS. They recommended the new unit receive eight new billets and that eleven billets transfer over from the 314 AW. The original plan called for those eleven positions to transfer to the C-130J section in the 53 AS

anyway. The team also suggested additional personnel from the 53 AS be transferred to the new airlift squadron beginning in FY05 due in part to a planned reduction in the flying hours for E-model aircraft. This transfer would provide critical staffing for the C-130J program as more aircraft would arrive in the coming years.⁴⁷

In late-2002, HQ AMC and HQ AETC proposed adding NVG airland training to the C-130 FTU as a required certification. In early-2003, the 314 AW added the requirement for the E-model training and identified it as an essential element of C-130J training. In the case of the C-130J, as curriculum was under development at the time the decision was made, there was no need for a conversion to the new requirement; the FTU would train students to be fully mission ready with NVGs from day one.⁴⁸

Logistics Working Group

The logistics working group validated requirements for such things as manpower, facilities, and equipment. The team opened four new action items, closed nine of the old ones, and carried over six. The team identified the requirement for 23 maintenance manpower authorizations per C-130J airframe and the validation of two new facility requirements. To effectively beddown the C-130J program, the local battery shop would need to be expanded, and a new engine storage facility would be required. In the previous SATAF, workaround facilities had been identified for these functions, but by the summer of 2003, it became clear those would not suffice and new construction would be required.⁴⁹

Facilities Working Group

The facilities working group evaluated and validated the identified facility requirements for standing up the C-130J FTU. Though busy, the group had long since closed out the two action items it had dealt with. This resulted in a project list very similar to the one generated during the previous SATAF, although the timeline had changed for numerous requirements:⁵⁰

- The construction of the new maintenance training facility moved from FY02 to FY03 and the cost requirement reduced from \$9.449 million to \$8.1 million dollars.
- The corrosion control requirement in building 828 changed funding from O&M to P-341 MILCON and moved from FY03 to FY04 with a new requirement date of 1 February 2004.
- The new construction for a parachute drying tower in building 259 funded a year early in FY03 however the requirement pushed back 22-months to 1 February 2006.
- Required modifications to hanger 255, still funded through O&M, moved forward from FY05 to FY03 with a new requirement date of 1 February 2004.
- As a second order effect from the acceleration of hanger 255, the fire protection upgrades moved forward to the same schedule.
- The new two-bay hangar also received early funding in FY03 instead of FY05 in part due to the current hangars inadequacy to accommodate C-130J “stretch” models.
- The new two-bay flight simulator building received an accelerated requirement date of 1 October 2005 however funding remained the same under MILCON from FY05. The price tag however did reduce from \$8.285 million to \$5.25 million dollars.

Several new projects found their way into the requirement and received funding almost immediately, though not all new projects would be funded right away:⁵¹

- A renovation to the 314th Operations Support Squadron (OSS) facility in building 624 received funding from O&M in FY03 at a total cost of \$106,000.00.
- A 50k renovation received O&M funding in FY03 in building 262 which would be the home of the future 48 AS.
- A new battery shop addition in building 242 received FY04 O&M funding in the amount of \$99,000 with a requirement date of 1 June 2004.
- A new engine storage facility for C-130 E/H-model engines received FY04 O&M funding in the amount of \$770,000 with an immediate requirement for use.
- The C-130J received MILCON funding for a new J-model engine storage facility in FY03 in the amount of \$2.14 million dollars with a requirement date of 1 December 2003.

Squadron size entered into the decision making process of the facilities working group. Specifically that of the 314 OSS and the future 48 AS. The working group designated building 262 as adequate for the new squadron however due to its small size, there remained a possibility the squadron would outgrow it in the coming years. The 314 OSS had also outgrown their building so their C-130J section moved to building 624 which had previously been occupied by the Health and Wellness Center (HAWC) before they moved to their new offices in the newly constructed base gym. This newly remodeled facility would serve as a home for the 314 OSS curriculum advisors and syllabi experts.⁵²

Maintenance Training Working Group

The maintenance training working group delivered the only status in the report that reflected their program to be on track. With the new Maintenance Training Facility (MTF) scheduled to cost an estimated \$8.2 million dollars, the Air Force advertised the contract with a completion date in late-2004 or early-2005. Funding for the training devices had been programmed in the FY03 budget, and the contracting process for them had already begun. Personnel from Det 4, 373th Training Squadron Field Training Detachment had been training the initial maintenance cadre using the two WC-130J loaner aircraft that had arrived at Little Rock AFB from Keesler AFB just prior to the SATAF. All training requirements that went beyond local capabilities had the ability to be done at Keesler AFB on additional WC-130J aircraft belonging to the 403 WG. As a result of interagency synergies, the maintenance training component was on a pace, even ahead of schedule in some areas.⁵³

Communications Working Group

The communications working group discovered no major issues but due to the tight timelines involved and the introduction of some new requirements that had not yet been fully planned out, the team voiced their concerns. They carried over no actions items, but the team had to open up two new ones as a result of emerging requirements.⁵⁴

The communications working group opened four additional action items dealing with communications issues for two upcoming requirements: the new 48 AS in building 262 and the relocation of the 314 OSS training section to building 624. Additional communications requirements were expected for the new C-130J unit's squadron operations building, and these

requirements would be greater than those required by the former plan calling for C-130J personnel to join the 53 AS.⁵⁵

C-130J Formal Training Unit Communications Requirements as of August 2003 ⁵⁶			
Facility	Requirement(s)	Funding Req.	Cost
Simulator	Cable Connectivity	FY03	Contract in Progress
Liquid Oxygen	Cable Connectivity & Network Equipment	FY03	\$13,000
Bldg. 624 – 314 OSS	Network Equipment	FY04	Unknown
Engine/Prop Storage	Cable Connectivity & Network Equipment	FY04	\$27,000
FuT (expansion)	Cable Connectivity	FY04	\$1,000
Maintenance Training Facility	Cable Connectivity & Network Equipment	FY05	\$55,000
Two-Bay Hangar	Cable Connectivity & Network Equipment	FY05	\$26,000
Simulator (expansion)	Network Equipment	FY06	\$20,000

Note: 314 OSS did not submit communications requirements.

Manpower & Personnel Working Group

The manpower working group took what had been a status of “green” and moved it to “yellow” due to the order from General Cook to stand up a new squadron. The activation of a new squadron involved a whole new list of manpower requirements, and since the order had just come down, these tasks had not yet been evaluated. The team worked with AFHRA and the HQ AETC History Office to select the appropriate inactive unit designation and the 48 AS was chosen. The 48th had a rich airlift history and also had brief ties with the 314 AW and Little Rock AFB from the early-1970s. The entire process went smoothly, and the manpower working group projected the activation of the 48 AS before the end of the year.⁵⁷

Training the C-130J Initial Cadre

The lack of aircraft availability and a working WST at Keesler AFB caused a significant issue by October 2003. As a result the initial needs for the program were looking like they would not be met. Instructor Pilots were not of much use until they had 100 hours at the controls of a C-130J, so the 314 OG devised a process to train its C-130J cadre given these limited resources.⁵⁸

The amount of flying hours required to get the initial cadre of all crew positions qualified showed a need for 1,760 flying hours in FY04 however the flying program only called for 1,164. With just two aircraft available, either more tails would be quickly needed, or the utilization rate for those aircraft would have to be set at 73.3 hours, which was completely unachievable with the current constraints, as maintenance personnel trained with the same aircraft. A third option was for the elimination of requirements. Despite this extreme difficulty, the C-130J cadre flew the two WC-130J aircraft to the limit, and by the time the 48 AS activated in December 2003, all personnel of the initial cadre earned their instructor certification.⁵⁹

Activation of the 48th Airlift Squadron

On 1 December 2003, a major milestone in the process of bringing an operational C-130J FTU to Little Rock AFB occurred, as the 48 AS activated less than five months after Gen Cook gave the order to stand up a separate C-130J flying squadron at Little Rock AFB. Lieutenant Colonel David A. Kasberg stood on stage and received the guidon from 314 OG Commander, Colonel Douglas E. Kreulen during the squadron's activation ceremony. The unit initially consisted of only 20 personnel, but it was established and ready to grow. At the time, the 48 AS had just two loaned aircraft, however the Air Force had plans to assign permanent aircraft deep into the future, with the first one planned for early 2004.⁶⁰



Colonel Douglas E. Kreulen, 314th Operations Group Commander and Lieutenant Colonel David A. Kasberg, 48th Airlift Squadron Commander, unfurl the squadron guidon with the help of Master Sergeant James Walsh, squadron superintendent, during the 48th Airlift Squadron activation ceremony. (Photo taken by 314 AW/PA; USAF Photo).⁶¹

Squadron History

The 48 AS was originally activated on 15 June 1942 as the 48th Transport Squadron at Daniel Field, Georgia. Just three weeks later, on 4 July 1942, the unit was redesignated the 48th Troop Carrier Squadron (TCS). Although assigned to the 313th Troop Carrier Group (TCG) during World War II, personnel in the 48th had roughly the same experiences as those of the flying units belonging to the 314th. They trained in the U.S. until 1943, when they transferred to North Africa to participate in the airborne assault on Sicily known as Operation HUSKY. Coincidentally, the 48th and the flying squadrons under the 314th at the time all earned a Distinguished Unit Citation, and went on to support the same operations in Italy, Normandy (Operation NEPTUNE), Holland (Operation MARKET), and Germany (Operation VARSITY). The 48th operated close to but never with the 314th. They operated out of Sciacca and later Trapani/Milo Airfield, Sicily. Then from Folkingham, England followed by Achiét, France. After "Victory in Europe" Day, the squadron

transferred to Baer Field, Indiana in September 1945 and inactivated in November of the same year. From this point on, the history of the 48th and 314th took different paths.⁶²

The 48 TCS was not inactive long, as it was reactivated on 30 September 1946, again under the 313 TCG. They continued to fly the Douglas C-47 *Skytrain* throughout Europe for roughly a year, stationed in Illesheim, Germany and then at Tulln Air Base (AB) in Austria. In June 1947, the unit once again returned stateside, this time to Langley Field, Virginia. A month later, they transferred to Bergstrom Field, Texas although much of the unit's service while officially stationed in Texas was carried out in a deployed capacity in Germany during the Berlin Airlift.⁶³

When Soviet Forces halted all road and rail transportation into and out of West Berlin in June 1948, the new U.S. Air Force responded. One week later, the 48 TCS was deployed from Bergstrom Field to Germany. From Rhein-Main and Fassberg, the unit spent the next 16 months flying the Douglas C-54 *Skymaster* around-the-clock to help keep the citizens of free Berlin supplied. The efforts of the 48 TCS contributed significantly to the Air Force's success in the first great challenge of the Cold War.⁶⁴

Shortly after the crisis ended, the 48 TCS inactivated in September 1949, but was reactivated again in February 1953. Flying primarily the Fairchild C-119 *Flying Boxcar*, the unit participated in airlift missions under the 313 TCG in the eastern U.S. from Mitchell AFB, New York and Sewart AFB, Tennessee until it was inactivated in June 1955.⁶⁵

The unit reactivated again in January 1965 at Forbes AFB, Kansas. The 48th was introduced to the C-130, flying B-models in an operational role. The unit performed numerous worldwide operations and after aircrews gained sufficient experience, deployment to the conflict in Southeast Asia. Rather than transferring as a squadron, however, the unit was inactivated in June 1967, and the aircraft and crews were transferred to forward units already operating out of the Philippines.⁶⁶

In November 1971, the unit was redesignated the 48th Tactical Airlift Squadron (TAS) and once again activated at Forbes AFB, still serving under the 313th. This time the unit operated C-130 E-models in an operational role. Following a reorganization of Air Force units and the pending closure of Forbes AFB, the 48 TAS transferred to Little Rock AFB in August 1973 and was assigned to the 314th Tactical Airlift Wing. Shortly after arriving, the 48 TAS inactivated and personnel and equipment transferred to the newly activated 32 TAS, a WWII-era component of the 314th. From a lineage standpoint, the 48th inactivated on 1 September 1973 and the 32d activated the same day, but the practical reality is the aircrews simply changed their patches and continued on with the mission. As history would tell, the 48th would go through this transition again in 2016.⁶⁷

For the remainder of the 1970's and all the way through the end of the century, the 48th remained inactive. On 1 December 2003, the unit was once again activated, and once again it was at Little Rock AFB under the 314 AW. The "grasshopper" was flying again, charged with providing C-130J flying training as part of the FTU, helping to move into a new era in the legacy of the venerable *Hercules* aircraft.⁶⁸

Squadron Emblem and Significance

The Department of the Air Force approved the 48 AS’s emblem on 9 June 1954. The significance statement reads: The basic form of the emblem, the circle, represents the unity and independence of a troop carrier squadron. The circle is bisected by a curved line to indicate the perfect balance existing between the ground and air operations of this squadron. Each half of the circle has been colored to depict the hours of the unit’s operations. The yellow half represents the twelve hours of daylight, the black half the twelve hours of darkness. Combined, they represent the “around the clock” readiness and ability to operate. The grasshopper represents the ability of this squadron to become airborne on a moment’s notice for short-range flights. The color green for the grasshopper is the squadron color. The B-4 bag represents the ability of the squadron to maintain sustained operation while away from its home base. The two parachutes represent the paradrop portion of the unit’s mission. One parachute carrying cargo, represents the various types of cargo drops accomplished; the second parachute, carrying a paratrooper, represents all troop drops accomplished by this organization.⁶⁹



Aircraft Delivery Plan

Congress added earlier purchases to the FY02 budget that accelerated the FY08 deliveries, however just one of those aircraft was scheduled to arrive in 2004, although a second early arrival that year was a possibility. Under the latest plan, aircraft were scheduled to arrive much sooner to meet the FTU mission requirements. Instead of just three airplanes scheduled to arrive over the next three years, seven aircraft were scheduled to arrive in that timeframe instead. This would allow for the completed training of new personnel assigned to the 48 AS, further development of C-130J FTU curriculum, and mitigate aircraft availability issues that had plagued the training program since early in its life.⁷⁰

C-130J Delivery Plan (2003 vs. 2001 Comparison) ⁷¹

Dec 2003 Forecast	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Total
Aircraft Delivered	1	3	3	0	0	2	2	4	0	0	0	15
Jun 2001 Forecast	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Total
Aircraft Delivered	0	1	2	3	2	0	0	0	4	2	2	16

Construction of Facilities

When the 48 AS activated in December 2003, Little Rock AFB had handled 19 major projects as a result of the C-130J program at a total estimated cost of more than \$52 million dollars. Of these 19 projects, MILCON owned nine of them accounting for more than \$45 million dollars

of the total cost. These projects were not necessarily completed or even in construction during that time. Some of them were forecasted for future years and things simply revolved around designing the project and working to secure funding. In one case, the project was eventually dropped in favor of a different solution. These 19 significant C-130J projects are presented here, organized by building number:⁷²

Hanger 222 North & South – Alternative Fuel Cell Facility Modification

The existing alternate fuel cell facility in both bays of hangar 222 required modification to accommodate the C-130J, with the south bay scheduled for work first. This was a FY03 O&M project with an estimated price tag of \$1.62 million dollars. Normally, the limit on O&M projects at the time was \$750,000 but since this was a modification to an existing building, O&M funding was allowed. Consequently, the normal process of gaining Congressional approval for a MILCON project was avoided in this case. The original project called for work to begin in 2003 however work did not start until 5 January 2004. An extensive array of continuing modifications continued throughout the year. The final piece of the project was the placement of modified hangar doors to allow for the higher C-130J tail section. This work began on 22 November 2004 and the construction concluded with a complete project one year later on 6 January 2005.⁷³

Building 242 – Battery Shop Addition

The existing battery shop in building 242 required an addition to handle the C-130J mission. This was initially a planned \$99,000 project to be paid for using FY04 O&M funds, but as the estimate swelled to \$450,000, a search for new funding began. As a result, the project remained unfunded and was ultimately abandoned in favor of a new building.⁷⁴

Hanger 250 – Sheet Metal Shop Modification

This project was cancelled as a better solution was found. Originally, the plan called for remodeling hangar 250 to modify the existing tubing room and to house a composite materials workshop, also known as a sheet metal shop, with an estimated cost of \$116,000. HQ AETC cancelled this O&M project shortly after the contract was awarded for the new two-bay J-model hangar (building 276), as space for these functions were incorporated into that structure.⁷⁵

Building 253 – C-130J Fuselage Trainers Addition

Building 253 had been the long-time home for the C-130E FuTs, and the space available in the building was fully put to use for that loadmaster training mission. The additional C-130J loadmaster training required its own space, and it made sense to keep the two functions together, so the plan called for an addition to the existing building. This high priority FY03 MILCON project was 95 percent designed as of January 2003, and its contract was advertised in April. The \$2.5 million dollar contract, eventually increasing to just over \$2.6 million dollars, was awarded in June 2003. Construction quickly commenced, and the structure was completed in December 2004 at a final cost of \$2.7 million dollars. A concern about tight classroom space arose during the curriculum development that stated sufficient classroom space in the same building as the FuTs would be beneficial, however it was not addressed. The trainer itself arrived from England in January 2005, and the installation process began, lasting six months.⁷⁶

Hangar 255 North & South – Modification

This small FY03 O&M project, estimated at \$893,000 and later reduced to \$832,000 involved a modification of both hangar doors to accommodate the C-130J and the removal of a couple of offices. Like hangar 222, the fact that it was a modification allowed the project to be funded using O&M money, even though it exceeded the \$750,000 limit.⁷⁷

Project funding arrived in late FY03 and plenty of activity occurred in 2004, including the award of the contract, the design of the project, and the start of construction. Installation of the doors began on 22 December 2004, one month after the same work began on hangar 222. The south bay door was installed first in early January 2005 but an issue arose with standing water damage to the door tracks on the north bay. The track drain had been plugged several years ago for environmental reasons in an effort to eliminate contamination of storm water runoff. Repairs to the tracks commenced and the north door was installed in mid-January 2005.⁷⁸

The contractor held a design teleconference on 18 January 2005 to discuss the hangars mechanical systems resulting in a mid-March deadline for the proposed designs. The designs were approved by the end of March and work continued through November with a completion date of 9 November 2005.⁷⁹

Building 259 – Parachute Drying Tower

The existing 314 MXS parachute tower was already fully utilized due to existing aerial delivery activities, and a new one was needed for the C-130J mission. This was planned as new construction, and the new tower would be identified as building 259. This was a rather small undertaking that was on the fast track for completion. Using FY03 O&M funds, the \$480,000 new construction project was designed and awarded in late-2003 with construction ready to commence shortly thereafter.⁸⁰

The construction on this requirement halted in 2004 when the government cost estimate for completing the project following the release of the design ballooned to over \$1 million dollars. Wing leadership explored moving the tower to building 250 to reduce the overall cost to the original \$480,000 obligation. On 6 January 2005, wing leadership directed the contractor to resubmit a design at the approved lower cost.⁸¹

The new designed developed in accordance with the wishes of the 314 MXS, reduced the capacity of the tower from 60 to 42 chutes. The contractor however still estimated the cost of the new design at \$813,000. Following a reproach of the project by numerous parties, HQ AETC agreed that the project should be set aside and funded at a later time. With the goal of pursuing emergency MILCON funds instead of using O&M funds, more options existed for the future of the program following 2005.⁸²

Not until 10 August 2007 did this project receive full funding from HQ AETC. The 314th Contracting Squadron advertised the contract for the parachute tower in the amount of \$1.25 million dollars. Numerous contractors submitted proposals but each one of them came in at over \$1.5 million dollars. To get the project within budget restraints, designers adjusted the score of the project by changing the roof design, reducing the number of hoists, and reducing the overall width of the tower by eight feet. Contractors completed construction in 2008.⁸³



The newly constructed parachute tower for the Lockheed C-130J *Super Hercules* mission stands complete as an addition to the existing building 259. (Photo taken by Mr. Benjamin D. Herrington, 314 AW/HO; USAF Photo).⁸⁴

Building 262 – 48th Airlift Squadron Building Renovation

Once HQ AETC determined a new C-130J unit would activate instead of assigning the flying training mission to the 53 AS, the search was on for a place to house the unit. The 61 AS occupied the building until their new building was complete in September 2003. There was a reason why the 61st vacated the building, however, and they did not all revolve around space requirements. Renovations were required, and funding for this rather small project were secured quickly. The \$160,000 project was paid for using FY03 O&M funds, and construction started almost immediately. The 48 AS occupied the building in December 2003 before all renovation had been completed. All work concluded in early-January and the 48 AS held a ribbon cutting ceremony on 26 January 2004.⁸⁵

In addition to the interior renovations, the wing awarded a \$482,000 contract to primarily renovate the exterior of the seasoned building. A number of obstacles hindered completion such as weather, electrical problems, and confusion about the design. The project concluded a month later than expected with final inspections occurring on 31 March 2005.⁸⁶

There were also two other related projects. Work was underway on a \$55,000 parking lot expansion and a \$34,000 storage addition. The parking lot work concluded on 7 April 2005 as future expansion designed were in the works. The storage addition had been designed and sent to contracting on 19 January 2005 however the project remained unfunded.⁸⁷

Hangar 276 – Two-Bay C-130J Maintenance Hanger

This was new construction to be designated as hangar 276, the new home of C-130J aircraft maintenance and isochronal inspections, at a cost of \$12.5 million dollars. This was the most expensive project associated with the early development of the C-130J program. The plan called for the hangar to be large enough to fully enclose the “stretch” model C-130J aircraft slated for assignment to the base. This major FY03 MILCON project was initiated under the “design/build” concept, meaning it was advertised for a single contractor to handle both the design of the facility and its construction. This was not the norm, as the two processes were usually handled separately. The project was advertised in January 2003 and the contract was awarded the next month. During the design phase, office space and a workshop were built into the project, thus eliminating the need for the aforementioned modifications to hangar 250. Contractors completed the new hangar and turned it over for use on 27 September 2004.⁸⁸



Hangar 276 was the most expensive construction project associated with the Lockheed C-130J *Super Hercules* mission. Contractors completed the hangar in September 2004, a full two years ahead of the original project forecast. (Photo taken by Mr. Benjamin D. Herrington, 314 AW/HO; USAF Photo).⁸⁹

Hangar 280 – Primary Fuel Cell Facility Modification

Hangar 280 required modification of the doors to allow C-130J aircraft access to the existing primary fuel cell inside. The project further called for significant interior work such as bay lighting, heating, ventilation and air conditioning, relocation of fire sprinklers, new voice and data lines, and minor exterior work such as sidewalks and door stoops. This was a FY04 MILCON project initially estimated at \$1.2 million dollars but cost only \$972,000. HQ AETC funded the planning document design money in late-December 2002 and contractors designed the facility over the course of 2003. With the process completed in early-2004, contracting awarded the project in

March. The contractor began modifications shortly thereafter and completed the project in May 2005.⁹⁰

Hangar 282 – Corrosion Control Facility Modification

The existing corrosion control facility in hangar 282 required modification of the filtration system and a 15-foot 6-inch extension to the building. In January 2003, the project design was being reviewed at the 35 percent stage, and progress seemed to be on track, then funding became an issue. Originally, this was slated as an O&M project, but the cost of the work was \$1.45 million dollars, and since it was more than just a building modification, it had to be converted to the MILCON category. The normally slow nature of the MILCON process presented a problem, as the modification was needed by February 2004, coinciding with the arrival of the wing's first permanently assigned C-130J aircraft.⁹¹



Hangar 282 fit the requirement of a corrosion control facility for the Lockheed C-130J *Super Hercules* mission. Completed in 2004, the modifications to the existing hangar included updates to the filtration system and a 15-foot 6-inch extension to the building. (Photo taken by Mr. Benjamin D. Herrington, 314 AW/HO; USAF Photo).⁹²

A special P-341 MILCON funding program fit the bill. To use this program, the problem needed an emergency label, and this certainly fell into that category. The process of converting the funding to P-341 did not take as long as it would have taken to secure MILCON funding in the normal method, but it still delayed the project significantly. Eventually funded at \$1.4 million dollars, with some design elements being removed and pledged as separate projects, the contractor completed the project in December 2004.⁹³

Building 466 – Engine and Propeller Storage Facility

This was two separate projects of the same type. The existing C-130E/H engine storage facility was displaced by the construction of the new C-130J two-bay hangar, and the initial plan called for a new facility to be built to house the engine shops for the existing C-130E/H and the upcoming C-130J together. This plan was scrapped in favor of two separate projects.⁹⁴

The \$2.2 million dollar project for the C-130J engine shop was new construction using FY03 MILCON funding. Forecasted as building 466, the 36,000 square-foot facility was planned with sufficient capacity to handle the full weight of the future J-model mission. It was also planned with an eye toward eventually having an adjacent building for storage of support equipment. The main project was designed and funded as 2003 began, and the contract was awarded in February with work beginning in June. Through an uneventful construction, the contractor completed the building in July 2004.⁹⁵

Though ready for use in July 2014, the J-model mission had not advanced to the point where J-model engines were on station. Consequently, the E/H-model engines were temporarily moved to this new facility. The building and space availability coupled with the temporary lack of requirement for the building allowed for the new E/H-model engine storage facility to be delayed. The C-130E/H engine storage facility was a planned \$725,000 O&M project that ended up costing \$668,000. The design/build contract for the new 4,200 square-foot permanent home for the E/H-model engine storage was delayed through 2005 due to design changes but was completed in 2006.⁹⁶

Building 624 – 314th Operations Support Squadron – Training Section

The additive C-130J mission caused the 314 OSS training section to swell in size. With the HAWC moving into the new gymnasium, building 624 became available, but renovations were needed. This was a \$247,000 project, originally estimated at \$550,000, and conducted using FY04 O&M funds. Things moved quickly on this renovation project, with interior work complete by December 2003 which allowed personnel to move in while exterior work continued. The project concluded in March 2004.⁹⁷

Building 626 – Detachment 3, Air Mobility Command Air Operations Squadron Facility

Det 3, AMCAOS personnel had been operating out of a temporary trailer across from the 314th Civil Engineer Squadron (CES) compound since 1996, and the need for a new facility had been well-known. As the oversight organization for the existing C-130 ATS contract, Det 3 was also slated to oversee the new C-130J ATS contract. As such, Det 3 personnel were able to benefit from the brisk pace of C-130J funding, and a \$2.4 million dollar MILCON project was initiated to construct a new 8,000 square-foot building for them. Planned as building 626, construction commenced in May 2004, and personnel began to occupy the building in October.⁹⁸

Building 1222 – C-130J Maintenance Training Facility

The third-most expensive C-130J project, after the two-bay hangar and the simulator facility, was the MTF. It was originally slated to cost \$8.1 million dollars as a FY03 MILCON contract, but after some significant plan modifications were required, the cost estimate reduced slightly to \$7.9 million dollars by the end of 2003 and then to \$6.8 million dollars a year later. The MTF was planned as the hub for C-130J maintenance training and would house all the major

training devices such as the Integrated Cockpit Systems Trainer, Flight Control Trainer (FCT), Landing Gear Trainer, and Engine/Propulsion Trainer, as well as the staffs to administer both formal and qualification training.⁹⁹

The Lockheed specifications for the FCT ended up being too large for the original building footprint, so interior changes to accommodate the trainer had to be made. Also, several other training rooms were found to be required, but were not in the original contract. When these changes were incorporated, room for expansion in the training area was built in, just in case future system specifications come in too large, just as the FCT specifications had.¹⁰⁰

The project began construction on pace for beneficial occupancy around March 2005 however by the end of 2004 the project was essentially complete. This was important because classes had been planned to begin in January 2005. Despite the timeliness of the construction schedule, several items persisted and concerns arose that the building would not be sufficient enough to house the January 2005 class. As students arrived on 3 January, contractors simply worked around them to complete minor aspects of the project. Though a drainage problem persisted for several months, the building passed final inspection on 22 March 2005.¹⁰¹



Construction commenced on the C-130J Maintenance Training Facility, with the C-130E schoolhouse and the new C-130J simulator facility in the background in December 2003. (Photo taken by 314 AW/PA; USAF Photo).¹⁰²

Building 1231 – Simulator Facility

The WST facility had the honor of being the first high-dollar C-130J project completed on base and the only major project completed in 2003. The \$10 million dollar MILCON project was designed and advertised in 2001, with a contract awarded in 2002 and construction commencing later that year. The project was finished in November 2003. The first WST arrived shortly after the building was complete.¹⁰³

Lockheed began to occupy the building in June 2003, even though construction was not yet complete. Before building 1231 was capable of housing the Lockheed employees, plans were considered to construct a facility to house them temporarily. The price tag approached \$1 million

dollars, and the plan was cancelled. Instead, the contractors temporarily worked out of space in building 290, and no additional construction funding was necessary.¹⁰⁴

Installation was complete for the WST and ASMT in February 2004 at a cost of \$14 million and \$4 million dollars respectively. The building officially opened for business on 16 February 2004, though additional interior work was still planned. The design of the J-model simulator facility was important to allow for future expansion, as the CPTs were not to be installed until early 2005, and several other WSTs were also planned for the future as the FTU grew. Though no funds had yet been obligated for them, these future WSTs were planned for FY05 or FY06, utilizing HQ AMC funds.¹⁰⁵



The completed C-130J simulator facility in November 2003, one of the first major construction projects planned, awarded, and completed for the J-model Formal Training Unit. (Photo taken by 314 AW/PA; USAF Photo).¹⁰⁶

The WST building location was important to allow for future expansion, as strategic plans had always called for incremental installation of more WSTs over the coming years. The facility was located adjacent to the main C-130E schoolhouse (building 1230) in a large open area behind the old, now demolished, gymnasium. The MTF was also planned to go in this spacious area making it a future center for increasingly robust training activity.¹⁰⁷

Building 1231 – Two-Bay Simulator Addition

As mentioned, building 1231 was built with an eye toward expansion, and the first expansion project was in the planning stages right away. In early-2003, an estimate of \$7.3 million dollars was expected to construct a two-bay, 22,700 square-foot addition to house two additional WSTs, however the final cost decreased to \$5.3 million dollars over time. The design phase began in July 2003 but was not complete until the end of 2004. Plans called for a completion date of no later than December 2006 to facilitate the installation of the third WST.¹⁰⁸

In February 2005, HQ AETC put a hold on the project because HQ AMC had not released the funds to purchase the third WST. As a symptom of Department of Defense (DoD) budget cuts, the HQ AMC C-130J program manager indicated the project could be delayed indefinitely. Without a third WST, there would be no need for a two-bay addition so HQ AETC put the project on hold. There was however a separate expectation for the installation of the first Aircraft Modernization Program (AMP) simulator. Unlike the WST project, the AMP project was not effected by budget cuts although the expected arrival for the new AMP would not be until June 2007.¹⁰⁹

In July 2005, the wing held a solicitation site visit and the project was later awarded in September. The design specifications for the new expansion for the AMP were essentially identical to the previously approved expansion meant to house two new WSTs. A pre-construction meeting was held in October and the project got underway shortly thereafter with an expected occupancy date in early 2007. While construction continued through 2006, the third WST was finally funded by HQ AMC with an expected delivery date in 2008.¹¹⁰



The inside of a Lockheed C-130J *Super Hercules* Weapons System Trainer used to provide realistic simulated flying training to J-model students. (Photo taken by 314 AW/PA; USAF Photo).¹¹¹

Elsewhere in the building, many smaller endeavors were combined into a \$173,000 enhancement project, primarily dealing with interior issues. Flooring was installed in the rooms planned for CPTs, beginning in December 2004 and completed in February 2005. During the spring and summer, projects were initiated to improve the security system and install electronic door locks. Also, electrical work and ductwork was completed, the mechanical room was modified, and the sprinkler system was rerouted. The exterior work included sidewalk installation, roof work,

removal of a temporary driveway, and correction of drainage problems. The entire collection of minor projects was essentially completed by the end of 2005.¹¹²

Lastly, there was another separate \$115,000 project to construct an access road from the parking lot to the aforementioned facility addition. This project was absolutely required prior to the arrival of the next WST, so it was both initiated and completed in the fall of 2005, well before the required deadline.¹¹³

New Battery Shop

Originally planned as an addition to the existing battery shop in building 242 in order to accommodate the additive C-130J mission, this project encountered challenges early on. FY04 O&M funds were assigned in the amount of \$99,000 but the price tag swelled to \$450,000. It became clear adding on to Building 242 was not the most cost effective plan. Focus switched to construction of a new facility altogether. The design/build project was submitted to contracting in September 2004, and was pitched to HQ AETC as a new \$189,000 project. HQ AETC approved the project and authorized its funding. A contract was awarded in June 2005 following the same funding issues encountered by the new propeller storage facility. The design phase continued through 2005 and construction was completed in 2006.¹¹⁴

Fire Protection System Upgrade

The current fire suppression system was operating at maximum capacity, and the new C-130J two-bay hangar would have overburdened it. Consequently, an upgrade became necessary during facility planning. This consisted of two additional pump stations and individual water storage tanks for the hangars. As a modification to an existing system, it was paid for using both FY03 and FY04 O&M funds. Design was completed near the beginning of April 2003, and by the end of the year, the contract had been awarded. Construction began in early-2004 with an expected completion date of August 2004, however contractors hadn't completed the work until January 2005. Testing began immediately and resulted in the modification to install surge tanks. A pre-final inspection was conducted in February 2005 resulting in a few minor issues that the contractor corrected over the next several months.¹¹⁵

Aircraft Parking Ramp

As a series of projects counted as one but planned in phases, the projected arrival of C-130J aircraft required taxi line re-striping and additional aircraft tie-down points. Phase one of the project was developed to accommodate aircraft through 2006, in accordance with the latest delivery plan, and phase two was planned to cover the remaining expected deliveries. This O&M funded project, FY03 funds for phase one and FY04 funds for phase two, was set to cost approximately \$50,000 and was handled using an existing Indefinite Delivery Contract. This meant the contract was in place at a pre-negotiated price, so additional contract bidding processes were not necessary. The funding was secured in 2003, and work began in 2004 and continued in phases throughout the year.¹¹⁶

Procedures Development and Evaluation

Just two months after HQ AETC activated the 48 AS, the unit was tasked with hosting Procedures Development and Evaluation (PD&E) for the C-130J. As the lead command for

mobility, HQ AMC took responsibility for transforming the airframe into a weapons system suitable for employment in combat theaters around the world. Naturally, it made sense for the FTU to be involved in the process, as the procedures developed during this phase would need to be taught to future students.¹¹⁷

The PD&E process set out to establish a set of rules for the employment of the airframe, and derivatively, the training of its aircrews. While the governing instructions for the E-model were well-established, nothing like that had been developed for the J-model during the acquisition process. Only the ANG and AFR operated the C-130J prior to the activation of the 48 AS, but they used the aircraft in a very limited capacity. Just like every airframe in the Air Force inventory, the airframe required governing instructions for the complete package of weapons system employment.¹¹⁸



A Lockheed C-130J *Super Hercules* from the 146th Airlift Wing, California Air National Guard, stationed at Channel Islands Air National Guard Station, arrives at Little Rock Air Force Base to participate in Procedures Development and Evaluation in February 2004. (Photo taken by 314 AW/PA; USAF Photo).¹¹⁹

In 2003, an ANG and AFR team combined with active duty mobility experts began the PD&E process. They developed checklists and other material to govern employment of the new weapons system in an expanded capacity. They drew on the material available from other C-130 models, standard crew management principles for a two-person cockpit, material from the C-17 airframe, and lessons learned in other situations where similarities could be drawn. They visited the Lockheed Martin factory and worked through scenarios in a simulator. They were as thorough as possible given the resources they had to work with, however there were inevitably a great many assumptions used due to the lack of real aircraft involvement in the testing.¹²⁰

Air Mobility Command Team Arrival

The HQ AMC team arrived in February with seven C-130J aircraft belonging to the ANG and AFR along with and seven aircrews, and the members of the 48 AS joined them. The crews operated the C-130J to evaluate concepts that had previously been developed by the last team. Among these included combat offloads, Container Delivery System (CDS) and Heavy Equipment (HE) drops, assault landings, and tactical arrival. Much of this was already tested in single ship events, but PD&E had a clear focus on evaluating these procedures in formation flight. Additional testing included concepts for both Visual Meteorological Conditions (VMC) and Instrument Meteorological Conditions (IMC), and with NVGs. They flew for approximately six weeks, taking advantage of Little Rock AFB's established routes, its drop zone, and its landing zone.¹²¹

The aircrews from the 48 AS had the benefit of bring this experience back to their units to multiply what they had learned. The overall C-130J program required a quick turnaround and solid development of concepts from the PD&E to get the C-130J fielded as an operational airframe in multiple environments as soon as possible. This acquisition of experience for 48 AS aircrews produced positive second and third order effects as their experiences would directly influence their teaching ability as instructors. With the curriculum still in development, this experience helped them prepare to evaluate the courseware during its development.¹²²

HQ AMC designed the PD&E to be a stepping stone toward completion of the Operational Test and Evaluation (OT&E) phase that would run from October to December 2005. Since the increased footprint of the active duty in the C-130J airframe, aircrew under the ITC at Keesler AFB and initial cadre at Little Rock AFB had already noted some necessary aircraft fixes and modifications; the PD&E allowed for others to be identified. Ongoing courseware development continued through the PD&E process and subject matter experts helped steer that process as well. When all the moving parts came together, the OT&E will put a final stamp on it. Once that step is complete, the airframe will be ready for full service employment, and the Air Force Flight Test Center (AFOTEC) can certify the airframe for deployment in operational environments.¹²³

Training Program Development

Following PD&E, the 48 AS participated in the development of several different training programs associated with the C-130J. Level one training dealt solely with the basic piloting of the aircraft. The crewmembers would qualify in their respective positions during day and night operations, both VMC and IMC. Instructors developed the initial qualification course for relatively new pilots who just recently received their wings. The course allowed for an exemption to be made for helicopter pilots who completed their initial pilot training in a Cessna T-37 *Tweet*, a Beechcraft T-6 *Texan II*, or a Beechcraft T-34 *Mentor*, but they were first required to complete Fixed-Wing Qualification training in a Raytheon T-1 *Jayhawk* before entering the course. Any waiver to these requirements required HQ AETC approval.¹²⁴

Level one training included academics, Crew Resource Management (CRM), flying in the simulator, and flightline training conducted by the 48 AS. Initial qualification constituted a total of 50 academic days, 38 training days on various ground training devices, three flights and one evaluation in the aircraft with the overall purpose of qualifying students for the airland mission in C-130J aircraft.¹²⁵

The second type of training allowed for more qualified pilots to enter a planned transition program. This provided pilot transition mission qualification for the C-130J. It required that the individual be a former C-17 pilot, First Assignment Instructor Pilot, Operational Support Aircraft pilot, or non-tactically qualified mobility pilot with greater than 1,000 hours total time. The Transition (TX) program leveraged an experienced pilot's former training to maximize training efficiency, similar to a comparable program offered with the C-130 E-model.¹²⁶

The third type of training provided requalification, or in the case of the C-130J, initial qualification, for higher ranking pilots returning from various command positions. This course served to qualify senior officers as restricted C-130J pilots. Graduates received a restricted certification, allowing them to fly only when under the direct supervision of a qualified C-130J Instructor Pilot. The course contained two separate tracks depending on the actual need and experience of the individual. The first course, called SOC-C, included 32 academic days, 38 training device days, three flights, and a flight evaluation. The shorter version was termed SOC-S, consisting of just eight academic days, six in the simulators, three flights, and the evaluation.¹²⁷

The final set of courses developed consisted of the upgrades for Instructor Pilots. This course aimed at qualifying current C-130J aircraft commanders as instructors. Graduates would serve as the much-needed C-130J Instructor Pilots for the follow-on courses. This course took 23 days total on the ground, 17 academic, and six in the simulator with three flights and a rigorous final evaluation in order for students to become qualified as C-130J Instructor Pilots. The individual had to complete various prerequisite computer courses such as the C-130J Pilot Instructor Preparation Course prior to attending.¹²⁸

Similar to the C-130E training, the initial loadmaster qualification course consisted of academic, CRM, simulator, work in the FuT, and flight training. This course consisted of 18 academic days and 18 days in training devices. It ended with four flights and an evaluation. The upgrade to instructor loadmaster consisted of six academic days, four days on the simulator, one flight, and an evaluation.¹²⁹

Level two and level three training were carried out in conjunction with each other. Basically, in 2004, this training was still in its evaluation stage with the LGTO happening toward the end of the year. Level two and level three goals were to test and evaluate courseware, instruction, and the effectiveness of mission qualification curriculum for pilots and loadmasters, and to provide and refine syllabi for follow-on LGTOs through a 30-day review period. For the pilot, this entailed single-ship airland/airdrop, plus both visual and Station Keeping Equipment (SKE) formation flights. For loadmasters, it covered all advanced airdrop activities, similar to C-130E training.¹³⁰

C-130J Courses in Development as of May 2004 ¹³¹

Course	Status
Pilot Initial Qualification	Written, LGTO Complete
Pilot Instructor	Written, LGTO Complete
Pilot Senior Officer – Short	Written, LGTO Complete
Pilot Senior Officer – Long	Written, LGTO Complete
Loadmaster Initial Qualification	Written, LGTO Complete
Loadmaster Instructor	Written, LGTO Complete
Pilot Mission Qualification	Written, SGTO Complete
Loadmaster Mission Qualification	Written, SGTO Complete
Conversion, Single-ship Tac	In Development with 314 OG
Conversion, Formation Tac	In Development with 314 OG
Conversion, Mission	In Development with 314 OG
Night Vision Goggles Assault	In Development with 314 OG
Cat II Interment Landing System	In Development with 314 OG
Transition/Requalification	Not on Contract

Though not complete, level two and level three pilot training consisted of 46 days in the classroom, including the use of CBTs, 21 simulator days, eleven flights in the aircraft, plus the final evaluation. The loadmaster course consisted of 32 days for academics, 22 days for simulator training, and eight sorties in the aircraft, along with the evaluation.¹³²

Logistics

During 2004, the aircraft requirements still outweighed the number of aircraft available. The lack of training devices made it necessary to train pilots in the plane as opposed to on the ground in simulated conditions which created significant challenges as the demand for training outweighed its capacity. The simulator building had been completed in November 2003 and the WST was functional however the FAA Level D certification was in question, meaning some device training was required to be augmented through further time in the aircraft.¹³³

Loadmaster and maintenance training experienced similar challenges due to aircraft and training tool availability. Contractors completed construction on the FuT facility in December 2004, however it was not RFT as the installation of the trainer was not complete until July 2005. Likewise, the MTF had been completed ahead of schedule in January 2005 however due to lingering maintenance issues, was not fully RFT until spring 2005. These facility issues created logistical problems, and 48 AS instructors had to conduct training using workarounds. As a result, the SGTO and LGTO courses were not conducted in the same way courses were planned for the future.¹³⁴

Initial Cadre Training

C-130J training at Little Rock AFB continued to be heavily focused on “training the trainer,” through 2005 when enough Instructor Pilots and Instructor Loadmasters earned their certifications. Unlike C-130E FTU instructors who flowed through the E-model FTU years earlier then returned to teach, the initial instructor cadre of the 48 AS were C-130 crew members who

were learning a new airframe themselves. This had been a long process, and as the cadre was being developed to teach, their future curriculum set was going through its own development as well.¹³⁵

The development of the initial cadre experienced significant challenges due to the required slow pace of developing the training apparatus. This severely dampened the initial output from the program, mainly due to mandated group tryouts and the transition time between them. For example, between the development of the courseware and the SGTOs, there was a 60-day down period in order to reflect back and identify possible mistakes that may have been overlooked in the curriculum. Likewise, a 30-day gap existed between the SGTOs and LGTOs and another 60-day down period following the LGTO. This made it difficult to train Instructor Pilots at the rate required.¹³⁶

The 48 AS developed the conversion course in 2004 to counter this and get pilots qualified on the J-model expeditiously. It was simply too much to ask for them to wait until the control groups were situated and properly evaluated. This makeshift conversion course paralleled the HQ AETC-regulated course to ensure adequate training, but it was necessary to come up with something in the interim in order to ensure there were adequate numbers of Instructor Pilots for follow-on courses once the control groups had graduated.¹³⁷

As the courses did not function in the normal fashion as other seasoned FTU programs, courseware administrators found it extremely difficult to monitor and measure initial student production for the J-model. The registrar did not track and differentiate these courses in a discernable way. Rough numbers produced by the 48 AS show 31 pilots and eleven loadmasters graduated their respective courses and earned their certification by the end of 2004. The exact numbers remain unknown but by the nature and timing of the courses it's safe to say the majority of these graduates remained with the 48 AS as instructors.¹³⁸

Early Aircraft Inventory

Since their transfer from the ITC at Keesler AFB during the summer of 2003, the initial cadre at Little Rock AFB had limited aircraft availability that had lasting second order effects concerning training, certification, and curriculum development. In March 2004, the wing received its first permanently assigned C-130J aircraft, adding to the two loaned aircraft already on station. Fittingly, it was tail #314 (02-0314), and was the first C-130J aircraft assigned to an active duty Air Force organization. 48 AS personnel and 314 AW leadership officially rolled out the aircraft in grand fashion at a ceremony on 16 April 2004, the same day as the famous "Easter Parade" during the Berlin Airlift in 1949. Numerous members of the Arkansas Congressional Delegation attended to show their support for the new C-130J training mission.¹³⁹



The first Lockheed C-130J *Super Hercules*, tail #0314, to be assigned to the 314th Airlift rolls out of a hangar after receiving a paint job at Lockheed Martin's Marietta, Georgia plant. (Photo taken by 314 AW; USAF Photo).¹⁴⁰

Course Syllabi Drafts Completed

Beginning in 2005, the FTU began to offer a total of 20 courses on the C-130J. Lockheed handled the academics, and the 48 AS provided the flying training. The course list consisted of 14 pilot courses, six loadmaster courses and one senior officer course. With the C-130J curriculum being developed in full view of the Mobility Pilot Development philosophy, the courses did not have to be tailored to address prior copilots trained under an older system. As such, there was no need to develop curriculum for nearly as many pilot courses as in the C-130E. This dramatically reduced the number of courses with 14 for the J-model, as opposed to 35 for the E-model.¹⁴¹

Of the 20 courses, all had corresponding syllabi that were in draft form for several months until finalized in 2006. Virtually all of the C-130J initial cadre, who were also the first J-model students, had vast experience in C-130 airframes. The situation begged for a flexible system that would remain in play for future students as well. From the very beginning, the 48 AS has been conducting training using the TX concept and as the FTU progressed through 2005, their efforts began to produce significant results.¹⁴²

C-130J Formal Training Unit Course List as of January 2005 ¹⁴³

Course	Description
C130JLIN3LP	C-130J Loadmaster Instructor Qualification
C130JLIQ1LP	C-130J Loadmaster Initial Qualification
C130JLMQ3LP	C-130J Loadmaster Initial & Mission Qualification
C130JLMQ5LP	C-130J Loadmaster Mission Qualification
C130JLXA3LP	C-130J Loadmaster Transition Long
C130JLXB3LP	C-130J Loadmaster Transition Short
C130JPIN3LP	C-130J Pilot Instructor Qualification
C130JPIQ1LP	C-130J Pilot Initial Qualification
C130JPIQ3LP	C-130J Pilot Initial and Formation Qualification
C130JPIQ5LP	C-130J Pilot Formation Qualification
C130JPXA1LP	C-130J Pilot Transition Long (Qualification)
C130JPXA3LP	C-130J Pilot Transition Long (Qualification and Mission)
C130JPXA5LP	C-130J Pilot Transition Long (Mission)
C130JPXB1LP	C-130J Pilot Transition Medium (Qualification)
C130JPXB3LP	C-130J Pilot Transition Medium (Qualification and Formation)
C130JPXB5LP	C-130J Pilot Transition Medium (Formation)
C130JPXC1LP	C-130J Pilot Transition Short (Qualification)
C130JPXC3LP	C-130J Pilot Transition Short (Qualification and Mission Re-Qualification)
C130JPXC5LP	C-130J Pilot Transition Short (Formation)
C130JSOP1LP	C-130J Senior Officer Course Initial Qualification (Restricted)

Operational Test and Evaluation

PD&E provided a stepping stone toward completion of the OT&E phase. Beginning its journey toward full capability, the C-130J had already gone through the first phase of OT&E testing in 1999 and 2000, under the ANG and AFR, evaluating the aircraft in its basic airland mission, transporting cargo from airfield to airfield.¹⁴⁴

After PD&E in 2004, the information collected by a joint HQ AMC and 48 AS team led to several block upgrades known as Block 5.4 for the C-130J airframe, which consisted of both hardware and software modifications. Most of the modifications dealt with the mission computers, which run the aircraft's software, but the final block upgrade focused primarily on the airdrop system and the formation positioning system. AFOTEC completed the developmental testing on the system upgrades in June 2005, allowing the second phase of OT&E to begin in October. The second phase wrapped up with other 300 hours of activities through December 2005. With Little Rock AFB as the general origin for the operations, the OT&E was broken into four segments involving four different locations.¹⁴⁵

Test teams accomplished the first segment at Little Rock AFB by using existing flight routes and the Blackjack drop zone (DZ). Test teams flew up to eight-ship formation training scenarios in the local area, flying tactical routes and conducting airdrops while in formation. Utilizing the Blackjack DZ allowed the team to test CDS drops, HE drops and personnel drops without having to travel to another location.¹⁴⁶

Next, the second segment was conducted in conjunction with the U.S. Army during a Joint Readiness Training Center exercise at Fort Polk, Louisiana. The team tested the aircraft's tactical limits in a simulated combat environment with small, hard-to-find DZs. Crews also landed at austere landing zones (LZs), bringing in Army troops and then re-supplying the troops via airdrops. All totaled, this segment allowed for the ultimate test of the airframe in a combat environment.¹⁴⁷

To test the airframes cold weather abilities, the test team deployed to Eielson AFB, Alaska for the third segment. Through these activities, the C-130J aircraft and its avionics system were tested to validate their viability in extreme weather conditions.¹⁴⁸

The final segment was completed in a simulator at Keesler AFB with scenarios designed to evaluate an aircrew's workload and ability to succeed in high-stress situations. Given the flexible nature of this test, and to prevent any flight mishaps, the team utilized a C-130J WST in place of an aircraft. In the safety of the simulator, the crews tested extreme situations without risk of injury.¹⁴⁹

Just as the 48 AS crews that participated in the PD&E gained valuable experience that they used to help train others, test crews gained similar and invaluable experience in the OT&E phase. Throughout all segments of testing, aircraft maintenance crews provided operational expertise and assessed the reliability, effectiveness, survivability and aircraft performance. Just as the aircrews gained valuable experience, maintainers benefited from the activities and brought back with them lessons learned and a higher level of proficiency. The OT&E concluded on 21 December 2005, and the information learned about the new aircraft's capabilities was placed in the hands of AFOTEC personnel for analysis. This included both operational and maintenance capabilities and perceived limitations.¹⁵⁰

AFOTEC concluded their analysis on 28 April 2006 and they determined the C-130J to be effective for performing airland operations in low-to-medium threat environments. The new aircraft avionics and automation provided excellent flying environment awareness on the flight deck, and the enhanced cargo handling system provided a very good cargo onload and offload capability with decreased loadmaster workload. Further, the C-130J determined to be effective for single-ship all-weather airdrop and visual formation airdrop capabilities, demonstrated through excellent airdrop accuracy during the test.¹⁵¹

The testing and evaluation did however uncover several shortfalls employing the aircraft in a high risk environment. AFOTEC determined the C-130J to be not effective for IMC formation airdrop operations due to lack of functional SKE. The C-130J SKE had not been certified for IMC use prior to the start of Phase Two OT&E, and frequent SKE anomalies were observed under visual conditions, confirming the system cannot currently support IMC formations. In addition, the evaluation team determined although the C-130J can be generated to meet mission requirements, the maintainability, integrated diagnostics, and the Portable Maintenance Aid were not suitable. These areas resulted in increased maintenance time and potentially unnecessary maintenance actions with substantial impact on the ability to generate the aircraft. Overall AFOTEC rated the aircraft to be partially mission capable.¹⁵²

Hurricane Katrina Relief

On the morning of 29 August 2005, Hurricane Katrina made landfall in the U.S. Gulf Coast region, bringing sustained winds of 125 mph, eight to ten inches of rain, and a devastating storm surge. This resulted in significant impact on the entire Air Force training mission—most dramatically at Keesler AFB, which played host to the 314 AW's only geographically separated unit, the 45 AS. Details of the storm's destruction are well-documented, but the significance from the 314 AW perspective centered on the response of Team Little Rock.¹⁵³

On 30 August, as the severity of the damage became clear, the 314 AW stood up the Team Little Rock Crisis Action Team (CAT). Initial meetings were aimed at informing decision-makers and communicating the capabilities of Little Rock AFB units for supporting relief efforts. The CAT quickly moved into 24-hour operations with a minimum of two people present at all times during the crisis. The wing rescheduled numerous flying training events planned for the following days as hurricane relief missions and wing personnel turned the focus toward handling the numerous requirements that would be asked of them. The CAT functioned as the hub for assistance requests and the center of activity on base for the next two weeks.¹⁵⁴



An Egyptian Air Force Lockheed C-130 Hercules sits parked on the flightline after delivering foreign aid to Little Rock Air Force Base, Arkansas in the wake of Hurricane Katrina. Little Rock became a focal point for evacuation assistance, associated support, and relief operations. (Photo taken by 314 AW/PA; USAF Photo).¹⁵⁵

The immediate assessment of the 314 AW's potential relief assets included numerous pieces of equipment that could be of use such as generators, vehicles, front-end loaders, flood lights, and tents. The 314th Mission Support Group and the 314 CES reported availability of 200+ dorm/billeting rooms, 100 base housing units, and 250+ beds & cots at Camp Warlord for potential refugee housing. 314 CES also evaluated office space and other buildings, most notably the conference center that would become an outreach and reception center, consumable provisions,

and manpower. Further, the wing offered to dedicate eight C-130E aircraft from the 53 AS and 62 AS and three C-130J aircraft belonging to the 48 AS to support relief efforts. The number of available aircraft for relief taskings fluctuated over the next month, peaking at 13 and varying numbers of crews were kept on alert throughout the period of major relief operations.¹⁵⁶

Operations of the 48th Airlift Squadron

On 1 September, the 314 AW, 463d Airlift Group (AG), and 189 AW all flew their first missions directly supporting Hurricane Katrina relief. The first 314 AW mission was flown on a C-130J by the 48 AS, delivering a legal team to the affected region and continuing on to airlift personnel, including a woman dealing with a high-risk pregnancy, from Keesler AFB to Maxwell AFB. The 50 AS flew the first 463 AG mission. After being diverted from a planned mission to Pope AFB, North Carolina, the crew delivered portable runway lights and technicians to New Orleans. The 189 AW also stepped in, flying a mission to the Baton Rouge National Airport in Louisiana. The Little Rock AFB CAT coordinated all missions and all those to follow. This centralization helped smooth out the information flow, despite the constantly changing circumstances and sketchy availability of reliable information.¹⁵⁷

Team Little Rock Hurricane Katrina Relief, 1 – 23 September 2005¹⁵⁸

Unit	Sorties	Hours	Passengers	Cargo (lbs.)
48 AS (C-130J)	18	29.6	414	70,100
53 AS (C-130E)	17	37.5	130	47,920
62 AS (C-130E)	27	65.5	289	33,800
314 AW Total	62	132.6	833	151,820
50 AS (C-130E)	27	N/A	N/A	N/A
61 AS (C-130E)	9	N/A	N/A	N/A
463 AG Total	36	93.2	348	65,510

48th Airlift Squadron C-130J Hurricane Relief Missions¹⁵⁹

Date	Call Sign	Itinerary	Passengers	Cargo (lbs.)	Hours
1 Sep 2005	<i>ARROW 88</i>	BIX-MXF-LRF	55	6,000	3.8
2 Sep 2005	<i>ARROW 10</i>	BIX-SPS-LRF	100	3,500	4.7
2 Sep 2005	<i>ARROW 40</i>	BIX-SKF-LRF	23	23,200	4.9
2 Sep 2005	<i>ARROW 20</i>	BIX-SPS-LRF	72	22,500	3.5
4 Sep 2005	<i>ROCK 907</i>	LUF-RND-BIX-LRF	49	6,000	10.0
7 Sep 2005	<i>ROCK 913</i>	BIX-LRF	0	8,900	2.7

Airport Codes: Keesler AFB, MS (BIX), Little Rock AFB, AR (LRF), Maxwell AFB, AL (MXF), Sheppard AFB, TX (SPS), Kelly Field, TX (SKF), Luke AFB, AZ (LUF), Randolph AFB, TX (RND).

Following the first day of flying relief missions, more taskings came down from the Tanker Air Control Center (TACC) for the 314 AW and associate Little Rock AFB units on 2 September and beyond. These were primarily passenger movements & evacuations, supply deliveries, and medical related evacuations. From 1 through 23 September, the 314 AW flew 62 sorties totaling in 132.6 flying hours in direct support of Hurricane Katrina relief. These missions moved a total

of 833 passengers and 151,820 pounds of cargo. Numbers separating the accomplishments of the 48 AS from the E-model flying squadrons were not recorded.¹⁶⁰

C-130J Contract Conversion

In November 2006, Air Force officials converted the multiyear procurement contract for the C-130J from a Federal Acquisition Regulation (FAR) Part 12 to a FAR Part 15 contract. The conversion, instituted to comply with the 2006 National Defense Authorization Act, resulted in 39 aircraft being repriced under a traditional military procurement process. This led to a net savings for the Air Force of \$168 million dollars. The driving force behind the contract change was Senator John McCain from Arizona. Under FAR Part 12 the U.S. Government purchased the C-130J as a complete system. A major issue with this contract was that Lockheed Martin owned the information about the aircraft and the DoD was not allowed to share proprietary information about the aircraft with other contractors which severely impacted synergies between organizations and restricted the Air Force in terms of what contracted company could perform certain functions related to the training and operation of the airframe. Under the new FAR Part 15 the U.S. Government, not Lockheed Martin, owned the information and the design of the aircraft.¹⁶¹

Base Realignment and Closure

The 2005 Base Realignment and Closure (BRAC) brought about dramatic change for Little Rock AFB. Secretary of Defense Donald Rumsfeld, in a letter to the Honorable Anthony J. Principi, Chairman of the Defense BRAC Commission, stated on 13 May 2005 the reasoning for the 2005 BRAC decisions:¹⁶²

The decade since the last BRAC has been a period of dramatic change. The U.S. national security strategy addresses the new challenges posed by international terrorism, the proliferation of weapons of mass destruction, ungoverned areas, rogue states, and non-state actors. BRAC 2005 provides the Department a unique opportunity to adjust U.S. base structure to meet these developments, and to be positioned to meet the challenges envisioned during the next two decades.¹⁶³

The focus of BRAC decision makers was to bring the U.S. base infrastructure into alignment with the long-term strategic goals of the DoD. BRAC teams were asked to use military value as the primary consideration to determine how best to transform the current and future force to meet new and evolving threats. The BRAC team also aimed to eliminate excess physical capacity, rationalize base infrastructure with defense strategy, maximize warfighting capability and efficiency, and examine opportunities for joint activities. The end-state goal of this transformation was to efficiently meet all the security challenges facing our nation and our allies. The 2005 BRAC recommendations predicted a recurring annual savings of \$5.5 billion dollars and a net savings of \$48.8 billion dollars over 20 years. The commission recommended that 33 major bases close and 29 more realign.¹⁶⁴

The 2005 BRAC report had profound impacts for the airlift community and for Little Rock AFB. The BRAC recommendation to close some bases and realign others consolidated C-130 aircraft and operations at Little Rock AFB. This was in alignment with the overall BRAC goal of

maximizing warfighting capability and efficiency. Little Rock AFB was chosen to be the CONUS hub for all active duty C-130 operations.¹⁶⁵

BRAC planners reduced the AETC C-130 fleet at Little Rock AFB from 41 aircraft in 2006 to 37 aircraft in 2007. The AETC fleet further declined in 2008 – down to 29 aircraft, with an end-state inventory of 24 C-130's in 2010. BRAC planners also realigned the AMC mission and moved a significant portion of AMC's C-130 inventory to Little Rock AFB. The plan increased the number of AMC C-130's at Little Rock from 28 aircraft in 2006 to 40 in 2007. BRAC planners also directed HQ AMC to stand-up a tenant wing at Little Rock AFB in place of the 463 AG. It was determined that the final end-state of 52 AMC aircraft would be reached in 2008. Therefore, based on BRAC recommendations, the AMC wing at Little Rock, operating as a tenant, would become the predominate wing in regards to personnel and number of aircraft.¹⁶⁶

Base Realignment and Closure Effect on the 314th Airlift Wing

The 314 AW planned to combine their two C-130E training squadrons, the 53 AS and 62 AS, into one super-squadron under the 62 AS to conduct all C-130E flying training. As a result, the 53 AS inactivated on 11 January 2008. Only nine months later the squadron would reactivate at Little Rock AFB under the future 19 AW, AMC's new tenant wing, in an operational capacity.¹⁶⁷

Little Rock AFB Base Realignment and Closure Impact ¹⁶⁸

Unit/MAJCOM	Current Status	Transition	BRAC End-State
314 AW (AETC)	42 C-130E/J 3 Flying Squadrons	Lose 18 Aircraft Lose 1,032 Personnel	24 C-130E/J 2 Flying Squadrons
463 AG (AMC)	27 C-130E/H 2 Flying Squadrons	Gain 25 Aircraft Gain 1,346 Personnel	52 C-130E/H/J 4 Flying Squadrons
189 AW (ANG)	8 C-130E 1 Flying Squadron	Gain 1 Aircraft Gain 315 Personnel	9 C-130H 1 Flying Squadron
Overall	77 Aircraft 6 Flying Squadrons	Gain 8 Aircraft Gain 315 Personnel	85 Aircraft 7 Flying Squadrons

Note: The BRAC Commission directed the 463d Airlift Group to be replaced by a wing sized organization under HQ AMC.

Base Realignment and Closure Site Action Task Force

With the first aircraft additions for the new AMC tenant wing scheduled to begin rolling into Little Rock in FY07 it was necessary to begin planning for the beddown of aircraft and the influx of additional personnel immediately. Two SATAFs convened at Little Rock AFB, the first met from 27 through 31 March 2006 and the second from 11 through 15 September 2006. The SATAFs consisted of seven working groups investigating possible issues with operations, logistics, manpower, plans and programs, communications, comptroller, and installations and mission support. The task force operated under the assumptions that HQ AETC would remain the host wing and retain the 62 AS with their 15 C-130E's and the 48 AS with their seven C-130J's. The AMC tenant wing would maintain 52 C-130s consisting of two C-130E squadrons authorized twelve aircraft each, one C-130H squadron with 14 aircraft, and one C-130J squadron with 14

aircraft. The primary objective of the SATAF was to identify action items required for a smooth transition at Little Rock AFB.¹⁶⁹

Site Action Task Force Results

The initial SATAF identified several areas requiring attention before the BRAC changes could be implemented. SATAF members discovered some planning issues with the timing of construction programs to support the realignment. The team expressed some concern that available funds for construction additions to the original BRAC plan may not be available. Another major concern was the amount of building space located on base. Little Rock AFB had enough building space to house five flying squadrons although six flying squadrons were currently housed.¹⁷⁰

Since the squadron's activation, the 314 AW had the 48 AS spread out over several buildings, among them building 262, which proved inadequate to house a full sized flying squadron. Some realignment of squadron space proved necessary to accommodate the seven flying squadrons that would be in place by 2008. Pre-BRAC planning involved the 48 AS moving out of the inadequate space it occupied. The 48 AS had already outgrown its present location and was planning to move into building 294 once the 53 AS realigned under AMC. BRAC planners incorrectly assumed that this would leave building 262 available to beddown an incoming AMC squadron from Pope AFB. Building 262 was already too small for the 48 AS and could not adequately house a full sized C-130E squadron.¹⁷¹

This left the base one squadron operations building short and unable to house one of the incoming AMC squadrons. The 314 AW developed a plan to keep the 48 AS in their current facility and have the first incoming AMC squadron occupy building 294. The second AMC squadron which would be designated the 53 AS, was not scheduled to stand up until the October of 2008.¹⁷²

Base Realignment and Closure Related Construction Projects¹⁷³

Project	Type/FY	Status	Cost
Bldg. 286 Upgrades	O&M/06	In Construction	\$143,000
Bldg. 1222 ICST Bay Addition	O&M/06	Funded; In Design	\$553,000
Bldg. 234 Upgrades (61 AS)	O&M/06	Funded; In Design	\$38,000
Bldg. 294 Mobility Equip. Storage	O&M/06	Funded; In Design	\$73,000
Squadron Ops AMU	MILCON/07	In Design	\$12,800,000
1-Bay Flight Simulator	MILCON/07	In Design	\$4,250,000
Corrosion Control Hangar	MILCON/07	In Design	\$12,400,000
Wing HQ Facility	MILCON/07	In Design	\$7,400,000
Bldg. 335 Comm Upgrade	O&M/07	In Design	\$200,000
Bldg. 1100 Comm Upgrade	O&M/07	In Design	\$200,000
Comm Distribution Upgrades	O&M/07	In Design	\$2,474,000
Engine/AGE Facility	MILCON/08	In Design	\$2,800,000
Bldg. 340 Survival Equipment Shop	O&M/08	In Design	\$426,000
Bldg. 450 Supply Warehouse	O&M/08	Awaiting Design	\$20,000
West Flight Line Parking	O&M/09	Awaiting Design	\$730,000
Total – 15 Projects			\$44,507,000

The SATAF members also discussed possible construction plans and sites associated with BRAC changes. There were a total of 15 projects that resulted directly from BRAC recommendations. The BRAC project list included a squadron operation's building, a one-bay flight simulator, a corrosion control hangar, and multiple communications upgrades.¹⁷⁴

Activation of the 714th Training Squadron

HQ AETC activated the 714th Training Squadron (TRS) at Little Rock AFB on 6 June 2006 and assigned it to the 314 OG as a consolidated C-130 student management, administration, and training courseware function. The squadron managed 52 separate training syllabi, 20 aircraft training devices and the wing's aircraft training contract at its time of activation. The activation of the 714 TRS allowed for the consolidation of two major functions. The first being the student administration workload taken from the 314 OSS and the second being instruction oversight taken from Det 3, AMCAOS. The administration oversight and professional development of non-prior service or first-term Airmen also fell to the squadron. As a result, HQ AETC authorized the addition of two Military Training Leader billets to specifically work with these students.¹⁷⁵



C-130J Weapons Instructor Course

The Weapons Instructor Course (WIC) first begun in 1995 with the C-130E and was built into the USAF Weapons School to prepare experienced pilots and navigators to be a squadron's lead tactician, instructor, and source of operational combat airlift experience. With the rapid expansion and growth of the active duty C-130J fleet and increased wartime operational missions, Air Force planners recognized the need for a J-model Weapons Instructor Course (JWIC).¹⁷⁶



In June 2006, General Duncan J. McNabb, the HQ AMC Commander, approved the formation of a C-130 JWIC under the 29th Weapons Squadron, an Air Combat Command (ACC) unit responsible for all C-130E WIC training at Little Rock AFB. In 1995, when the E/H-model course started up, ACC transferred the needed aircraft and manpower to HQ AETC. Therefore, there was no negative impact to Programmed Flying Training (PFT) training

and the resources were on hand for the foreseeable future. However, due to limited number of

J-model aircraft in the 48 AS, HQ AETC and HQ ACC originally postponed the plan to avoid those potential negative impacts on the J-model FTU.¹⁷⁷

By 2008, the projected start date of the first JWIC course, the 48 AS did not possess a large enough fleet to dedicate aircraft on a long term basis to the JWIC program. However, they reached a point in the training schedule where aircraft availability allowed the initial course to begin. Commanders from HQ AETC, HQ AMC, and HQ ACC signed a memorandum of agreement to supply resources and funding for development of JWIC courses, however there was no agreement in place determining who would provide the resources or funding for the program.¹⁷⁸

The 314 OG received HQ AETC approval to continue providing support for the course as long as there was no impact to PFT production. At the time the first course was taking place, student fill rates for the FTU J-model courses were lower than expected and the J-model simulators were lagging behind and were unable to send enough students to the flightline portion of training to use all the available aircraft. This combination enabled the JWIC course to continue without negatively impacting the FTU. The first class lasted five weeks. For the second course, planners developed interfly agreements with the ANG units and HQ AMC to borrow J-model aircraft from their units. The 48 AS provided the instructors and the other units provided the airframe requirements.¹⁷⁹

Course development focused on how to transform the E-model course into a full spectrum J-model course. The 48 AS Commander, Lieutenant Colonel Todd Pavich, and the operations officer, Lieutenant Colonel Tobias Sernel, both of whom graduated of the C-130E WIC, contributed significantly to the curriculum. The designers used the E-model syllabus as a starting point and then provided updates as necessary for the J-model. Designers left the curriculum broad allowing the profiles and training requirements to be developed more systematically. The courseware and sortie planning were designed around objectives specific to the J-model aircraft.¹⁸⁰

First C-130J International Students

The first nation to receive the C-130J flightline training from the 48 AS was Denmark beginning in early 2007 with a total of five student pilots and one student loadmaster. International student numbers increased the following year from six to 16 with the majority of students belonging to Norway and Denmark. Numbers would continue to increase through 2011 but following 2012, a sharp decline can be seen as international students in attendance dropped from 46 in 2012 to only 14 in 2016. For additional information, reference Table G.12 in Appendix G.¹⁸¹

Joint Precision Airdrop System Procedures Development

During the summer months of 2007, the 48 AS conducted four Joint Precision Aerial Delivery System (JPADS) mobile training events to help facilitate increased mission requirements for the aerial delivery system. To assist those fighting the war on terrorism, J-model instructors taught the Joint Airdrop Inspection (JAI) requirements and responsibilities to other JPADS users. The JPADS loads came fitted with steering mechanisms and Global Positioning System (GPS) receivers programmed to continually update enroute to the drop area. Once dropped, the GPS

receivers worked in tandem with the pallet steering mechanism to guide the pallet to a preprogrammed ground location by pulling on and adjusting the parachute risers.¹⁸²

The 48 AS teams also taught coordinating loads for training flights, conducted JAI on training loads, and instructed the proper handling and airdrop procedures for using JPADS equipment. The goal of the training was to arm users with relevant real world tactical applications of JPADS. Early into 2008, the 48 AS continued their JPADS instructions and qualified two 48 AS pilots to support the JPADS test and evaluation process. The testing validated aircrew procedures and scenario based training airdrop profiles.¹⁸³

On 8 February 2009, with that mission's success in mind, HQ AMC requested a proposal from Lockheed Martin Simulation, Training and Support (LMSTS) to incorporate JPADS training and curriculum into the C-130 FTU. Incorporating JPADS into training proceeded rapidly, and by April 2009, LMSTS and the 714 TRS submitted a proposal to the Air Force outlining needed changes and updates to 23 lessons. By October, the planning team had finished the courseware updates and equipment upgrades needed to include JPADS training in the C-130 FTU; however, many of the LMSTS instructor cadre still needed JPADS training themselves. In November, The 714 TRS requested a dedicated JPADS training session for instructors of all crew positions. The goal was to get all the instructors JPADS certified and, at the same time, verify the courseware developed by Lockheed Martin. A HQ AMC mobile training team conducted initial cadre training on 4 January 2010 at Little Rock AFB.¹⁸⁴

The training included three phases starting with a JPADS familiarization, hands-on training, and ending with a mission planning exercise. Additionally, two loadmaster courseware developers participated in Joint Airdrop/Air Transportation Training in Yuma, Arizona. During the trip to Yuma, the team conducted JPADS training for one week. This training gave them a greater understanding of the JPADS concept of operations and aided in completing relevant and thorough courseware. After the cadre courses, planners proceeded with training the first class of students in March 2010. The following month, HQ AMC updated their request asking that all C-130 students graduate with JPADS certification.¹⁸⁵



A Joint Precision Airdrop System (JPADS) bundle descends to the ground during a training exercise at the Antelope Drop Zone at Fort Hood, Texas. (Photo taken by Mr. Daniel Cernero; U.S. Army Photo).

The 714 TRS and LMSTS worked together to weave JPADS training into the existing Reduced Flying Initial Qualification (RFIQ) training system that was already tilted toward simulator reliance. Course designers upgraded computer software for enhanced altitude and wind adjustment training, and also updated whiteboard graphics to include loadmaster JPADS training on the simulators. Training for loadmasters included academics, rigging training, and fuselage training along with one JPADS WST mission. Due to RFIQ changes already requiring maximum simulator use, trainers alleviated congestion by moving one planned JPADS SKE simulator mission to the SKE Part Task Trainers (PTT). The mission focused on SKE and pilot not-flying radio calls and navigator lead procedures which made it well suited to the PTT.¹⁸⁶

Loadmasters conducted additional hands-on training in the FuTs. Instructors used the FuT events to accomplish training and placed a JPADS load configuration into the already established FuT CDS event. The FuT exercise enabled students to get hands-on experience with rigging a JPADS load, but did not include live electronics. The first class to receive instruction on JPADS started in March 2010.¹⁸⁷

C-130J Reduced Flying Initial Qualification

In October 2007, RFIQ planners initiated changes to the C-130J courses. These planners realized the 48 AS was approaching maximum utilization of their C-130J fleet of seven aircraft and would need to move more flights to the simulator to keep up with demand. With improved simulator capabilities and the addition of a third J-model simulator in September 2008, instructors determined they would finally be able to send more students to the flightline than the 48 AS could train. Previously, the opposite had occurred and aircraft sat idle waiting for students to transition to the flightline portion of training. To account for the increase volume on C-130J simulators,

RFIQ program designers removed three of the twelve pilot aircraft training events from the flightline portion of training and moved them into the simulators. As the class sizes continued to increase for J-model crew members, the number of aircraft remained unchanged and the 48 AS approached maximum utilization of their C-130J fleet.¹⁸⁸

Class Size Increase and Scheduling Challenges

Another tactic used to train more students required a change in the training day schedule. Previously, a class of eight students entered training together and remained on the same schedule. To accommodate more training, student class sizes were reduced to two, and classes were divided between an “A” day schedule and a “B” day schedule. While “A” day students trained in the simulators, “B” day students learned in the academics portion of training. Previously, if all eight students were in academics, the simulators were not being used. The schedule change also spread out times when students reported to the 48 AS for flightline training. Prior to the schedule change, all eight students would proceed to the flightline together. At times, the aircraft were waiting on the tarmac for up to two weeks before the next class would cycle through. The schedule change allowed instructors to eliminate days of idle-time and maximize the simulators and C-130J fleet.¹⁸⁹

Block 6.0 Upgrades

C-130J designers initiated several new changes to the C-130J under a new block upgrade. Block 6.0 was the first phase of four block-upgrades regarding the development, integration, and testing of aircraft modifications to correct deficiencies. Block 6.0 included upgrades on the following systems: Terrain Awareness Warning System, Common Communication, Navigation and Identification, Identify Friend of Foe, Mission Computer Take-Off and Landing Data (TOLD), AAR-47 missile warning receiver sensor adjustment, Obstacle Voice Warning Alert, and CNI-MU track offset.¹⁹⁰

One of the aircraft components the block aimed to improve was the TOLD system. From TOLD, pilots found data on the runway length needed for takeoff with the aircraft’s weight, the airspeed needed for take-off, and how far to pull up the nose of the aircraft. Previously all TOLD data was calculated manually. Pilots were required to perform these calculations which, on average, consisted of multiple pages of data for any one TOLD. The 6.0 software allowed pilots to enter data into the computer for as many as six airfields and have the aircraft respond with the correct TOLD data for the correct airfield on a given mission. Aircraft developers also included a Terrain Awareness System in the 6.0 modifications which generated terrain and obstacle awareness for the pilot flying the aircraft. All of the 6.0 additions to the aircraft were included on the simulators.¹⁹¹

Hurricane Evacuation Support

The first major hurricanes, since Hurricane Katrina in 2005, hit back-to-back along the U.S. Gulf Coast in September 2008. Meteorologists began tracking Hurricane Gustav in Caribbean waters on 25 August. In the warm waters, the storm quickly turned into a category one hurricane and reached the category four status, with winds reaching 150 mph on 30 August. As the storm

grew and barreled down on the U.S. Gulf Coast, the 314 AW prepared to evacuate people caught in the storm's path.¹⁹²

Hurricane Gustav Relief

The first hurricane evacuation working group met at Little Rock AFB at 1600 hours on 28 August. On 30 August, C-130 crews flew four Aeromedical Evacuation (AE) teams and a Critical Care Air Transport (CCAT) team to Little Rock AFB for further hurricane relief operations. The AE teams consisted of two flight nurses and three in-flight medical technicians while the CCAT teams employed one critical care flight nurse, one critical care doctor, and one respiratory technician. These teams flew with each aircraft, loaded patients, cared for them in flight, and unloaded them at Little Rock National Airport for further transport to local medical facilities. Also on 30 August, TACC reserved 15 additional C-130 crews and aircraft for evacuation support by placing them on Bravo status. Of those 15 crews, six were from the 314 AW and nine were from the 463 AG.¹⁹³

The need for additional medical support, personnel, and AE litter kits had the evacuation operation at a near standstill. TACC re-tasked *ARROW 42*, a C-130J from the 48 AS, from a patient evacuation mission to transport AE kits from Scott AFB, Illinois. This turned out to be the only J-model sortie flown out of Little Rock AFB in support of Hurricane Gustav relief. The 48 AS maintained crews and aircraft on Bravo status from 29 August through 1 September until the TACC released all AETC crews. The 41 AS stationed at Little Rock AFB under the 463 AG, also equipped with the C-130J, remained on Bravo status through the end of major events.¹⁹⁴

The storm decreased to a category-two hurricane making landfall in the U.S. Gulf Coast region 70 miles southwest of New Orleans on 1 September. A storm surge of nearly twelve feet pushed into the New Orleans Mississippi River Gulf Outlet Canal and tested canal walls that suffered catastrophic failure during Hurricane Katrina. This time the walls held and there was only minor flooding in the cities lower ninth ward which had been completely flooded in 2005. Meanwhile, C-130 E-model aircraft continued to deliver AE equipment to the base, building up the needed supply to transfer patients back to their home states and to prepare for any future storms.¹⁹⁵

Hurricane Ike Relief

After Hurricane Gustav subsided, meteorologists reported several more storms that posed a threat to the southern U.S. coast. One of those storms, later named Hurricane Ike, grew in intensity and headed for the coastal regions of Texas. The preparation for Hurricane Ike proceeded rapidly as many of the support elements were still pre-positioned after Hurricane Gustav evacuation efforts. The 48 AS did not fly any sorties or contribute crews to Bravo status. Overall the impact of Hurricane Ike to the 48 AS and the C-130J FTU was minimal.¹⁹⁶

Base Host Unit Transfer to the 19th Airlift Wing



The first of October 2008 marked the end of the 314 AW's 37-year-reign as the base host-unit at Little Rock AFB. On that date, Major General Gregory A. Feest, 19 AF Commander, and Major General Winfield W. Scott III, 18 AF Commander, presided over a combined host-base changeover and change of command ceremony. Colonel Mark C. Vlahos, 314 AW Vice-commander, was Commander of Troops for the ceremony, held on the Little Rock AFB flightline. The ceremony marked the culmination of a year's worth of planning that radically changed the size and responsibilities of the 314 AW.¹⁹⁷

During the ceremony, officials transferred the base host-unit duties from the 314 AW, aligned under HQ AETC, to the newly activated 19 AW, aligned under HQ AMC. The transition of host-unit alignment from HQ AETC to HQ AMC was a pragmatic decision resulting from the 2005 BRAC mandated repositioning of AMC owned C-130 aircraft at Little Rock AFB. From January 2006 to October 2008, due to the BRAC directed inactivation of one flying squadron, and numerous C-130E retirements, the number of aircraft assigned to the 314 AW declined from 44 C-130s to 33 C-130s, seven of which were J-models assigned to the 48 AS. At the same time, the AMC owned 463 AG, saw their aircraft numbers increase from 28 C-130s to 52 C-130s in preparation for their transition to a wing sized organization. In January 2008, the HQ AMC and HQ AETC commanders began planning for a base host-unit transfer as the operational AMC footprint well exceeded that of the 314 AW.¹⁹⁸

HQ AETC inactivated the majority of the 314 AW effective 1 October 2008. In alignment with the base host-unit transfer plan, officials inactivated the 314th Medical Group, 314th Mission Support Group, and 13 squadrons. The inactivated squadrons included: the 314th Aerospace Medicine Squadron, 314th Medical Operations Squadron, 314th Medical Support Squadron, 314th Civil Engineer Squadron, 314th Communications Squadron, 314th Contracting Squadron, 314th Logistics Readiness Squadron (LRS), 314th Mission Support Squadron, 314th Security Forces Squadron, 314th Services Squadron, 314th Maintenance Squadron, 314th Comptroller Squadron, and the 314th Operations Support Squadron.¹⁹⁹

For each squadron inactivated from the 314 AW, HQ AMC activated an identical squadron under the previously designated 463 AG, now designated the 19 AW to take-over the base function previously performed by the inactivated unit. Most of the Airmen from the inactivated squadrons transferred over to the new 19 AW squadrons with little change to their daily schedule. With this seemingly simple changing of the patch, officials reduced the 314 AW from 3,556 personnel to 937; a decline in strength of 2,619 personnel.²⁰⁰

Support Agreements

Host base transfer SATAF planners intentionally slimmed down the 314 AW making it a lean and mission-focused tenant wing by avoiding duplication of any base host-unit duties. The 314 AW relied on support agreements with the base host-unit to receive most of the support that had previously been built into the wing. One of the greatest support needs for the wing was in the area of back-shop maintenance. The 314 AW transferred ownership of the back-shop maintenance (heavier, non-flightline maintenance) and many of the 314 OG airfield support functions to the 19 AW. Transferring the back-shop maintenance meant inactivating the 314 MXS which was the largest squadron on base at the time. HQ AMC activated the 19 MXS and the 700 plus personnel forming the 314 MXS made the transition to the new unit. These maintenance professionals continued to provide all the back-shop functions needed by the 314 AW. The support agreements, developed during transition SATAF meetings were essentially nothing more than gentlemen's agreements. The host unit provided the necessary support for the wing's mission to continue, but wing leadership had no signed document spelling out required functions of the host-unit to rely on for specific support needs. Often times, commander-to-commander phone calls cleared up support issues; however, that was not the best way for the wing to conduct continual operations. It was incumbent upon the 314 AW, the unit needing support, to see that the official agreement was completed and met not only current wing needs, but also solidified a well-documented support system for future requirements.²⁰¹

Transition Impact on Training

The 314 AW retained a wing status, however the unique organizational structure required an enormous amount of host unit support to accomplish the C-130 training mission. For example, just to complete the day-to-day training mission, the wing needed airfield and airspace management support, weather analysis and reporting, aircrew flight equipment, drop zone control and contract management, aerial photography, graphics, aerial terminal and port operations, civil engineer facilities design and construction support, vehicle maintenance, aerial delivery section support, and all those functions normally performed by Public Affairs, Protocol, a support group, and a medical group. The daily airdrop training load requirements of the C-130 FTU did not change and now fell on the 19 LRS to build and support. With the support provided by the 19 AW, the impact on the 48 AS was minimal as students continues to fall under the 714 TRS and the 48 AS retained ownership of their J-model aircraft.²⁰²

For the student coming to Little Rock AFB to train on the C-130J aircraft, the base host-unit transfer and realignment of base functions had no discernable impact on training. Although the 314 AW redefined their mission statement, the actual training mission continued unabated. The 48 AS trained on the same weapon system they did prior to the host-unit change.²⁰³

C-130J Aircraft Production

As of September 2009, HQ AMC and Headquarters United States Air Forces in Europe (HQ USAFE) operated 26 C-130J aircraft from two locations, Little Rock AFB and Ramstein AB, Germany respectively. Their combined force structure required 58 trained crews. The 48 AS, with seven aircraft, 25 Instructor Pilots, and 18 Instructor Loadmasters was the only source providing operational units with the trained crew members they needed. The real concern for the wing centered on the scheduled 223 percent growth in the C-130J mobility forces by FY16. The figures

represented an increase from two operational units to six, but did not include Headquarters Air Force Special Operations Command, HQ ACC, or C-130J international training requirements.²⁰⁴



The first Air Force Lockheed C-130J *Super Hercules* to be assigned to Ramstein Air Base, Germany taxis under pressured water from two fire trucks during a celebration ceremony in April 2009. The ceremony also included a ribbon cutting for a new 68,000 square feet dual-bay maintenance hangar that can hold two C-130J aircraft. (Photo taken by A1C Kenny Holston, 86 AW/PA; USAF Photo).

To support that growth, the 314 AW needed to begin increasing J-model manning and aircraft immediately and ahead of schedule if possible. The original aircraft delivery plan called for the 48 AS to gradually add C-130Js to their inventory until they maxed out in FY16 with a total of 14 aircraft. When leadership looked at the increased requirements and the timing for gains in aircraft, they identified a scenario in the wings near future, when C-130J training requirements would surpass the capacity to provide that training. In an effort to head-off the future shortfalls in training capacity, Colonel Charles K. Hyde, 314 AW Commander, drafted a letter to 19 AF Commander, Major General Gregory A. Feest. In the letter, Colonel Hyde called for accelerating the planned allocation of C-130J aircraft to the 314 AW giving the wing a full complement of 14 aircraft no later than FY13; three years ahead of schedule.²⁰⁵

The request, coming at a time when operational commanders supporting the War on Terrorism were calling for even more C-130Js, needed hard data to support the argument that training unit requirements outweighed those of the Air Expeditionary Force. According to forecasted models, the 48 AS needed to add 3.5 aircraft, generating 2,500 flight hours just to keep up with increased demand. Projections detailed that the wing would be facing a deficit in aircraft as soon as October 2010 when the 48 AS, armed with seven aircraft since 2004, would be unable to meet DoD training requirements. The 48 AS was scheduled to receive three additional aircraft in FY11; however, those aircraft would not be arriving until the July through September 2011 timeframe and would have little impact on the total FY training needs. Colonel Hyde argued that

without the additional aircraft in the 48 AS to adequately train and produce crew members, operational units would in the long run, be short on trained crew members and would thus continue to underutilize their aircraft.²⁰⁶

C-130J Instructor Pilot Manning Issues

With only two operational units from which to draw J-model pilots and loadmasters from, the 48 AS did not have a large enough pool of instructor qualified crew members to man the FTU. In order to fill immediate instructor needs, the squadron hired most of its Instructor Pilots from the legacy fleet and spent close to nine months getting them qualified to fly students on the C-130J. These prospective Instructor Pilots, never having flown the J-model before, first went through five months of academic training. After academic training, they proceeded to the flightline for a month of flying training to reach basic qualification. The pilots then required a minimum 50 hours of additional flying before they could be upgraded to Instructor Pilot. Once having earned the Instructor Pilot rating, they still needed a month of Formal Instructor Training before they completed their nine months of training and could fly with students.²⁰⁷

If the number of operational C-130J squadrons was to grow as projected, from two to six by the end of September 2015, the FTU would have a larger pool of trained J-model pilots to draw from and could make instructor duty a priority. Until then, wing leadership recommended making the FTU a mandatory and priority duty assignment for C-130J instructors in operational units who had not previously completed a J-model FTU tour.²⁰⁸

In May 2010, due to this need to grow their own instructor force, only nine of the 48 AS's 24 assigned Instructor Pilots were qualified to train students. With the projected growth in the C-130J program, the 48 AS needed a boost in instructor manpower just to meet near-term projected training requirements. Wing leadership sought to augment the number of Instructor Pilots in the active duty force with ANG C-130J Instructor Pilots from the 189 AW. Normally, the 189 AW, a C-130 legacy unit, did not have trained C-130J instructors, however, two Instructor Pilots, one recently separated from the 48 AS, joined the ranks of the 189 AW, and were tasked to assist the 48 AS. The Air Force Manpower Agency addressed the long-term J-model personnel needs of the 314 AW by allocating and funding an additional 200 aircrew and maintenance C-130J positions in the wing.²⁰⁹

Formal Training Unit Road Show

To help secure future placement of C-130 Instructor Pilots at the FTU, the flying squadrons began sending out FTU road shows. The goal was to inform potential C-130 instructors and their commanders of the FTU's needs, and to highlight the positive career benefits of becoming an instructor and the overall experience to be gained. The wing also sent some of the 314 AW's squadron commanders out with the road show to talk one-on-one with operational unit commanders. By doing this the wing created contacts in the operational units and gained some quality feedback for training improvements. For instance, operational flying units wanted pilots to have more JPADS training, to be familiar with radar updates, unimproved surface landings, and get more right-seat flying and landing training in the RFIQ program.²¹⁰

Although it was not feasible to implement every requested change, the wing took each suggestion seriously. A common theme during these meetings was the lack of graduate basic skills with landings and other basic aircraft maneuvers. The basic skills deficiency stemmed from students not getting enough right-seat instruction in the actual aircraft after completing simulator training. Students received only one flight for landing and take-off check-out, before advancing into the mission qualification phase of training. Under RFIQ, students were leaving Little Rock AFB with a robust mission skill set, but because of the reductions in flight to initial qualification, they were weaker at aircraft handling, take-offs, approaches, and landings than pre-RFIQ graduates. Commanders in the 314 AW believed there was enough flexibility in the curriculum to do some additional training on the basics without flying in excess of the syllabus.²¹¹

C-130J Loadmaster Training and Training Devices

The availability of training devices limited the number of students that Loadmaster Instructors could train. With loadmaster student requirements increasing by 67 percent as early as FY11, the wing needed additional FuTs and ground training devices to meet these production goals. An additional WST was programmed for FY14, but there were no plans for any additional FuTs or for any additional Ground Aircraft Trainers (GATs). The requirement for GATs, used much like the FuTs for training loadmaster students, was two aircraft per day for FY10. The maintenance requirement to provide two GATs a day, from an already small fleet of seven aircraft, often caused scheduling problems. This requirement was slated to increase to three per day beginning in October 2011 due to the increased need for loadmaster training. Additionally, wing leadership proposed freeing up simulator access by moving the annual crew-member requirement for simulator continuation training and rehearsal training to the J-model WST at Keesler AFB. This would decrease continuation and rehearsal WST obligations at Little Rock AFB allowing for increased student production in other areas.²¹²

Another limiting factor for the 48 AS continued to be building space. Since activation in 2003, the squadron occupied the smallest operations building on base. The building could only accommodate the 48 AS's needs when the J-model program was small and left no room for growth. According to HQ AETC standards, the 48 AS with projected growth to 14 C-130Js, was authorized a 27,071 square-foot building, but was operating from a 7,309 square-foot building. Even with a squadron manned for seven aircraft, just finding a location for flight planning was becoming an issue and the squadron commander shifted some portions of operations over to the 62 AS E-model building next door.²¹³

C-130J Pilot to Student Ratio Change

From July through September 2010, the 48 AS conducted flying training with a two students to one instructor ratio (2v1) for both the pilot and loadmaster crew positions for the first time in program history. Most mobility training units conducted training with two students per aircraft sortie with one instructor on board. Due to initially having fewer students, and a rigorous training regimen, course developers designed the C-130J curriculum around a one-on-one (1v1) training program.²¹⁴

The 48 AS was not looking to conduct all their training under a 2v1 system, but felt they could improve efficiency and thus improve training by doing so. The first trial was conducted in the pilot and loadmaster initial qualification courses. The sortie duration for pilots during 2v1 testing for initial qualification increased from 3.5 to 5.0 hours. When not in the pilot seat, the observing student learned from his flying partner's successes and mistakes and listened to instructor comments and corrections. Student pilots alternated starting a mission from the pilot seat which meant they alternated conducting a given checklist and pre-flight duties. Students graduated completing half the usual number of checklists and pre-flights, but all received a Q-1 rating. Instructor Pilots were able to maintain positive control of both students and completed safe training flights.²¹⁵

Instructor Loadmasters concluded that 2v1 should be approved for all student profiles except HE and CDS drops. The HE and CDS drops with two students, required four passes over the drop zone and divided the instructor's time to a degree that could degrade flight safety or cause mission delays. Overall, the tests showed immediate benefits and the 48 AS submitted changes to HQ AMC to be incorporated in the curriculum.²¹⁶

Under 1v1 tactics, if a student completed his entire flying profile during a given sortie, but failed to complete one segment of the total required training, another aircraft sortie had to be flown just to complete that single segment. Under the submitted 2v1 changes, that student could go up on another student's training flight and accomplish his previously incomplete segment on the back-end of that flight. Thus, maintenance generated one rather than two aircraft, and operations provided one rather than two instructors. Other areas where it made sense to switch to 2v1 training were during shorter pattern-only flights and on end-of-course check rides. Lieutenant Colonel John E. Vaughn, 48 AS Commander, a graduate of the C-17 2v1 course, believed J-model instruction could incorporate some of the 2v1 training, but felt the backbone to the course, due to complexity and depth of training, would always be 1v1. Though some curriculum changes occurred as a result of recent manning challenges, the courses offered by the C-130J FTU remained the same.²¹⁷

C-130J Training Saturation

At the same time, wing leadership fought for more C-130J aircraft and personnel, as well as fought external pressure to move portions of J-model international training to other locations. The overall increased demand for training, forecasted force structure growth, and command diligence at requesting additional manpower and aircraft, created an impression within the ANG and AFR that an opportunity existed to gain a portion of the flying training mission. The portion of training desired most by state ANG units was the J-model international training mission.²¹⁸

All of the 314 AW recommendations to meet any projected training deficits revolved around increasing capacity at Little Rock AFB. Wing leadership argued that the 314 AW, with a long history of FTU training expertise, could best meet international partner needs at a central location as opposed to spreading-out that training to other bases and units. If there was ever a needed training surge, a remote location with only one or two simulators and a limited number of aircraft would be unable to expand training. Collocating training assets and aircraft at Little Rock AFB gave the 314 AW the support structure to readily adjust training, flying schedules, and simulator priorities to accommodate increased demand. To further illuminate this position,

command authored a study focused on the benefits, flexibility, and inherent synergy of maintaining a centralized training structure at Little Rock AFB. In the study, wing leadership concluded that the 314 AW, having a long and proven history of excellence in training, the available infrastructure, airspace, total force cooperating agreements, maintenance training abilities, and a recognized name in the C-130 community, was uniquely positioned to provide all C-130 training. As a result, C-130J training remained centralized at Little Rock AFB under the 314 AW though future unsuccessful bids by ANG units would continue to be made through 2016.²¹⁹

Increase of Aircraft Availability



During FY11, the 48 AS received their first three additional C-130Js to add to their previous inventory of seven aircraft following Colonel Hyde's plea to HQ AETC. Since 2006, the 48 AS had conducted C-130J flying training with seven assigned aircraft. As the number of units flying J-models around the world increased, the 314 AW's training requirements also increased. The first two aircraft, 97-1353 and 98-1356, both coming in from the Maryland ANG, arrived on 20 December 2010, eight months ahead of schedule. The Air Force originally had those aircraft slated to enter the inventory sometime in the fourth quarter of FY11.²²⁰

With these two additional aircraft on station, the wing was able to handle the entire student load for FY11, conduct unscheduled training for Indian Air Force C-130J students, and still sell back flying hours. By September, the wing sent four J-models with higher flying hours to other units and brought in a total of eight C-130Js from the 175th Wing (WG), Maryland ANG. The 48 AS reached its scheduled complement of ten J-models on 11 September 2011 with the arrival of aircraft 98-1357.²²¹

The wing commander requested continued acceleration of C-130J aircraft allocation to the 48 AS. Until the 48 AS received all 14 aircraft, flying training remained at maximum capacity. The increased demand created some backlog in FY11 when the 314 AW took on a short-notice training request from India to send 24 crew members through the C-130J FTU. J-model instructors surged above the planned PFT to complete the unprogrammed training, but fell eight days behind the overall training schedule.²²²

Increased Manpower

To operate the additional C-130Js gained by the squadron, the 314 AW aggressively sought to have the needed manpower additions funded and included on the 48 AS's UMD as soon as possible. The Air Force Personnel Center added 16 additional aircrew instructor positions to operate the three additional C-130Js gained in FY11. With the additional positions, the 48 AS's instructor manning authorizations reached 37 Instructor Pilot positions and 26 Instructor

Loadmaster positions. The Air Force Manpower Agency kept a close watch on the wing's long-term J-model personnel needs and allocated nine additional Instructor Pilot positions and seven additional Instructor Loadmaster positions. Although the wing received additional allotments, having extra billets to fill did not immediately translate into more personnel assigned.²²³

During FY11, the 48 AS did not increase the number of 25 assigned Instructor Pilots and only increased Instructor Loadmasters from 19 to 22. This fell well short of wing manning goals and the 48 AS filled the manning gap with qualified instructors from the ARC. The wing commander also submitted waiver requests to keep assigned instructors from deploying. Nearing the end of FY11, the 48 AS's Instructor Pilot effective manning stood at only 70 percent.²²⁴

The Spread of the J-model Mission

The 41 AS stationed at Little Rock AFB and assigned to the 19 AW, received its 16th and final C-130J on 20 July 2009. By the end of FY11, the 37 AS stationed at Ramstein AB, Germany received its 14th and final C-130J. The 317 AG stationed at Dyess AFB, Texas received its first C-130J on 19 April 2010 and had eight aircraft by the end of FY11. Air Force planners scheduled a full complement of 28 aircraft in the 317 AG's two flying squadrons by 2013.²²⁵



A Lockheed C-130J *Super Hercules* touches down at Dyess Air Force Base, Texas on 16 April 2010. The new aircraft is being delivered by Air Force Chief of Staff General Norton Schwartz to the 317th Airlift Group. The base's first C-130J, named "The Pride of Abilene," is the first of 28 to be delivered by 2013 to replace the current aging fleet of C-130s. (Photo taken by SrA Stephen Reyes, 317 AG/PA; USAF Photo).²²⁶

Air Force mobility planners also aligned the 61 AS, another AMC unit under the 19 AW stationed at Little Rock AFB, with the J-model mission. As the fifth active duty squadron assigned J-model aircraft, the 61 AS was set to begin receiving C-130Js in FY13. With these active duty squadrons ramping up operations, the FTU had a larger pool of trained J-model pilots and loadmasters to serve as instructors in the near future. One more source of J-model pilots opened up to the 48 AS after the Air Force approved cross-flow training for C-17 pilots to transition to the C-130J.²²⁷

Increased J-model Training Demand

As more active duty units transitioned to the J-model, the demand for trained aircrews increased exponentially. For each aircraft, the Air Force required a 2.25 crew ratio. With a crew complement of two pilots and two loadmasters, each assigned aircraft required nine trained crew members to reach the 2.25 crew ratio. So, for the 14 C-130Js assigned to Ramstein AB, the 314 AW trained 126 total personnel, 63 pilots and 63 loadmasters. With more J-model squadrons coming on line by FY16, the requirements to train initial qualification students and to provide refresher training for existing crew members also increased exponentially.²²⁸

Requirement for a Fifth Simulator

To meet the increased U.S. and international demand, wing leadership offered some timely solutions. The first idea wing leaders proposed to higher headquarters was to alleviate pressure on the J-model simulators by adding a fifth full-motion simulator at Little Rock AFB. Air Force officials had already planned to install the device by FY16, however base leadership lobbied for an installation date as soon as possible, but no later than FY14. Since 90 percent of initial qualification training was conducted in the simulator, an additional device would go a long way toward alleviating pressure on the congested training pipeline.²²⁹

Development of the Multi-Functional Task Display

J-model instructors also worked with Lockheed Martin to develop Multi-Functional Task Display (MFTD) automated training devices. The wing planned to purchase six MFTD automated cockpit devices to use for checklist and other training in FY12. These devices would remove six training events from the full-motion simulators, allowing for even more student throughput. The MFTDs would also provide extra checklist practice before students funneled down to the flightline for initial qualification flights.²³⁰

Increased C-130J Foreign Military Sales

Based on foreign military sales of C-130J aircraft, the 714 TRS projected rapid growth for the international training mission in the 314 AW. From 2011 through 2015, Lockheed Martin sold 54 C-130J aircraft to ten different nations. That represented nearly one half of all C-130J sales during that time period. Each of those nations purchased the aircraft with an agreement to receive aircrew and maintenance training at Little Rock AFB. In terms of actual flight crews needing training, the 314 AW projected an additional 432 international airlifters just on the J-model in the next 5 years. Local PFT planners weighed the benefit of creating a separate three-aircraft squadron dedicated solely to international flying training. The option would allow the wing to cover a larger international force without affecting DoD training requirements but the idea was ultimately declined.²³¹



France's first Lockheed C-130J *Super Hercules* was officially welcomed to its new home at Orléans-Bricy Air Base, France. Florence Parly (center), France's Minister of the Armed Forces, hosted a ceremony at the base commemorating the event. (Photo taken by Mr. Todd R. McQueen; Lockheed Martin Aeronautics).²³²

International Student Attendance Challenges

From FY09 through FY11 the 314 AW consistently dedicated 15 percent of C-130J training to international students. This meant that international partners only received a small portion of the slots they requested in the C-130J FTU. Part of the access problem stemmed from foreign country inability to accurately predict the number of training slots they needed for any given year. If international representatives failed to present training needs before the annual Air Force PFT conference, capacity was not reserved for their unprogrammed training. For example, wing leaders looked at the Lockheed Martin production output and sales for FY12 and recognized ten foreign countries would be receiving C-130Js. However, since those countries failed to ask for training slots at the PFT conference, the FY12 allocation for international C-130J training was only three percent during this timeframe. J-model instructors accomplished training for 128 students from a total of five nations. Canada sent 66 of those students through training and India sent another 53 students. International students received the exact training provided to U.S. service members, minus certain sensitive or classified training.²³³

Royal Saudi Air Force Familiarization Training

The 314 AW provided familiarization training and assisted the Royal Saudi Air Force with their AMC Rodeo preparation from 11 through 15 July 2011. The Saudi contingent brought over 50 Airmen to see how the 314 AW operated. An advanced preparation team arrived on 5 July and wing aircrews took the Saudi leaders on a C-130J low-level flying sortie and displayed airdrop operations, radar approaches, and NVG max-effort operations. Leadership hoped to assist the Saudi airlifters in their program to modernize their C-130 fleet and improve their tactical proficiency training.²³⁴

Nigerian Delegation

The wing also walked the Nigerian Air Chief, Air Marshal Mohammed Dikko Umar, through the initial pilot qualification process and through flightline maintenance procedures. The

Air Force wanted to convey the importance of sustained maintenance capabilities and their direct effect on mission-capable rates. The maintenance heavy tour included an inspection of the flightline operations, back shop functions, scheduling procedures, training practices, and aircraft inspection procedures. The goal was to convince the Nigerian Air Chief to direct more funds toward sustained maintenance for the Nigerian Air Force. By focusing on maintenance sustainability, Air Force leaders believed the Nigerians could dramatically improve their historically low mission-capable rate that hovered around 15 percent.²³⁵

Australian Delegation

In mid-July 2011, the Australian Air Force sent seven representatives to see how the 314 AW conducted C-130J training operations. The Australian delegation was particularly interested in aircrew training and the use of training devices at Little Rock AFB. They also sought out maintainers for expert assistance to set up their own maintenance organization and to seek maintenance training assessment strategies. Although these nations might not be able to emulate all aspects of the training they saw at Little Rock AFB, they were introduced to many of the 314 AW's processes, including FTU curriculum production and review, registrar functions, oversight of civilian contractors, use of non-motion training devices and full-motion simulators, processes for transitioning students from academic & simulator training to flightline training, techniques for monitoring student progress, and loadmaster instruction in FuTs and virtual training devices.²³⁶

Tornado Hits Little Rock Air Force Base

On 25 April 2011, a tornado struck Little Rock AFB at 1955 local time. The Monday evening tornado was a Category 2 on the Enhanced Fujita scale with wind speeds ranging from 111-135 mph. The tornado touched down approximately one mile south of the base with a trajectory aimed directly toward the on-base housing communities. After the National Weather Service issued a tornado warning associated with the approaching storm system, base operations sounded the giant voice weather warning siren at 1925 local time alerting base residents to seek shelter immediately. The tornado tore through a section of base housing, damaging 118 homes, completely destroying eleven of them. The tornado continued on a northwesterly track cutting diagonally across the length of the base, leaving destruction in its wake. The tornado just missed a direct hit on the base medical facility, but tore through the Commissary and Base Exchange parking lot, overturning cars and snapping electrical poles near a recreational vehicle storage area across the street. The tornado continued on its path toward the flightline damaging buildings, downing fences, tossing vehicles, and uprooting enormous trees along the way.²³⁷

On its journey to the flightline, the tornado damaged 179 facilities. Over 60 facilities received heavy damage including three large buildings, two hangars, the fire department, maintenance facilities, and squadron buildings. Those individuals working near the flightline took cover as the tornado swept towards the tarmac. The last obstacle in the tornado's path was a neatly arranged row of tightly anchored C-130E/H aircraft. All the flying units on base had prepared for a possible weather event by chaining down the aircraft to prevent damage from high winds. By doing so, they prevented far more extensive damage to the single largest assembly of C-130 aircraft in the world. This single action prevented damage to the 48 AS's C-130J fleet. Five aircraft, three C-130Es and two C-130H1s, belonging to the 19 AW received significant damage, including smashed radomes, broken wing tips, and significant punctures caused by flying debris. The largest

piece of debris, a water storage tank from the wash rack in hangar 228, tumbled across the airfield until it struck aircraft 74-1679, a C-130H1 belonging to the 19 AW. Three of the 19 AW's aircraft required extensive long-term repairs. Maintainers pulled two E-models from service and permanently grounded them; they were never flown again. None of the aircraft owned or operated by the 314 AW received damage from the tornado or from flying debris.²³⁸

The tornado left the base in disarray though 314 AW aircraft did not receive damage. Much of the power on base was knocked out by the tornado and could not be turned back on until assessment teams inspected every building, turned off leaking natural gas lines, replaced broken and bent electrical poles, and repaired downed power lines. With the power off and debris spread across the airfield, the 48 AS's flying training mission came to a halt.²³⁹

Tornado Recovery Efforts

Out of all the 314 AW facilities, the 314th Maintenance Group (MXG) headquarters located in building 344 suffered the most damage as the tornado's path took it directly over the building. When maintainers stepped out of the building to assess the damage, they found the glass doors on all sides of the facility, shattered and blown into the building, portions of the tar and gravel roof missing and leaking badly, three large dumpsters outside the building blown away, vehicles smashed and tumbled over, and five large trees blown down. Three other maintenance facilities had some damage and three more suffered no damage, but were without power.²⁴⁰



Airman from the 314th and 19th Airlift Wings conduct a foreign object damage walk following the 25 April 2011 tornado that wreaked havoc on Little Rock Air Force Base. (Photo taken by 19 AW/PA; USAF Photo).²⁴¹

As assessment teams went out across the base to report on the damage to infrastructure and aircraft, each squadron set up a Unit Control Center in any available space with power. On the morning after the tornado, leaders from the 48 AS found their building intact, but without power. Key staff picked up their computers and moved operations over to the facility occupied by Det 3, AMCAOS. The 48 AS's mission planning element moved in temporarily with the C-130J

Maintenance and Aircrew Training System (JMATS) facility in building 1231. J-model instructors resumed student mission planning in the JMATS building on 27 April, just two days after the tornado struck. By 28 April, flight instructors from the 48 AS were back in the air flying eight sorties to accomplish all 14 scheduled student training events. After three days of operations from the temporary operating locations, base civil engineers restored electricity to the 48 AS's facility and the operations section returned to building 262.²⁴²



Airman from the 314th and 19th Airlift Wings conduct initial recovery efforts on the hardest hit areas of base housing following the 25 April 2011 tornado that wreaked havoc on Little Rock Air Force Base. (Photo taken by 19 AW/PA; USAF Photo).

Flightline Area Development Plan

Little Rock AFB commanders first discussed a Flightline Area Development Plan (ADP) in 2007. BRAC 2005 planners generated that discussion by recommending an increase in HQ AMC owned C-130 aircraft at Little Rock AFB. The BRAC recommendations and subsequent law increased the AMC footprint at Little Rock AFB and ultimately resulted in the installation's realignment from HQ AETC to HQ AMC. With the addition of two AMC flying squadrons, base commanders brought facility use and flightline operations back to the table for discussion. Through those discussions, organization leaders reached a general consensus that some changes needed to be made. However, when HQ AETC and HQ AMC commanders initiated a base host-unit realignment at Little Rock AFB the Flightline ADP temporarily fell to the wayside.²⁴³

With the host unit swap complete, base leadership revisited the Flightline ADP. While looking at the post-BRAC and post-base realignment at Little Rock AFB, wing commanders noticed several deficiencies that required correction. First, BRAC 2005 directed the addition of flying squadrons and aircraft to the new AMC host 19 AW and those units were geographically separated from one another on the flightline. The separation resulted in a loss of unit cohesiveness,

greater travelling distance to aircraft, and a loss of efficiency for maintainers. Second, the Chief of Staff of the Air Force, General Norton A. Schwartz, directed that the 314 AW transfer the active duty C-130 Legacy FTU to an ARC unit as active duty planned to divest from the Legacy C-130 model. By locating all the flying squadrons responsible for C-130 training on the same end of the flightline, wing leaders gained multiple benefits to training, operations, and maintenance effectiveness. Following the host base-unit transfer, those units responsible for C-130 training consisted of the 314 AW with their 48 AS and 62 AS, the 189 AW with their 154 TRS, and Det 1, 22 AF. Third, with only seven J-model aircraft from 2004-2010, the 48 AS occupied one of the smallest buildings along the flightline. The squadron quickly outgrew that building and after realizing a forecasted increase from seven to ten C-130Js in 2011, the squadron was in desperate need of a larger home. With those three elements in mind, base wing leadership aligned units with similar model aircraft on adjacent flightline locations, moved maintainers to facilities closer to their aircraft, and aligned the flightline by mission-type for better synergy.²⁴⁴

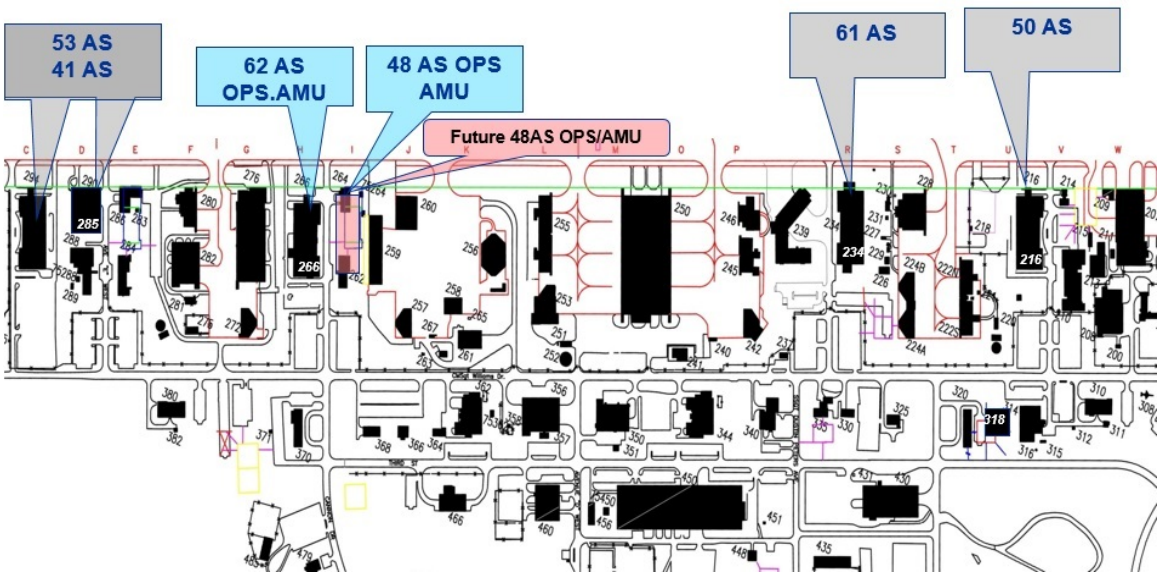
With all four organization level commanders in agreement, leadership accelerated the plan to finish the task before the legacy transition began in earnest. The phase one moves began on 15 July 2011 with the 62 AS and the 50 AS swapping buildings and aircraft parking locations. The 62 AS moved operations to building 216 on the west side of the flightline while the 50 AS took over building 266 on the east side. By 31 August, base leadership established the final layout along the flightline from east to west starting with the 41 AS, a 19 AW owned J-model squadron, followed by the 61 AS, a 19 AW owned H-model squadron. Next in line was the 50 AS, a 19 AW owned H-model squadron, then the 53 AS, another 19 AW owned H-model squadron, the 48 AS, the 62 AS, a 314 AW owned H-model squadron, Det 1, 22 AF, an AFRC H-model unit, and finally the 189 AW, an Arkansas ANG H-model unit.²⁴⁵

Additionally, the 314 AW headquarters, 314 OG, and 314 MXG moved to buildings directly across from the wing's flying squadrons. The realignment allowed the 48 AS commander to right-size his facility and plan for future growth. Additionally, the 314 AW gained a newly constructed headquarters building and capitalized on the added benefit of locating the 62 AS near the 189 AW and Det 1, 22 AF. By collocating the three legacy units tasked to transition the FTU from the active duty to the ARC, the 314 AW realized some synergistic benefits. For instance, having the three units within walking distance from one another benefitted leadership communication and saved valuable commute time between aircraft and work centers.²⁴⁶

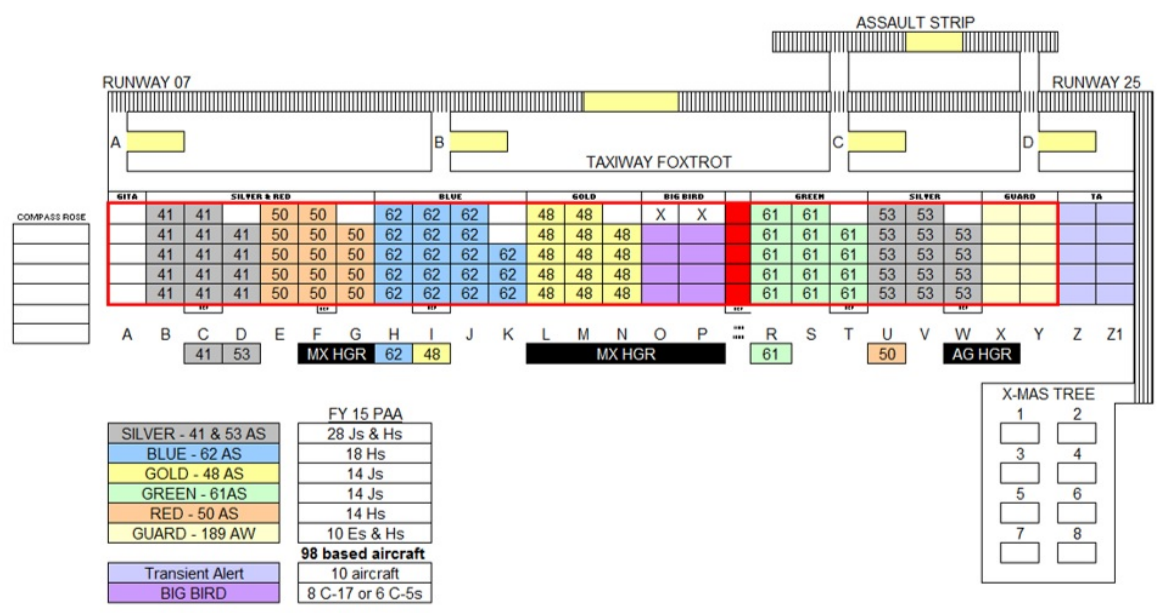
By placing Det 1, 22 AF and 62 AS crew members in the same building, leaders forced crews from separate commands to work together on a daily basis, not just during pre-flight planning and in the cockpit. Additionally, leadership placed maintainers from the 314 AMXS and Det 1 close to their aircraft on the flightline where the Airmen from both commands worked side-by-side benefitting from shared experience.²⁴⁷

With all of the flightline moves occurring at the end of FY11 during increased budgetary constraints, base leadership planned the Flightline ADP as a "zero dollar" move. Each unit was responsible for their own move and took their mission essential items, computers, memorabilia, and historical property with them. Everything else, such as desks, chairs, office furniture, or moveable display cases stayed with the buildings to be reused by the incoming unit. Zero dollar also meant the 314 AW had to put the wing's original 2009 vision for a full-blown FTU flightline

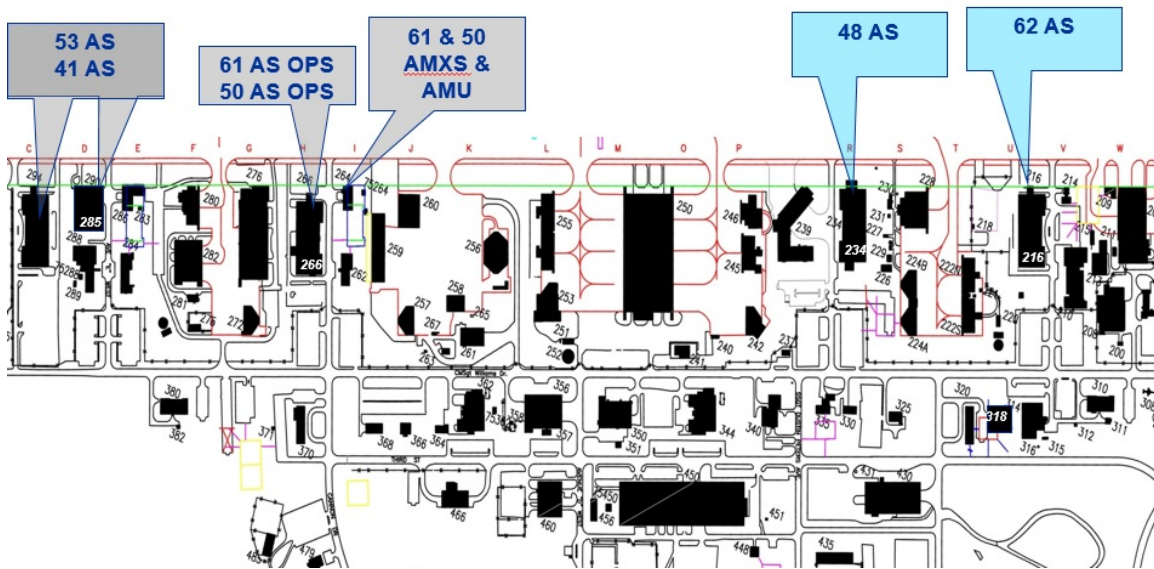
campus building project on hold. Once each unit completed their moves, the wing commander allowed for some functional building modifications.²⁴⁸



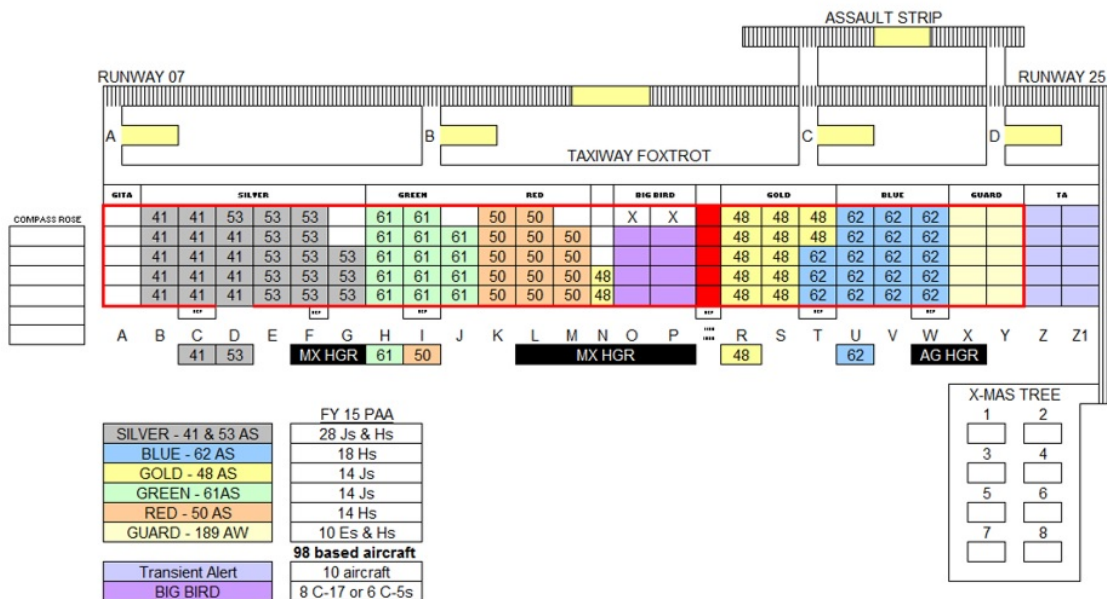
Position of Little Rock AFB Flying Squadrons prior to the Flightline Area Development Plan moves.²⁴⁹



Position of Little Rock AFB Aircraft Parking prior to the Flightline Area Development Plan moves.²⁵⁰



Position of Little Rock AFB Flying Squadrons after the Flightline Area Development Plan moves.²⁵¹



Position of Little Rock AFB Aircraft Parking after the Flightline Area Development Plan moves.²⁵²

Continuing Aircraft Availability Challenges

On 12 December 2012, the 48 AS's C-130J fleet grew to ten aircraft for the second time since the Air Force authorized an accelerated aircraft delivery schedule. The squadron first grew to ten aircraft on 24 March 2011 with the arrival of 97-1354 from the 175 WG, Maryland ANG. A number of aircraft rotated out of the 48 AS and others rotated in. From December 2010 through November 2012, the squadron saw seven aircraft including 08-5705 as a loaner from the 317 AG transfer in while four transferred out. These newly acquired aircraft would provide some stability to the demand for flying training aircraft as nine of the ten permanently assigned aircraft would remain with the squadron through 2016. From 2012 through 2016 the wing would add two additional J-model aircraft along with numerous loaners due to required primary depot maintenance.²⁵³

Increased Maintenance and Inspections Impact

The increased inspection rates stemmed from older J-model aircraft approaching their time for 12-year primary depot maintenance inspections. In October 2011, aircraft 97-1354 was undergoing Progressive Maintenance Program (PMP) maintenance at Warner Robins Air Logistics Center (WR-ALC) at Robins AFB, Georgia. In January 2012, maintenance sent aircraft 97-1352 to PMP at WR-ALC, in June, aircraft 98-1355 was inducted into PMP, followed by aircraft 98-1356 in September. The new requirement for additional inspections also added to the loss of mission capable aircraft for PFT. After an aircraft exceeded 24,000 estimated flight hours (EFH), the new Inspections Requirements Technical Order 1C-130J-6, commonly referred to as Dash 6, instructed maintainers to perform periodic inspections every 120 flight hours, as opposed to every 300 flight hours. When command published the new Dash 6, the 314 AMXS already maintained three aircraft over 24,000 EFH and had another within 1,500 hours of that mark. With more time phased inspections, C-130J aircraft would be pulled from training more often until leaders could transfer out those aircraft with higher EFHs.²⁵⁴

C-130J Depot Level Maintenance for Fiscal Year 2012 through 2013 ²⁵⁵

Aircraft	Start	Finish	Notes
97-1354	19 Jul 2011	24 Jan 2012	PMP at Robins AFB, GA
97-1352	31 Jan 2012	13 Jun 2012	PMP at Robins AFB, GA
98-1355	13 Jun 2012	03 Oct 2012	PMP at Robins AFB, GA
97-1353	31 Aug 2012	12 Sep 2012	HARAD TCTO at Little Rock AFB
98-1356	20 Sep 2012	05 Mar 2013	PMP at Robins AFB, GA
98-1358	18 Oct 2012	25 Oct 2012	HARAD TCTO at Little Rock AFB
98-1357	30 Oct 2012	08 Nov 2012	HARAD TCTO at Little Rock AFB
98-1355	08 Nov 2012	19 Nov 2012	HARAD TCTO at Little Rock AFB
08-8606	26 Nov 2012	05 Dec 2012	HARAD TCTO at Little Rock AFB
98-1357	14 Jan 2013	20 May 2013	PMP at Robins AFB, GA
98-1358	14 Mar 2013	08 Oct 2013	PMP at Robins AFB, GA

Abbreviations: Progressive Maintenance Program (PMP), High Altitude Ramp (HARAD), Time Compliance Technical Order (TCTO).

Aircraft 98-1356 experienced a one-month delay in returning to the 314 AW from PMP, causing concern regarding aircraft availability for supporting the FTU's PFT schedule. As it threatened to overlap with the scheduled PMP induction of aircraft 98-1357, wing leadership had to make additional arrangements to support the C-130J flying training mission. The aircraft availability shortfall was alleviated by the arrival of a loaner C-130J, aircraft 08-5705 from the 317 AG on 17 December 2012, a loan arranged with the aid of HQ AETC. Aircraft 98-1358 experienced a two-month delay in returning to the 314 AW from PMP, however wing leadership did not seek a second loaner aircraft.²⁵⁶

High C-130J Equivalent Baseline Hours

The flying hour and sortie increase due to an increased aircrew demand, accelerated by the increase of aircraft assigned began to cause maintenance concerns on the 48 AS's fleet of C-130Js. The C-130J fleet was still relatively young and healthy as compared to the H-model fleet however the relatively high equivalent baseline hours (EBH) accumulating on the 48 AS's C-130Js, due to the unique nature of FTU flying was a source of constant concern by wing leadership. Historically, C-130Js in the 314 AW had significantly higher utilization (UTE) rates than the rest of the active duty Air Force fleet, due to lower altitude flight profiles, more landings and takeoffs, and inexperienced students at the helm.²⁵⁷

With an eye at managing the high C-130J UTE rates in the FTU, the Air Force continued rotating aircraft with high EBH out of the 314 AW and bringing in those with lower EBHs from other units. In his November 2013 Monthly Aircraft Logistics Indicator Report to HQ AETC, Colonel Edward S. Brewer, 314 MXG Commander, reported his concern over the imminently high EBH issue in the wing's C-130J fleet.²⁵⁸

Nine of 12 assessed J models are rapidly approaching the equivalent flight hour milestone that requires Center Wing Box Replacement. The first aircraft is expected to restrict in November 2015 and all the remaining aircraft are projected to restrict over a 21-month period from January 2017 to November 2018. It is essential to maintain a level of 1 aircraft at Little Rock AFB in order to sustain the current PFT requirement.²⁵⁹

C-130J Aircraft Transferred Out			
Tail	Assigned	Departed	Notes
02-0314	19 Mar 2004	ca. Nov 2011	First C-130J assigned to 314 AW
04-3142	May 2005	23 Jan 2012	Transferred to 86 AW, Ramstein AB, GE
04-3144	Jul 2005	ca. 2011	Exact dates are unavailable due to incomplete data
94-8152	Jan 2006	Sep 2011	Transferred to 403 WG, Keesler AFB, MS
94-8151	ca. 2006	Sep 2011	Transferred to 403 WG, Keesler AFB, MS
05-3147	ca. 2006	ca. 2011	Transferred to 19 AW, Little Rock AFB, AR
05-3145	ca. Sep 2006	ca. 2011	Exact dates are unavailable due to incomplete data

Note: Reference Appendix E for a complete table of aircraft operated by the 48th Airlift Squadron and the list of source documents.

C-130J Aircraft Transferred In			
Tail	Assigned	Departed	Notes
97-1352*	ca. Sep 2010	N/A	Transferred from 175 WG, Baltimore, MD
98-1355*	ca. Sep 2010	N/A	Transferred from 175 WG, Baltimore, MD
98-1356*	21 Dec 2010	N/A	Transferred from 175 WG, Baltimore, MD
97-1353*	21 Dec 2010	N/A	Transferred from 175 WG, Baltimore, MD
97-1354*	24 Mar 2011	N/A	Transferred from 175 WG, Baltimore, MD
98-1358*	21 Jun 2011	N/A	Transferred from 175 WG, Baltimore, MD
97-1351*	13 Sep 2011	N/A	Transferred from 175 WG, Baltimore, MD
97-1357*	11 Sep 2011	N/A	Transferred from 175 WG, Baltimore, MD
08-8606	23 Jan 2012	19 Sep 2016	Transferred from 86 AW, Ramstein AB, GE
10-5728	20 Aug 2013	N/A	Delivered from Lockheed Martin Factory
11-5732	29 Oct 2013	N/A	Delivered from Lockheed Martin Factory

Note: Reference Appendix E for a complete table of aircraft operated by the 48th Airlift Squadron and the list of source documents.

* Indicate a C-130J30-LM “Stubby” aircraft.

Weapons System Testing as a Method to Slow the Accumulation of C-130J Equivalent Baseline Hours

On 21 July 2014, the 314 AW sent one high-EBH C-130J aircraft to Weapons System Testing (WST) programs to help slow down the onset of Center Wing Box Replacement (CWR) restriction until CWR kits became available. Aircraft 05-3146, the wing’s most seasoned “stretch” model C-130J entered WST at Eglin AFB, Florida followed by 97-1352, a very seasoned “stubby” model C-130J at Dobbins Air Reserve Base (ARB), Georgia. Neither aircraft would return to the wing until after HQ AETC transferred the C-130J flying training mission to the 62 AS and inactivated the 48 AS.²⁶⁰

Enhanced C-130J Center Wing Box

With Lockheed Martin building C-130J aircraft to meet U.S. and international demand, their engineering team developed a solution to the EBH challenge. Lockheed built the original C-130J center wing structure for a service life of 38,000 EBH. When a C-130J reached 28,716 EBH, engineers placed them on restricted status, which limited the type and frequency of flight hours they could accumulate and also limited their usefulness to the FTU. To remedy the EBH restriction problem in future C-130J deliveries, in 2010, Lockheed Martin began countering the high rates by installing an enhanced J-model wing box with improved materials and additional intercostal bracings on all new aircraft. This improved the service life of the center wing from 38,000 EBH to 67,000 EBH. This solution would remedy problems with newly produced aircraft in the future however the original center wing box in existing aircraft would still need to be replaced. With the Lockheed Martin factory working at near capacity, the challenge became scheduling aircraft to receive this maintenance.²⁶¹

C-130J Effective Flying Hours Remaining as of 29 September 2015 ²⁶²

Aircraft	Effective Flying Hours	Interval Hours	Effective Flying Hours Remaining
97-1351*	25,238.9	38,000	12,761.1
97-1352*	28,198.7	38,000	9801.3
97-1353*	25,558.9	38,000	12,441.1
97-1354*	26,680.1	38,000	11,319.9
97-1355*	29,248.3	38,000	8,751.7
97-1356*	23,504.3	38,000	14,495.7
97-1357*	24,015.6	38,000	13,984.4
97-1358*	24,094.1	38,000	13,905.9
05-3146	33,261.0	38,000	4,739.0
08-8606	17,280.8	38,000	20,719.2
10-5728	8269.5	38,000	29,730.5
11-5732	8197.8	38,000	29,802.2

* Indicate a C-130J30-LM “Stubby” aircraft.

C-130J Aircraft Loaned by Tail Number

Aircraft	Tail	Tail	Notes
08-5705	20 Oct 2014	Apr 2015	Loaned from 317 AG, Dyess AFB, TX
05-3147	16 Jan 2014	31 Jan 2014	Loaned from 19 AW, Little Rock AFB, AR
07-4639	31 Jan 2014	25 Sep 2014	Loaned from 19 AW, Little Rock AFB, AR
07-3170	24 Mar 2014	28 Mar 2014	Loaned from 317 AG, Dyess AFB, TX
08-5685	21 Jul 2014	Feb 2015	Loaned from 317 AG, Dyess AFB, TX
06-4634	10 Oct 2014	13 Feb 2015	Loaned from 19 AW, Little Rock AFB, AR
08-5693	6 Feb 2015	29 Apr 2015	Loaned from 317 AG, Dyess AFB, TX
08-5684	3 Mar 2015	15 Jul 2015	Loaned from 317 AG, Dyess AFB, TX
94-8151	29 Apr 2015	30 Sep 2016	Loaned from 403 WG, Keesler AFB, MS
08-5692	14 Jul 2015	13 Oct 2015	Loaned from 317 AG, Dyess AFB, TX
08-5726	14 Oct 2015	3 Mar 2016	Loaned from 317 AG, Dyess AFB, TX
08-5715	Mar 2016 12 Aug 2016	May 2016 N/A	Loaned from 317 AG, Dyess AFB, TX
05-8152	Mar 2016	20 May 2016	Loaned from 403 WG, Keesler AFB, MS
07-4631	May 2016	Jul 2016	Loaned from Air Mobility Command
08-5691	Jun 2016	Jul 2016	Loaned from Air Mobility Command

Note: Reference Appendix G for a complete list of loaner aircraft and aircraft assigned to the 48th Airlift Squadron along with a list of sources.

Loaner C-130J Aircraft

Several times during FY15, the 314 AW requested loaner C-130J aircraft from HQ AMC and HQ AFRC to ensure a sufficient number of aircraft to conduct the C-130J PFT mission. The 19 AW loaned the wing three aircraft at the start of 2014. Aircraft 05-3147 from 16 through 31 January 2014 and aircraft 07-4639 from 31 January through 25 September 2014. Aircraft 06-4634 arrived from the 19 AW on 10 October 2014 and stayed through 13 February 2015. A number of other loaner aircraft arrived from numerous wings across the Air Force and joined the 48 AS through 2016 to mitigate the EBH situation as much as possible.²⁶³

Operational Theater Impact on the “Stubbies”

It was no mistake that HQ AMC choose the 175 WG to rotate eight aircraft to the 314 AW as each of those aircraft were the limited capacity “stubby” model C-130J. Having arrived in 2010-2011, those aircraft had low remaining EBHs and the need for a CWR to extend their life. As limited capacity J-models and the operational theater demand for the stretch models by deployed commanders, the stubbies will presumably stay with the FTU mission for years to come. Each aircraft remained with the 48 AS through their inactivation on 4 November 2016. Colonel Clay E. Mason, 314 MXG Commander, commented on why HQ AMC selected the 314th as the new home for the stubbies:²⁶⁴

So, [97-1351] through [97-1358], are the “stubby” aircraft. We got them from the Guard in Baltimore years ago for the FTU. If I were a betting man, I would bet they stay at the FTU. I don’t think that’s the right answer. The reason that they’re here is because the operators, particularly the operators that are forward-deployed in the AOR, prefer to have the “stretch”, the Dash 30, because you can put two extra pallet positions on it. Operationally-this is anecdotal evidence, for example that have been with the units out there in Kuwait, that [they] really don’t utilize them that much. So, there’s no reason, in my opinion, why you can’t manage the FTU fleet the way [Air Force Special Operations Command] does with the MC-130s at Kirtland [Air Force Base] at the 50th [Special Operations Wing], where I was before I came here, because they have the same issues-very challenging profiles on the airframe every single day and you’re beating them up with student pilots every single day. And so, what AFSOC does is to periodically say, “Okay, this plane is coming back into the AFSOC fleet and that swap-out just keeps going. They do that, however, the operators are okay with that because all the planes are identical and they’re just spreading the beating, as you will, across the entire fleet. The operations folks in the AMC community are not comfortable, and do not want to, sign up to putting the “stubbies” into the AOR. They want to have the uniform J-model fleet when they go to the AOR.”²⁶⁵

Electronic Flight Bag Implementation

Mobility Air Force aircrews flew worldwide missions and required individual access to flight publications for use on the aircraft as well as for reference and study off the aircraft. Likewise, immediate access to Flight Information Publications (FLIP) was required during all phases of flight. In March 2010, a Travis AFB “Air Force Smart Operations for the Twenty-First Century” event set into motion an initiative that gained HQ AMC backing in an effort to realize

annual savings through reduced printing and distribution of paper manuals and FLIP products and re-prioritization of man-hours in the management of the paper products. The 314 AW implemented use of the Electronic Flight Bag (EFB) in December 2013. The wing received 220 Apple iPads, purchased with funds provided by the 314 OG. FTU students did not use the EFB until FY15. The 314 AW EFB contained all required flight publications and manuals including Air Force Instructions, C-130J Technical Orders, and aeronautical data.²⁶⁶



The Apple iPad-based Electronic Flight Bag designed to reduce printed paper and provide aircrew with necessary reference material. (Photo taken by Major McArthur H. Hoglund, 314 OG/OGV; USAF Photo).²⁶⁷

Instructor Growth

Since 2006, the 48 AS had conducted C-130J flying training with seven assigned aircraft and was the only source providing operational units with the trained crew members. As the number of units flying J-models around the world increased, the 314 AW's training requirements also increased. In FY10, the 48 AS utilized eight C-130J aircraft and had an instructor force of 25 Instructor Pilots and 18 Instructor Loadmasters. In FY11, the number of C-130J aircraft increased to ten, the number of Instructor Pilots remained at 25, and the number of Instructor Loadmasters increased to 18. By FY12, the 48 AS held steady at ten C-130J aircraft, but the instructor force grew to 34 Instructor Pilots, and 24 Instructor Loadmasters in anticipation of a 223 percent growth in C-130J mobility forces by FY16. In FY13, the C-130J fleet consisted of ten aircraft with 28 Instructor Pilots and 29 Instructor Loadmasters. In FY14, the number of 48 AS C-130J aircraft increased to 12 with 40 Instructor Pilots and 37 Instructor Loadmasters. These numbers would continue to grow with 45 Instructor Pilots and 38 Instructor Loadmasters as the J-model flying training mission transitioned from the 48 AS and the squadron inactivated on 4 November 2016.²⁶⁸

48th Airlift Squadron C-130J Instructor Growth ²⁶⁹

Fiscal Year	Aircraft	Instructor Pilots	Instructor Loadmasters
2009	7		N/A
2010	8	25	18
2011	10	25	22
2012	10	34	24
2013	10	28	29
2014	12	40	37

Increased Student Population and Production

In only a few short years, from 2011 to 2014, the overall student production for the C-130J increased from 404 to 673 based on fiscal year graduation numbers. The first year saw an increase of 28 students representing nearly a seven percent increase. FY13, citing the increase in assigned aircraft and the completion of scheduled depot level maintenance on the aircraft rotated into the training mission from the 175 WG, the FTU student flow increased by 163, presenting a percentage increase of over 27 percent. In the next year a further increase of 78 students, just over an eleven percent increase from the previous year, resulted in the highest student production seen from the C-130J FTU up to that point.²⁷⁰

C-130J Graduate Production Increase by Position ²⁷¹

Position	FY11	FY12	FY13	FY14
Pilot	192	211	282	305
Loadmaster	134	141	203	258
Pilot Instructor	31	44	58	59
Loadmaster Instructor	36	30	45	43
Senior Officer Pilot	11	6	7	8
Total Graduates	404	432	595	673

The graduation numbers in FY14 would be the highest the 48 AS would see while the numbers would slightly taper off with 511 graduates in FY15, presenting a 24 percent decrease. FY16 saw a slight increase from the previous year's numbers at 564 but as the 48 AS began the process of transferring their J-model PFT mission to the 62 AS, numbers would not return to the FY14 level.²⁷²

C-130J International Student Attendance Decrease

2012	46
2013	31
2014	19
2015	17
2016	14
Overall Change	(-32)

Note: International student metrics are recorded on the calendar year schedule. Reference Appendix G for a complete list of sources.

C-130J Training with the Israeli Air Force

From 19 through 28 October 2014, Major Kevin D. Coughlin, a 48 AS flight commander and Instructor Pilot provided Israeli Air Force (IAF) C-130J aircrews with training on employing the Coordinated Aircraft Positioning System/Station Keeping Equipment (CAP/SKE) formation operating systems aboard the two IAF C-130J aircraft as part of a four-member team. The team conducted the eleven day training course at Squadron 103, Nevatim AB, Israel using the same HQ AETC syllabus from the C-130J FTU. The training included classroom and flight training with the goal of providing the IAF the capability of employing CAP/SKE for the first time in their history. The students consisted of eight pilots and four navigators.²⁷³

Enhanced C-130J Loadmaster Training Device – “The Monster Garage”

Following a visit from Gen Robin Rand, the AETC Commander in May 2014, HQ AETC approved up to \$200,000 of FY15 funds for the 48 AS to construct a loadmaster training area modeled after a similar device used by the 58th Special Operations Wing (SOW) stationed at Kirtland AFB, New Mexico. Several squadron members began designing what would be called “The Monster Garage,” an enhanced training tool that would allow several types of loadmaster training without using one of the wing’s C-130J aircraft. Among those are gear tie down, gear quick disconnect, heavy equipment platform rigging, CDS rigging, Buffer Stop Assembly preflight/installation, JPADS rigging, door-bundle rigging, rolling stock tie down, wheel well seat rigging, and pallet buildup & teardown. The team completed the state-of-the-art C-130J loadmaster training area in a vacant 1,998 square-foot room in the 48 AS operations building on 29 June 2016.²⁷⁴



48th Airlift Squadron loadmaster instructors Technical Sergeant Joshua T. Herrier (standing, center) and Staff Sergeant Justin S. Lundeen (kneeling, right) show a 714th Training Squadron loadmaster student, Airman First Class Courtney Wagner, the proper tie down procedures for the Main Landing Gear struts on the enhanced loadmaster training device. (Photo taken by 19 AW/PA; USAF Photo).²⁷⁵

Funding the Monster Garage

The completed 7,000-pound Monster Garage floor cost approximately \$487,500, including all parts, labor, and travel expense for the Kirtland AFB “Monster Garage” Team to travel to Little Rock AFB for the planning and assembly phases of the project. The actual 800 C-130J parts for the trainer cost \$107,700 and modifications to Building 234 cost \$87,400, both paid for with unit funding. An additional \$292,800 expense was depot-funded. The metal cargo floor was a high-fidelity replica fabricated in New Mexico from water-cut steel, complete with rollers, seat/litter cups, a Center Vertical Restraint, and a cargo ramp salvaged by the 58 SOW from a scrapped MC-130 *Combat Talon* aircraft.²⁷⁶

Air Education & Training Command Recognition

On 10 March 2016, HQ AETC recognized the 48 AS as the command’s Top Flying Training Squadron for 2015. During that year the 48 AS provided 389 C-130J combat airlifters to seven major commands and five international partners, despite instructor pilot manning levels reaching as low as 54 percent. Through innovative scheduling methods, the unit recovered from a 14-day training deficit to achieve a 97 percent on-time graduation rate.²⁷⁷

2016 Turkey Shoot Competition



The 48th Airlift Squadron's C-130J *ARROW 41* aircrew claimed victory in the Team Little Rock Second Annual Turkey Shoot competition. The winning crew consisted of Captain William J. Burrows, Captain Thomas C. Lide, Technical Sergeant Kevin H. Pruitt, and Technical Sergeant Timothy L. Parritt. (Photo taken by 19 AW/PA; USAF Photo).²⁷⁸

The 48 AS’s aircrew of C-130J *ARROW41* won the second annual “Turkey Shoot” C-130 competition at Little Rock AFB, which was expanded that year to include airlift squadrons from the Team Little Rock partners, the 19 AW and the 913 AG – formerly designated Det 1, 22 AF.

The competition consisted of high-level and low-level time control, threat mitigation, simulated GPS failure, CDS airdrops, assault landings, and loading & offloading vehicles. A total of four squadrons participated in the 13 May 2016 friendly intramural competition: The 314 AW's 48 AS, the 19 AW's 41 & 61 AS, and the 913 AG's 327 AS.²⁷⁹

D-Day 72nd Anniversary Commemoration

In June 2015, the 314 OG began coordination with HQ USAFE and the 86 AW at Ramstein AB, Germany to participate in the D-Day 72nd Anniversary Commemoration in Normandy, France. After considering the legacy of the 314th Troop Carrier Group (TCG) and its contributions to the successful invasion of Normandy in June of 1944, the 314 AW was one of only two continental U.S. based airlift units invited to celebrate the year's anniversary events. After a lengthy coordination with HQ USAFE, U.S. Army in Europe, HQ AETC, and 19 AF, the trip was approved. The 314 OG coordinated with the U.S. Army's 82nd Airborne Division stationed at Fort Bragg, NC on how best to facilitate the movement of 118 paratroopers that would also be participating in the event. This coordination required working with U.S. Transportation Command and U.S. European Command to gain the appropriate approval for the Army's Space Available transportation.²⁸⁰



Major Steven Olin, a pilot assigned to the 48th Airlift Squadron stationed at Little Rock Air Force Base, Arkansas pilots a Lockheed C-130J *Super Hercules* over the Normandy Hedgerows near the town of Carentan, France on 3 June 2016 as part of the D-Day 72nd Anniversary Commemoration. (Photo taken by 48 AS; USAF Photo).²⁸¹

As a result, one 48 AS C-130J aircraft and ten Airmen returned to the Cotentin Peninsula of Normandy for the first time since the end of WWII to participate in the 72nd Anniversary of the D-Day invasion. The aircraft and crews from the 48 AS and the 314 AMXS participated in several memorial flyovers, commemorative events on the ground, and a commemorative paratrooper

airdrop. Historically, on 6 June 1944, aircraft from the 314 TCG dropped elements of the 82nd Airborne's 508th Parachute Infantry Regiment on Drop Zone "N" near Ste. Mere Eglise, France to begin the Allied invasion of Nazi-occupied Europe, ultimately leading to the defeat of Nazi Germany and the liberation of Western Europe. Though the 48 AS was not assigned to the 314 TCG during D-Day, coincidentally the squadron participated in similar troop carrier operations on D-Day as part of the 313 TCG.²⁸²



Air Force Lockheed C-130 *Hercules* aircraft drop U.S. Army paratroopers over Normandy during the D-Day 72nd Anniversary Commemoration in France. Airlift participants included the 48th Airlift Squadron, stationed at Little Rock Air Force Base, Arkansas; the 86th Airlift Wing stationed at Ramstein Air Base, Germany; and the 815th Airlift Squadron, stationed at Keesler Air Force Base, Mississippi. (Photo taken by 48 AS; USAF Photo).²⁸³

Participation and Events

Personnel from the 48 AS and 314 AMXS departed Little Rock AFB in C-130J tail number 10-5728, the 314 AW flagship, on 29 May 2016 and flew to Fort Bragg. On 30 May, the aircraft departed Fort Bragg with 65 paratroopers of the 82nd Airborne Division bound for Cherbourg, France. The next day the crew toured Utah Beach and its museum, Ste. Mere Eglise, France, the first French town liberated on D-Day, the Airborne Museum at Ste. Mere Eglise, and the 7 June 1944 crash site memorial to the 314 TCG and 32 TCS C-47 tail number 43-15146.²⁸⁴

On 1 June, a 48 AS aircrew flew their aircraft in a six-ship formation over Omaha Beach and the Colleville-sur-Mer American Cemetery with the 37 AS stationed at Ramstein AB, and the 815 AS stationed at Keesler AFB. The following day, after flying a second six-ship formation the crew attended the Picauville Remembrance Ceremony and Troop Carrier Memorial in Picauville, France; the location of the 314 TCG's Drop Zone on D-Day. The crews also toured Omaha Beach

and visited the Normandy American Cemetery at Colleville-sur-Mer the final resting place of 9,387 U.S. servicemen killed in WWII.²⁸⁵

On 3 June, the crew again flew in a multi-ship formation of the medieval monastery of Mont St. Michel and the town of Carentan, followed by attendance at the Picauville Remembrance Ceremony and Friendship Dinner. As a homage to the 48 TCS and the 62 TCS, on 4 June the 48 AS crews applied WWII-era Troop Carrier Squadron codes in white chalk to the sides of the forward fuselage of their aircraft. Z7 on the port side and E5 on the starboard side representing the 48 TCS and the 62 TCS respectively. The next day the crew flew in a six-ship formation over Utah Beach proudly displaying the white chalk forward fuselage markings. On June 5 the crew participated in another flyover, this time in a four-ship formation, dropping paratroopers on the LaFiere Drop Zone and Iron Mike Monument near Ste. Mere Eglise, consisting of paratroopers from the 82nd Airborne Division and the U.S. 173rd Airborne Brigade stationed in Vincenza, Italy. The participants also observed a commemorative parade in Ste. Mere Eglise.²⁸⁶



The Lockheed C-130J *Super Hercules* flown by the 48th Airlift Squadron during the D-Day 72nd Anniversary Commemoration displaying the WWII-era Troop Carrier Squadron code in white chalk of the 62d Airlift Squadron. Ironically, only five months after the D-Day Commemoration, the 48 AS would inactivate and their C-130J Flying Training mission would transfer to the 62d. (Photo taken by 48 AS; USAF Photo).²⁸⁷

A flyover of Pointe de Hoc on 5 June followed by a crew tour of the same and the town of Carentan preceded the early morning departure on 7 June as the aircrew and U.S. Army paratroopers returned state side, arriving at Westover ARB, Massachusetts the same day. On 8 June, the aircraft departed for Fort Bragg to drop off the 82nd Airborne Division then returned to Little Rock AFB.²⁸⁸

Maintenance, Mishaps, and Aircraft Availability

In 2016, mishaps and maintenance challenges exacerbated the wing's PFT C-130J shortage. On 26 January, aircraft 97-1357 suffered an in-flight emergency when the left main landing gear would not extend. The extensive repairs required both main landing gear struts, hydraulic lines, ball screws, and other parts to be placed on order, taking the aircraft out of action

for some time. Due to the expiration of the 90-day AFRC/AETC Memorandum of Agreement in February, loaner aircraft 94-8151 was mostly unavailable for use. On 10 February, a flying training student subjected aircraft 08-8606 to a possible over-G condition requiring 187.3 hours (seven days) of maintenance time to remove panels and inspect the aircraft for damage.²⁸⁹

On 14 March, aircraft 98-1358 suffered a nose landing gear collapse at the All American LZ during taxiing, rendering the aircraft non-mission capable for the remainder of FY16. The aircraft returned to Little Rock AFB on 23 December 2016 in a one-time, gear-down ferry flight. On 23 March, aircraft 97-1354 received damage during night operations after making contact with treetops on approach to the All American LZ, resulting in landing gear door damage. A 48 AS aircrew ferried the damaged aircraft back to Little Rock AFB on 25 March and it returned to the PFT schedule three days later. Finally, in April 2016, loaner aircraft 94-8151 entered depot team actions at home station for a left-hand main landing gear vertical beam. A sheet metal shop technician misinterpreted an engineering drawing and cut excessive material from a structural component during latent deficiency repair work.²⁹⁰

New Aircraft Delivery Schedule Delays

In September 2016, the 314 AW anticipated the delivery of two new C-130J aircraft, 14-5802 and 14-5804, from the Lockheed Martin Factory in Georgia, the wing's final aircraft bringing the total to 14. Wing leadership expected the aircraft delivery in September and October, respectively. By early October, the delivery dates had slipped to 11-12 October and 7-8 November, respectively. By 2 November 2016, the delivery dates continued to slip to November-December and January 2017, respectively. By 7 December 2016, the delivery dates had slipped to 2 February 2017 and 16 February 2017, respectively. The delay for one aircraft was caused when a Lockheed Martin employee miss-drilled several rivet holes in the window frames, which caused air leaks during pressurization tests. Delivery was further delayed while Lockheed Martin sent the aircraft to Greenville, North Carolina for lengthy repairs. With the 48 AS transferring their C-130J FTU mission to the 62 AS effective 30 September 2016 followed by the HQ AETC directed inactivation on 4 November, they would never see a full inventory.²⁹¹

Mission Transition to the 62d Airlift Squadron

After years of planning concurrent with the active duty conversion from the C-130H legacy model to the J-model, HQ AETC directed the transfer of the flightline portion of the C-130H flying training to the 189 AW. This left the 314 AW with two flying squadrons, one without any aircraft, and one flying training mission. Though the 48 AS had grown the C-130J flying training portion of the FTU from its origin in 2003, the 62 AS took precedence over the 48th according to their heritage score. The 62 AS has been active since WWII and thus has an impressive history and a long relationship with the C-130 and the 314 AW. The 48 AS's history shows a series of activations and inactivations over the years. As a result, on 30 September 2016, HQ AETC directed the transfer of the 48 AS's mission, personnel, and equipment to the 62 AS in conjunction with the 62 AS's transfer of their H-model mission to the 189 AW.

On 30 September, the wing held an inactivation ceremony for the 48 AS, though the squadron did not officially inactivate until 4 November. Over 200 active duty and retired personnel

attended the transition and assumption of command ceremony. Lieutenant Colonel William D. Holyfield, the last commander of the 48 AS, assumed command of the 62 AS. Despite the pomp and circumstance, 48 AS Airmen simply switched patches as 50 Airmen transitioned from “Hoppers” to “Jodies” and continued on with the C-130J FTU mission. To commemorate the transition of the C-130J FTU, the 48 AS conducted a ten-ship mass formation flight on 29 September with heavy equipment and drogue parachute drops on the Blackjack DZ.²⁹²



The Lasting Impression

Never before in the history of the 48 AS had the unit been active for so long. Though originally activated as the 48th Transport Squadron on 30 May 1942, the 48th had not been active for more than a few years at a time, the longest of which running from 30 May 1942 through 15 November 1945. The 48 AS saw just under 13 years of life under the 314 AW as the flying squadron responsible for providing flying training to the C-130J FTU.²⁹³



48th Airlift Squadron personnel change patches signifying the switch from the 48th Airlift Squadron to the 62d Airlift Squadron as the new C-130J Formal Training Unit. (Photo taken by 19 AW/PA; USAF Photo).²⁹⁴

The squadron flew a total of 41 C-130J's over the course of its 13 years of operations. The squadron owned roughly half of those aircraft, the others coming to the squadron as loaners from other C-130J units. The 48 AS used these aircraft to provide flightline training from 2003 through 2016 to 2,963 student and Instructor Pilots, 1,922 student and Instructor Loadmasters, and 77 senior officer pilots. The C-130J FTU rounded out FY16 by graduating 365 pilots, the most it had produced since the program's inception.²⁹⁵



The 314th Airlift Wing conducted a ten-ship mass formation flight to commemorate the transition of the Lockheed C-130J *Super Hercules* Formal Training Unit from the 48th Airlift Squadron to the 62d Airlift Squadron. (Photo taken by 19 AW/PA; USAF Photo).²⁹⁶

CHAPTER TWO



APPENDIX DATA

APPENDIX A ²⁹⁷
Legacy of the 48th Airlift Squadron
Lineage and Honors
 30 May 1942 – 4 November 2016

Unit Designation: 48th Airlift Squadron (21 Nov 2003 – Present)

Previous Designations: 48th Tactical Airlift Squadron (15 Jun 1971 – 21 Nov 2003)
 48th Troop Carrier Squadron (1 Mar 1966 – 15 Jun 1971)
 48th Troop Carrier Squadron, Medium (26 Nov 1952 – 1 Mar 1966)
 48th Troop Carrier Squadron, Special (1 Feb 1949 – 26 Nov 1952)
 48th Troop Carrier Squadron, Heavy (30 Jul 1948 – 1 Feb 1949)
 48th Troop Carrier Squadron (4 Jul 1942 – 30 Jul 1948)
 48th Transport Squadron (30 May 1942 – 4 Jul 1942)

Assignments: 314th Operations Group (1 Dec 2003 – 4 Nov 2016)
 314th Tactical Airlift Wing (6 Aug 1973 – 1 Sep 1973)
 313th Tactical Airlift Wing (15 Nov 1971 – 6 Aug 1973)
 313th Tactical Airlift Wing (1 May 1967 – 25 Jun 1967)
 313th Troop Carrier Wing (1 Jan 1965 – 1 May 1967)
 313th Troop Carrier Group (1 Feb 1953 – 8 Jun 1955)
 313th Troop Carrier Group (30 Sep 1946 – 18 Sep 1949)
 313th Troop Carrier Group (4 Jul 1942 – 15 Nov 1945)
 313th Transport Group (15 Jun 1942 – 4 Jul 1942)

Commanders: Lt Col William D. Holyfield (8 May 2015 – 4 Nov 2016)
 Lt Col Matthew J. Wehner (16 May 2013 – 8 May 2015)
 Lt Col Michael K. Honma (13 May 2011 – 16 May 2013)
 Lt Col John E. Vaughn (8 May 2009 – 13 May 2011)
 Lt Col Todd M. Pavich (22 Jun 2007 – 8 May 2009)
 Lt Col Patrick K. McLeod (15 Dec 2005 – 22 Jun 2007)
 Lt Col David A. Kasberg (1 Dec 2003 – 15 Dec 2005)
 Lt Col George B. Painter (1 Aug 1973 – 1 Sep 1973)
 Lt Col Thomas P. Williams (7 Apr 1972 – 1 Aug 1973)
 Lt Col Carl R. Webb (15 Nov 1971 – 7 Apr 1972)
 Lt Col Robert C. Kerr (28 Nov 1966 – 25 Jun 1967)
 Lt Col James H. Seely (14 Jun 1966 – 28 Nov 1966)
 Lt Col Ellis J. Wheless (31 Jan 1966 – 14 Jun 1966)

APPENDIX A (Cont.)
Legacy of the 48th Airlift Squadron
Lineage and Honors
 30 May 1942 – 4 November 2016

Commanders (Cont.):

Lt Col James F. Fowler (5 Nov 1965 – 31 Jan 1966)
 Lt Col Theodore M. Raley (1 Jan 1965 – 5 Nov 1965)
 Unknown (Jan 1955 – 8 Jun 1955)
 Maj Richard E. Knie (by Jul 1954 – Jan 1955)
 Lt Col Wilbert E. St. John (1 Feb 1953 – Jun 1954)
 Lt Col Steward H. Nichols (14 Apr 1949 – 18 Sep 1949)
 Maj Darrell S. Cramer (23 Feb 1949 – 14 Apr 1949)
 Maj John L. Evans (26 Nov 1948 – 23 Feb 1949)
 Unknown (1 Jul 1948 – Nov 1948)
 Maj Wayne B. Curren (ca. 15 Dec 1947 – 30 Jun 1948)
 Maj William T. Johnson (19 Nov 1947 – ca. 15 Dec 1947)
 Maj Philip A. Fitter (1 Nov 1947 – 19 Nov 1947)
 Maj Paul E. Blow (11 Aug 1947 – 1 Nov 1947)
 None (Not manned) (25 Jun 1947 – 10 Aug 1947)
 Col Edward F. Hubbard (30 Sep 1946 – 25 Jun 1947)
 Capt Frederick I. Brown (ca. Sep 1945 – 15 Nov 1945)
 Lt Col William G. Oliver Jr. (29 Nov 1944 – ca. Sep 1945)
 Maj Edgar F. Stovall Jr. (29 Jul 1944 – 29 Nov 1944)
 Capt William S. Kirkpatrick (7 Jun 1944 – 29 Jul 1944)
 Maj Edgar F. Stovall Jr. (1 Apr 1944 – 7 Jun 1944)
 Lt Col John P. Biggerstaff (12 Aug 1942 – 1 Apr 1944)
 Lt Edward B. Sutton Jr. (9 Jul 1942 – 12 Aug 1942)

Stations:

Little Rock Air Force Base, Arkansas (1 Dec 2003 – 4 Nov 2016)
 Little Rock Air Force Base, Arkansas (6 Aug 1973 – 1 Sep 1973)
 Forbes Air Force Base, Kansas (15 Nov 1971 – 6 Aug 1973)
 Forbes Air Force Base, Kansas (1 Jan 1965 – 25 Jun 1967)
 Sewart Air Force Base, Tennessee (2 Oct 1953 – 8 Jun 1955)
 Mitchell Air Force Base, New York (1 Feb 1953 – 2 Oct 1953)
 Fassberg, Germany (9 Nov 1948 – 18 Sep 1949)
 Rhein Main Air Base, Germany (ca. 1 Jul 1948 – 8 Nov 1948)
 Bergstrom Field, Texas (15 Jul 1947 – 22 Oct 1948)

APPENDIX A (Cont.)
Legacy of the 48th Airlift Squadron
Lineage and Honors
 30 May 1942 – 4 November 2016

Stations (Cont.):	Langley Field, Virginia (25 Jun 1947 – 15 Jul 1947) Tulln Air Base, Austria (5 May 1947 – 25 Jun 1947) Illesheim, Germany (15 Nov 1945 – 30 Sep 1946) Baer Field, Indiana (26 Sep 1945 – 15 Nov 1945) Achiet, France (6 Mar 1945 – 3 Aug 1945) Folkingham, England (3 Mar 1944) Trapani/Milo Airfield, Sicily (6 Oct 1943 – 18 Feb 1944) Sciacca Airdrome, Sicily (6 Sep 1943) Kairouan, Tunisia (20 Jun 1943) Oujda, French Morocco (11 May 1943) Maxton, North Carolina (13 Dec 1942 – 26 Apr 1943) Florence, South Carolina (4 Aug 1942) Bowman Field, Kentucky (21 Jun 1942) Daniel Field, Georgia (15 Jun 1942)
Aircraft Flown:	Lockheed C-130 <i>Hercules</i> (1965 – 1967; 1971 – 1973; 2003 – 2016) Fairchild C-119 <i>Flying Boxcar</i> (1953 – 1955) Douglas C-54 <i>Skymaster</i> (1947 – 1949) Curtiss C-46 <i>Commando</i> (1945 & 1953) Douglas C-53 <i>Skytrooper</i> (1942 – 1945) Douglas C-47 <i>Skytrain</i> (1942 – 1945 & 1946 – 1947)
Service Streamers:	World War II American Theater
Campaign Streamers:	World War II: Sicily, Naples-Foggia, Rome-Arno, Normandy, Northern France, Rhineland, Central Europe
Awards & Decorations:	Distinguished Unit Citations: Sicily, 11 Jul 1943 France, 6-7 Jun 1944

APPENDIX A (Cont.)
Legacy of the 48th Airlift Squadron
Lineage and Honors
 30 May 1942 – 4 November 2016

Awards & Decorations
(Cont.):

Air Force Outstanding Unit Awards:

[1 Dec] 2003-30 Jun 2004
 1 Jul 2005-30 Jun 2006
 1 Jul 2006-30 Jun 2007
 1 Jul 2008-30 Jun 2009
 1 Jul 2009-30 Jun 2010
 1 Jul 2010-30 Jun 2011
 1 Jul 2011-30 Jun 2012
 1 Jul 2012-30 Jun 2014

Emblem:



Significance: The basic form of the emblem, the circle, represents the unity and independence of a troop carrier squadron. The circle is bisected by a curved line to indicate the perfect balance existing between the ground and air operations of this squadron. Each half of the circle has been colored to depict the hours of the unit's operations. The yellow half represents the twelve hours of daylight, the black half represents the twelve hours of darkness. Combined, they represent the "around the clock" readiness and ability to operate. The grasshopper represents the ability of this squadron to become airborne on a moment's notice for short-range flights. The color green for the grasshopper is the squadron color. The B-4 bag represents the ability of the squadron to maintain sustained operations while away from its home base. The two parachutes represent the paratroop portion of the unit's mission. One parachute carrying cargo, represents the various types of cargo drops accomplished, the second parachute, carrying a paratrooper, represents all troop drops accomplished by this organization.

Approved: 9 June 1954

APPENDIX B ²⁹⁸
Legacy of the 48th Airlift Squadron
Squadron Commanders
 30 May 1942 – 4 November 2016

48th Transport Squadron (30 May 1942 – 4 Jul 1942)

(None)

48th Troop Carrier Squadron (4 Jul 1942 – 30 Jul 1948)

None	4 Jul 1942 – 9 Jul 1942
Lt Edward B. Sutton Jr.	9 Jul 1942 – 12 Aug 1942
Lt Col John P. Biggerstaff	12 Aug 1942 – 1 Apr 1944
Maj Edgar F. Stovall Jr.	1 Apr 1944 – 7 Jun 1944
Capt William S. Kirkpatrick	7 Jun 1944 – 29 Jul 1944
Maj Edgar F. Stovall Jr.	29 Jul 1944 – 29 Nov 1944
Lt Col William G. Oliver Jr.	29 Nov 1944 – ca. Sep 1945
Capt Frederick I. Brown	ca. Sep 1945 – 15 Nov 1945

Inactive from 15 November 1945 through 30 September 1946

Col Edward F. Hubbard	30 Sep 1946 – 25 Jun 1947
None (Not manned)	25 Jun 1947 – 10 Aug 1947
Maj Paul E. Blow	11 Aug 1947 – 1 Nov 1947
Maj Philip A. Fitter	1 Nov 1947 – 19 Nov 1947
Maj William T. Johnson	19 Nov 1947 – ca. 15 Dec 1947
Maj Wayne B. Curren	ca. 15 Dec 1947 – Jun 1948
Unknown	1 Jul 1948 – 30 Jul 1948

48th Troop Carrier Squadron, Heavy (30 Jul 1948 – 1 Feb 1949)

Unknown	30 Jul 1948 – Nov 1948
Maj John L. Evans	26 Nov 1948 – 1 Feb 1949

48th Troop Carrier Squadron, Special (1 Feb 1949 – 26 Nov 1952)

Maj John L. Evans	1 Feb 1949 – 23 Feb 1949
Maj Darrell S. Cramer	23 Feb 1949 – 14 Sep 1949
Lt Col Steward H. Nichols	14 Apr 1949 – 18 Sep 1949

Inactive from 18 September 1949 through 1 February 1953

APPENDIX B (Cont.)
Legacy of the 48th Airlift Squadron
Squadron Commanders
 30 May 1942 – 4 November 2016

48th Troop Carrier Squadron, Medium (26 Nov 1952 – 1 Mar 1966)

None (Not manned)	26 Nov 1952 – 1 Feb 1953
Lt Col Wilbert E. St. John	1 Feb 1953 – ca. Jun 1954
Maj Richard E. Knie	by Jul 1954 – Jan 1955
Unknown	Jan 1955 – 8 Jun 1955

Inactive from 8 June 1955 through 20 August 1964

None (Not manned)	20 Aug 1964 – 1 Jan 1965
Lt Col Theodore M. Raley	1 Jan 1965 – 5 Nov 1965
Lt Col James F. Fowler	5 Nov 1965 – 31 Jan 1966
Lt Col Ellis J. Wheless	31 Jan 1966 – 1 Mar 1966

48th Troop Carrier Squadron (1 Mar 1966 – 15 Jun 1971)

Lt Col Ellis J. Wheless	1 Mar 1966 – 14 Jun 1966
Lt Col James H. Seely	14 Jun 1966 – 28 Nov 1966
Lt Col Robert C. Kerr	28 Nov 1966 – 25 Jun 1967

Inactive from 25 June 1967 through 15 September 1971

48th Tactical Airlift Squadron (15 Jun 1971 – 21 Nov 2003)

Lt Col Carl R. Webb	15 Nov 1971 – 7 Apr 1972
Lt Col Thomas P. Williams	7 Apr 1972 – 1 Aug 1973
Lt Col George B. Painter	1 Aug 1973 – 1 Sep 1973

48th Airlift Squadron (21 Nov 2003 – Present)

Lt Col David A. Kasberg	1 Dec 2003 – 15 Dec 2005
Lt Col Patrick K. McLeod	15 Dec 2005 – 22 Jun 2007
Lt Col Todd M. Pavich	22 Jun 2007 – 8 May 2009
Lt Col John E. Vaughn	8 May 2009 – 13 May 2011
Lt Col Michael K. Honma	13 May 2011 – 16 May 2013
Lt Col Matthew J. Wehner	16 May 2013 – 8 May 2015
Lt Col William D. Holyfield	8 May 2015 – 4 Nov 2016

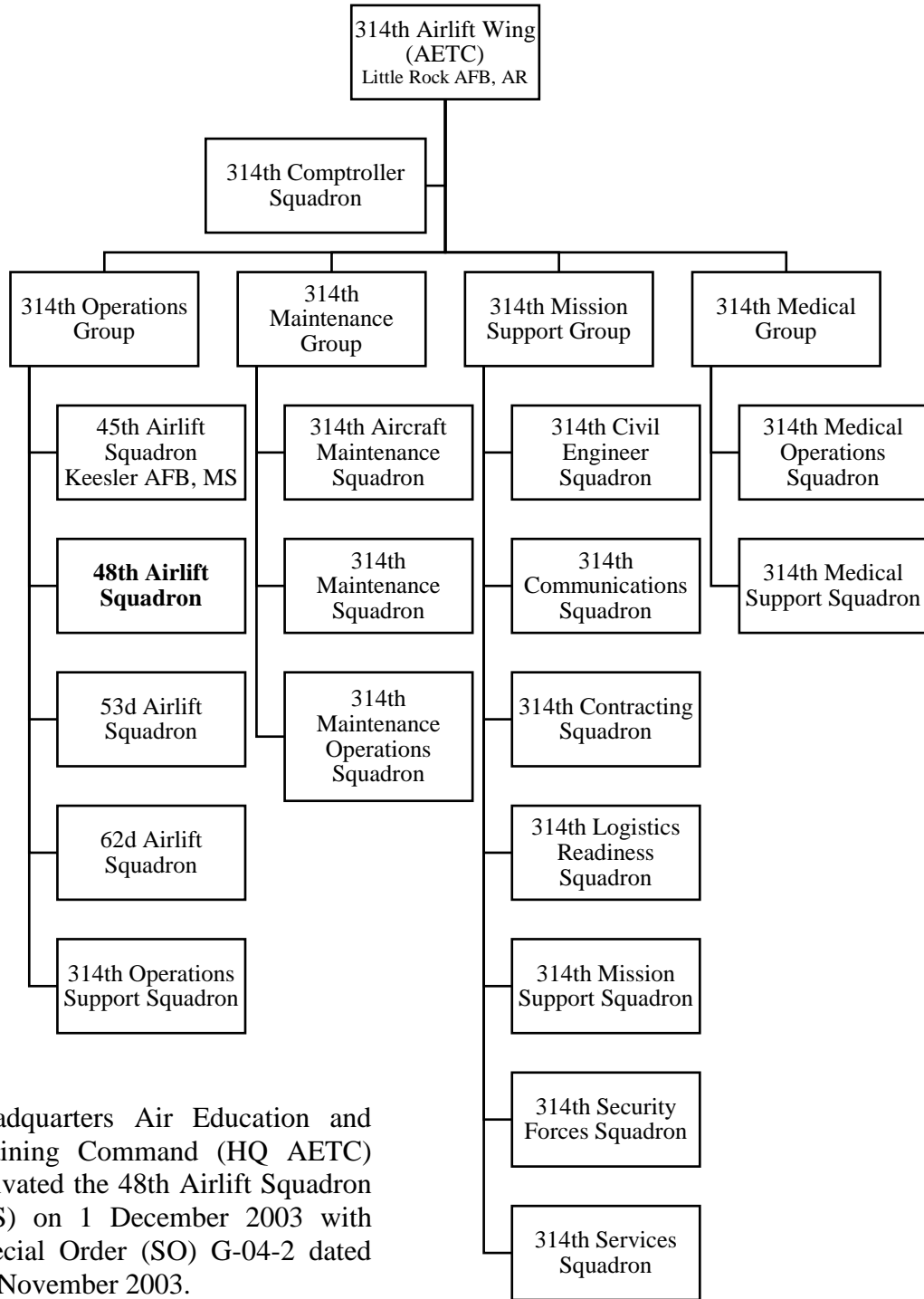
Inactivated on 4 November 2016

APPENDIX C ²⁹⁹
Legacy of the 48th Airlift Squadron
Squadron Manning
 1 December 2003 – 4 November 2016

48th Airlift Squadron Manning Statistics				
Date	Officers Assigned	Enlisted Assigned	Civilians Assigned	Total Assigned
31 Dec 2003	7	7	1	15
31 Dec 2004	14	8	1	23
31 Dec 2005	25	16	1	42
31 Dec 2006	25	16	1	42
30 Jun 2007	25	18	1	44
30 Sep 2008	19	21	1	41
30 Jun 2010	28	17	1	46
30 Sep 2011	29	25	2	56
1 Sep 2012	27	29	2	58
1 May 2013	29	32	2	63
30 Sep 2014	41	36	2	79
30 Sep 2015	39	37	2	78
30 Sep 2016	28	42	2	72

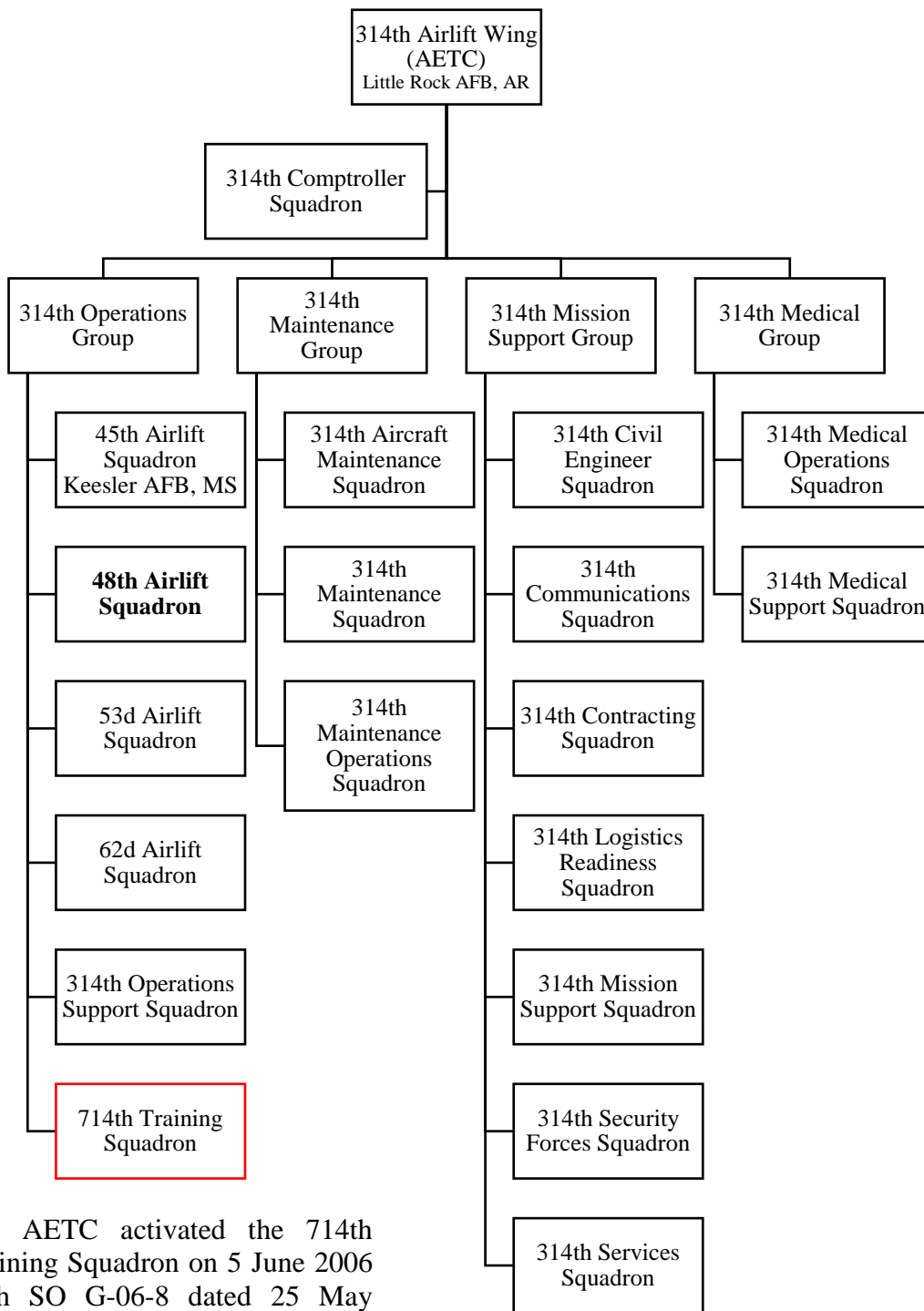
Note: Squadron activated on 1 December 2003. Squadron inactivated on 4 November 2016.

APPENDIX D ³⁰⁰
Legacy of the 48th Airlift Squadron
Organizational Structure
 As of 1 December 2003



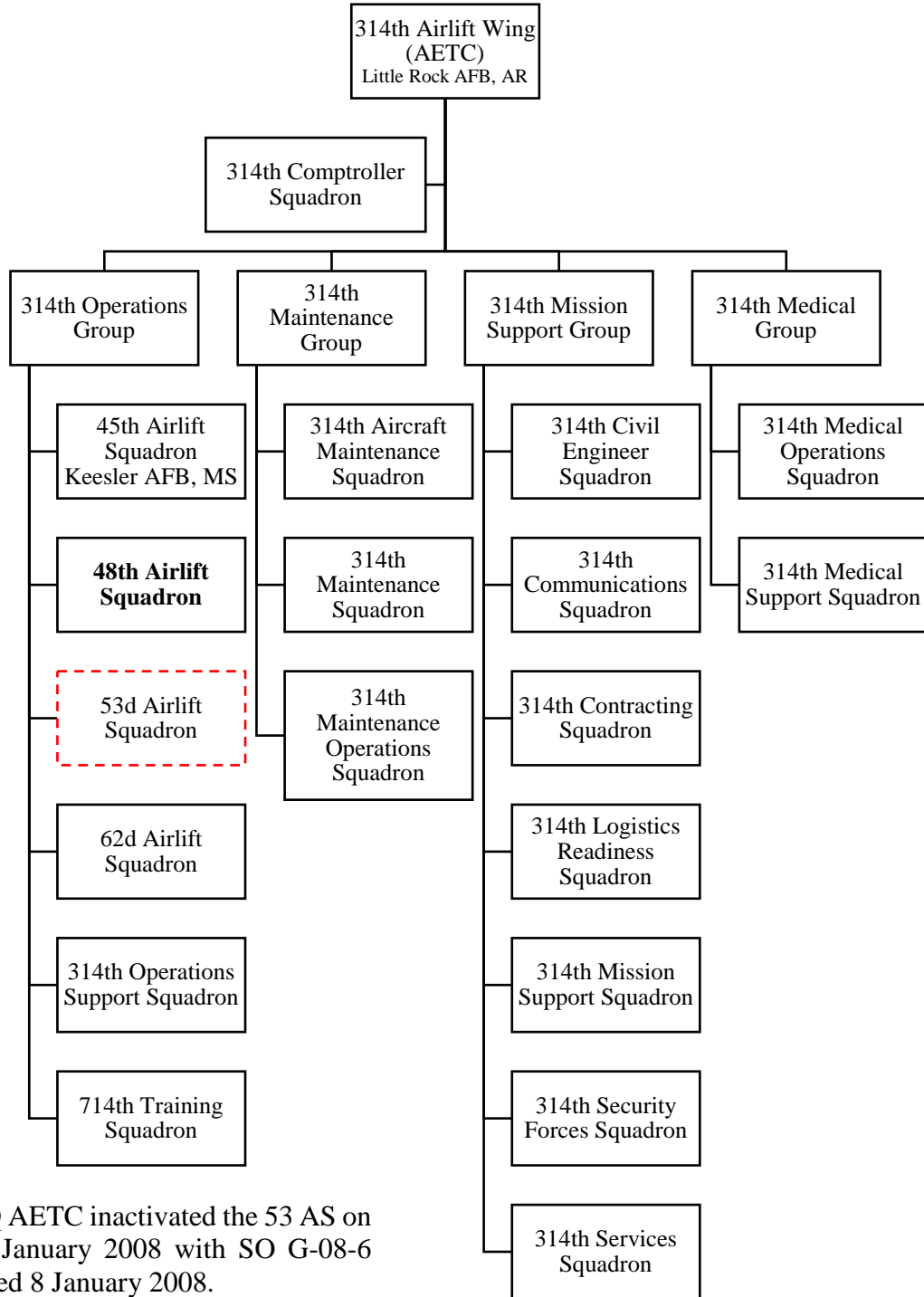
Headquarters Air Education and Training Command (HQ AETC) activated the 48th Airlift Squadron (AS) on 1 December 2003 with Special Order (SO) G-04-2 dated 21 November 2003.

APPENDIX D (Cont.)
Legacy of the 48th Airlift Squadron
Organizational Structure
 As of 5 June 2006



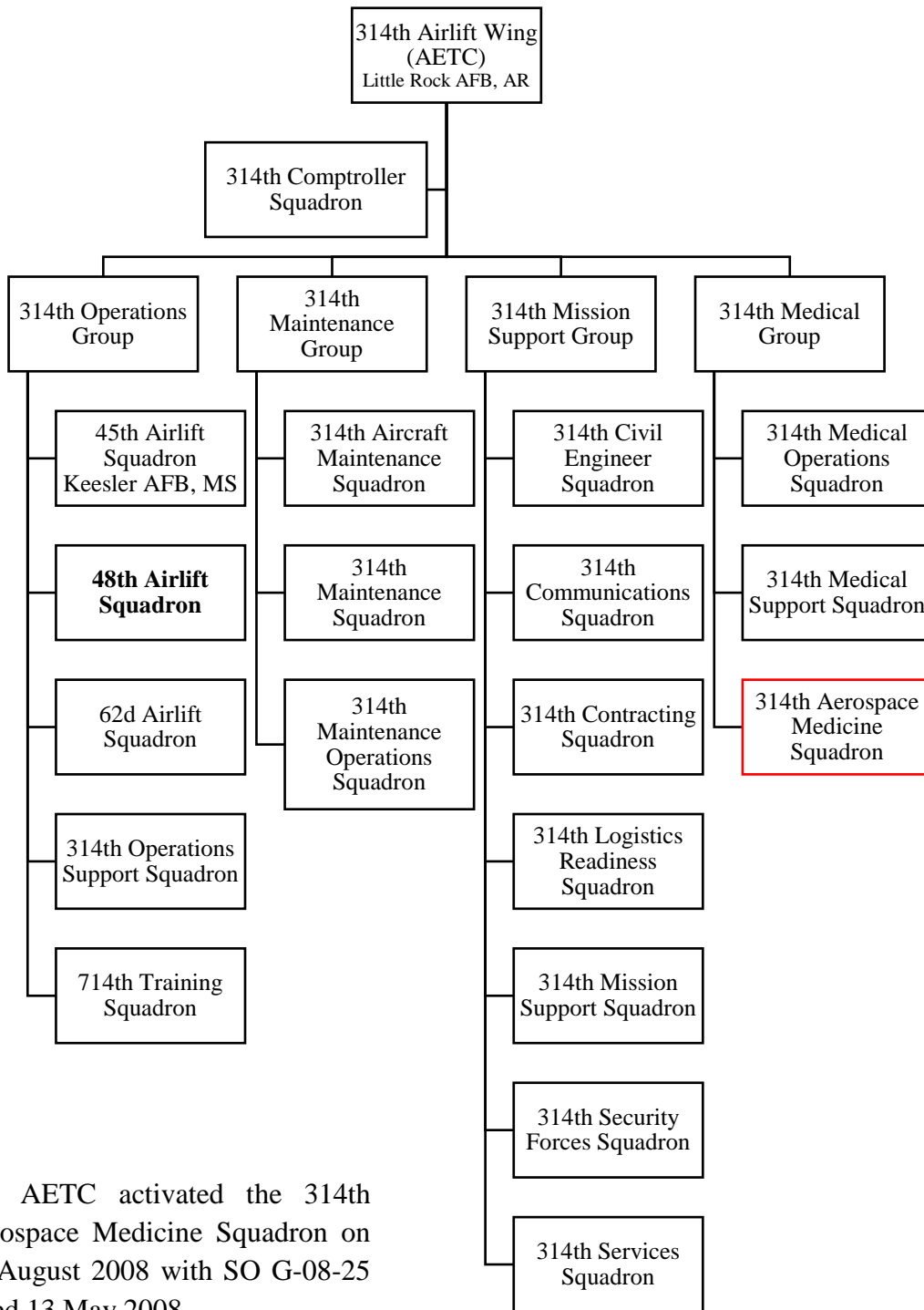
HQ AETC activated the 714th Training Squadron on 5 June 2006 with SO G-06-8 dated 25 May 2006.

APPENDIX D (Cont.) Legacy of the 48th Airlift Squadron Organizational Structure As of 11 January 2008



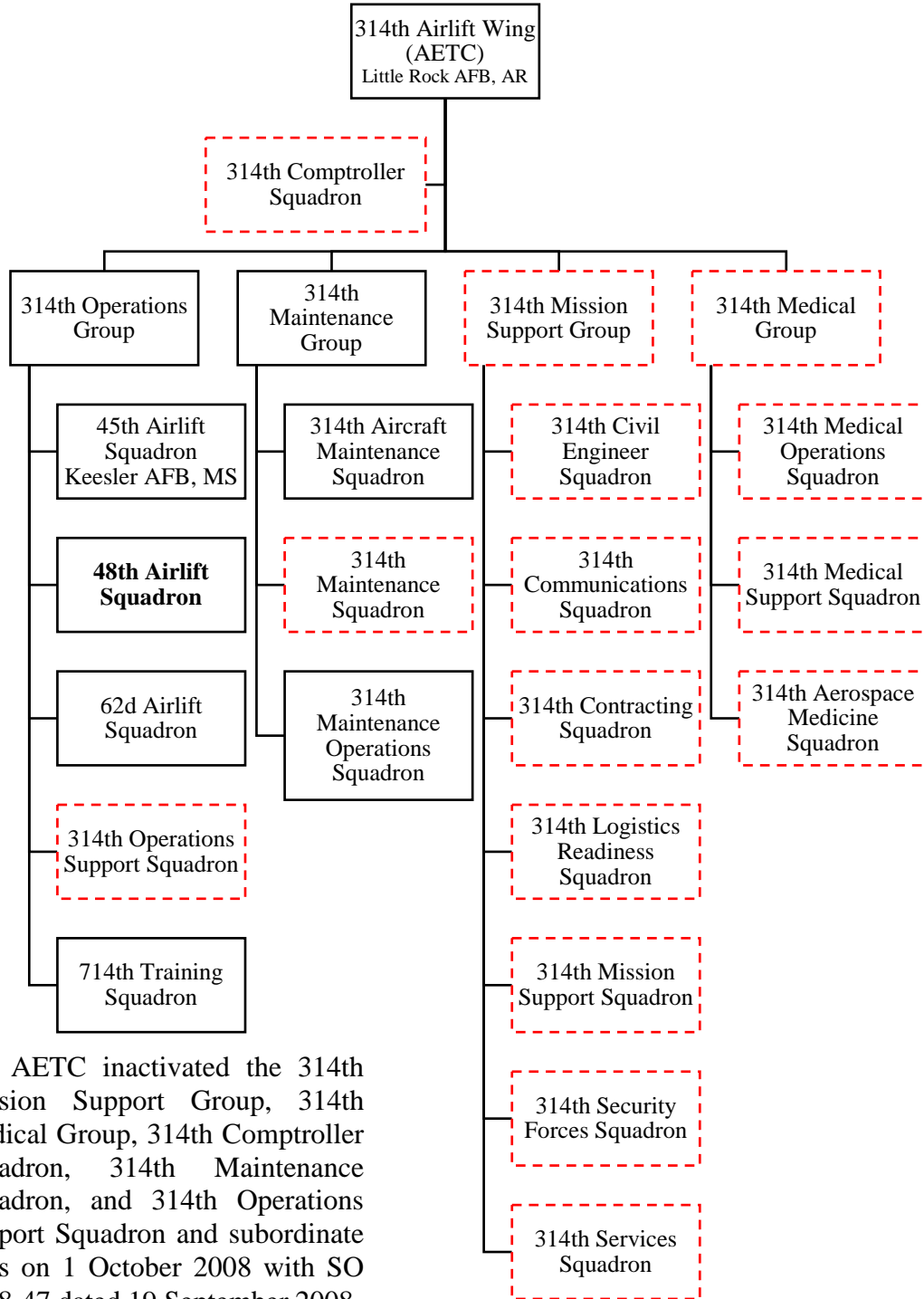
HQ AETC inactivated the 53 AS on 11 January 2008 with SO G-08-6 dated 8 January 2008.

APPENDIX D (Cont.)
Legacy of the 48th Airlift Squadron
Organizational Structure
 As of 27 August 2008



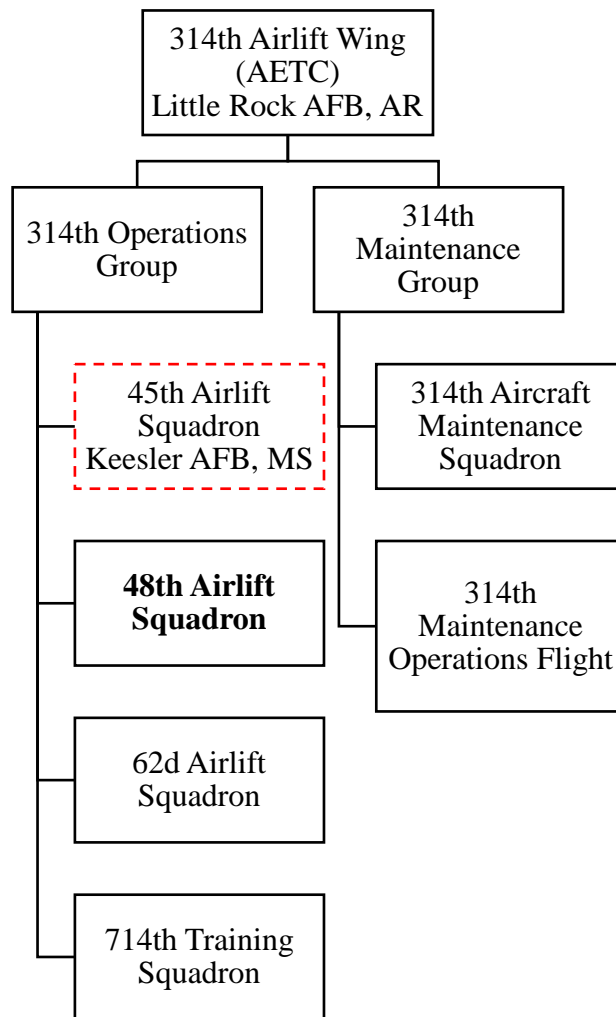
HQ AETC activated the 314th Aerospace Medicine Squadron on 27 August 2008 with SO G-08-25 dated 13 May 2008.

APPENDIX D (Cont.) Legacy of the 48th Airlift Squadron Organizational Structure As of 1 October 2008



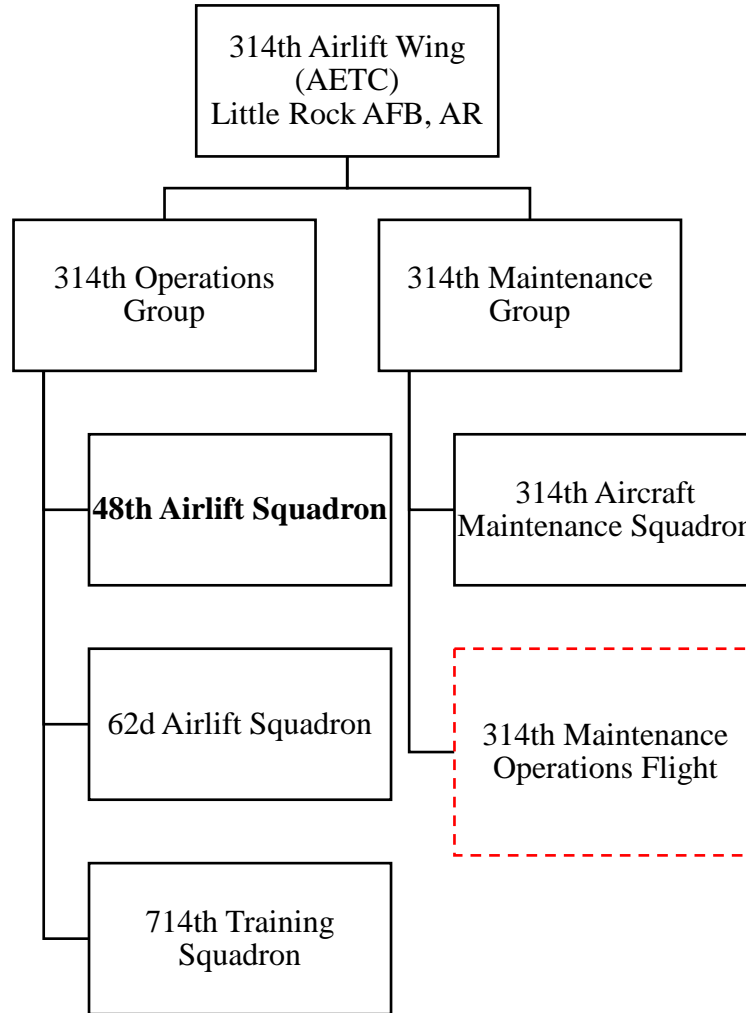
HQ AETC inactivated the 314th Mission Support Group, 314th Medical Group, 314th Comptroller Squadron, 314th Maintenance Squadron, and 314th Operations Support Squadron and subordinate units on 1 October 2008 with SO G-08-47 dated 19 September 2008.

APPENDIX D (Cont.)
Legacy of the 48th Airlift Squadron
Organizational Structure
 As of 15 July 2011



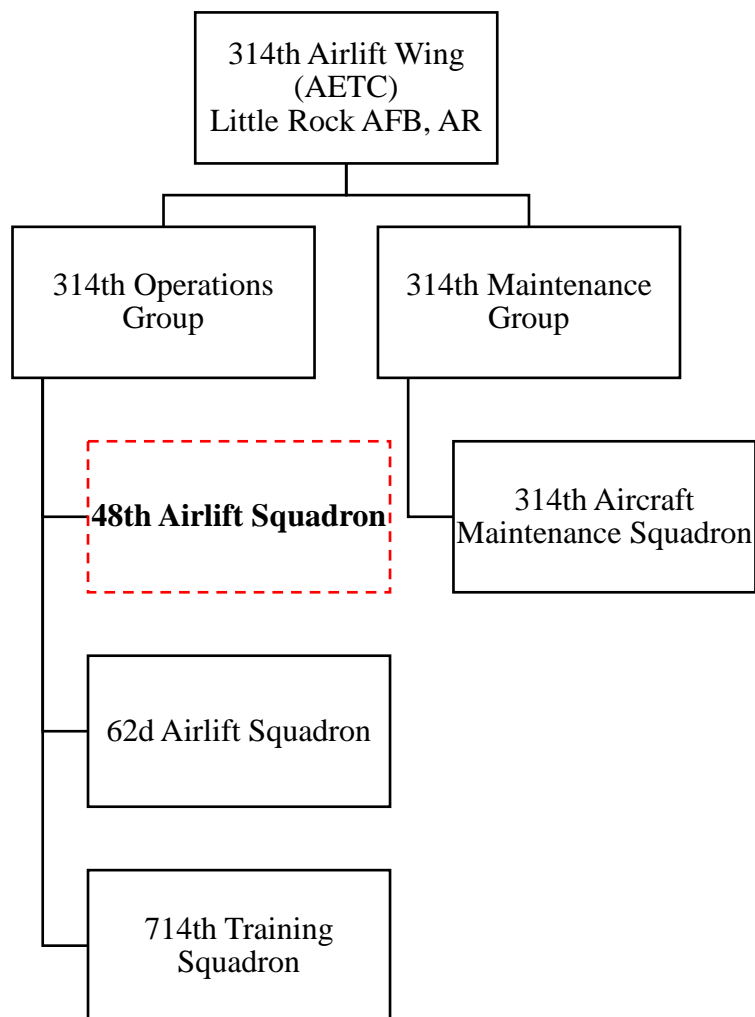
HQ AETC inactivated the 45 AS on 15 July 2011 with SO G-11-22 dated 8 April 2011.

APPENDIX D (Cont.)
Legacy of the 48th Airlift Squadron
Organizational Structure
As of 13 August 2013



HQ AETC redesignated the 314th Maintenance Operations Squadron as a flight on 2 June 2011 with SO G-11-23 dated 13 April 2011 then inactivated the 314th Maintenance Operations Flight on 13 August 2013 with SO G-11-22 dated 8 April 2011.

APPENDIX D (Cont.)
Legacy of the 48th Airlift Squadron
Organizational Structure
As of 4 November 2016



HQ AETC inactivated the 48 AS on 4 November 2016 with SO G-17-3 dated 2 November 2016.

APPENDIX E ³⁰¹
Legacy of the 48th Airlift Squadron
Aircraft Inventory
 1 December 2003 – 4 November 2016

Lockheed C-130J Super Hercules Loaned Aircraft by Tail Number

Tail	Assigned	Departed	Notes
96-5301	30 Jun 2003	Dec 2005	Loaned from 403 WG, Keesler AFB, MS
96-5303	1 Jul 2003	30 Sep 2005	Loaned from 403 WG, Keesler AFB, MS
94-8151	Nov 2005 30 Apr 2015	Dec 2005 30 Sep 2016	Loaned from 403 WG, Keesler AFB, MS
96-8153	Nov 2005	Dec 2005	Loaned from Air Mobility Command
99-1861	Nov 2005	ca. 2008	Loaned from 146 AW, Channel Islands ANGS, CA
01-1461	Nov 2005	ca. 2008	Loaned from 146 AW, Channel Islands ANGS, CA
05-3145	Sep 2010	Sep 2010	Loaned from Air Mobility Command
	17 Dec 2012	5 May 2013	
08-5705	1 Oct 2013 20 Oct 2014	10 Jan 2014 Apr 2015	Loaned from 317 AG, Dyess AFB, TX
05-3147	16 Jan 2014	31 Jan 2014	Loaned from 19 AW, Little Rock AFB, AR
07-4639	31 Jan 2014	25 Sep 2014	Loaned from 19 AW, Little Rock AFB, AR
07-3170	24 Mar 2014	28 Mar 2014	Loaned from 317 AG, Dyess AFB, TX
08-5685	21 Jul 2014	Feb 2015	Loaned from 317 AG, Dyess AFB, TX
06-4634	10 Oct 2014	13 Feb 2015	Loaned from 19 AW, Little Rock AFB, AR
08-5693	6 Feb 2015	29 Apr 2015	Loaned from 317 AG, Dyess AFB, TX
08-5684	3 Mar 2015	15 Jul 2015	Loaned from 317 AG, Dyess AFB, TX
94-8151	29 Apr 2015	30 Sep 2016	Loaned from 403 WG, Keesler AFB, MS
08-5692	14 Jul 2015	13 Oct 2015	Loaned from 317 AG, Dyess AFB, TX
08-5726	14 Oct 2015	3 Mar 2016	Loaned from 317 AG, Dyess AFB, TX
08-5715	Mar 2016 12 Aug 2016	May 2016 N/A	Loaned from 317 AG, Dyess AFB, TX
05-8152	Mar 2016	20 May 2016	Loaned from 403 WG, Keesler AFB, MS
07-4631	May 2016	Jul 2016	Loaned from Air Mobility Command
08-5691	Jun 2016	Jul 2016	Loaned from Air Mobility Command

Note: Aircraft 08-5715 transitioned to the 62d Airlift Squadron (AS) on 30 September 2016 but remained a loaned aircraft from the 317th Airlift Group, Dyess AFB, TX.

APPENDIX E (Cont.)
Legacy of the 48th Airlift Squadron
Aircraft Inventory

1 December 2003 – 4 November 2016

Lockheed C-130J *Super Hercules* Owned Aircraft by Tail Number

Tail	Assigned	Departed	Notes
02-0314	19 Mar 2004	ca. Nov 2011	First C-130J assigned to 314 AW
04-3142	May 2005	23 Jan 2012	Transferred to 86 AW, Ramstein AB, GE
04-3143	Jul 2005	Jan 2006	Transferred to 19 AW, Little Rock AFB, AR
04-3144	Jul 2005	ca. 2011	Exact dates are unavailable due to incomplete data
94-8152	Jan 2006	Sep 2011	Transferred to 403 WG, Keesler AFB, MS
94-8151	ca. 2006	Sep 2011	Transferred to 403 WG, Keesler AFB, MS
05-3147	ca. 2006	ca. 2011	Transferred to 19 AW, Little Rock AFB, AR
05-3145	ca. Sep 2006	ca. 2011	Exact dates are unavailable due to incomplete data
05-3146	ca. Mar 2005	N/A	Delivered from Lockheed-Martin Factory
97-1352*	ca. Sep 2010	N/A	Transferred from 175 WG, Baltimore, MD
98-1355*	ca. Sep 2010	N/A	Transferred from 175 WG, Baltimore, MD
98-1356*	21 Dec 2010	N/A	Transferred from 175 WG, Baltimore, MD
97-1353*	21 Dec 2010	N/A	Transferred from 175 WG, Baltimore, MD
97-1354*	24 Mar 2011	N/A	Transferred from 175 WG, Baltimore, MD
98-1358*	21 Jun 2011	N/A	Transferred from 175 WG, Baltimore, MD
97-1351*	13 Sep 2011	N/A	Transferred from 175 WG, Baltimore, MD
97-1357*	11 Sep 2011	N/A	Transferred from 175 WG, Baltimore, MD
08-8606	23 Jan 2012	19 Sep 2016	Transferred from 86 AW, Ramstein AB, GE
10-5728	20 Aug 2013	N/A	Delivered from Lockheed-Martin Factory
11-5732	29 Oct 2013	N/A	Delivered from Lockheed-Martin Factory
07-4639	19 Sep 2016	N/A	Transferred from 19 AW, Little Rock AFB, AR

Note: Aircraft assigned to the 48 AS as of 30 September 2016 transitioned to the 62 AS.

* Indicate a C-130J30-LM “Stubby” aircraft.

APPENDIX F
Legacy of the 48th Airlift Squadron
Maintenance Indicators
1 December 2003 – 4 November 2016

2003 Lockheed C-130J Super Hercules Maintenance Indicators ³⁰²

Metric	AETC Standard	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg.
SSE Rate	80%										78.8	90.5	95.7	88.3
MSE Rate	95%											N/A		N/A
MC Rate	75%										79.0	74.0	64.2	72.4
TNMCM Rate	22%										13.4	22.1	22.6	19.4
TNMCS Rate	10%										8.8	6.4	19.9	11.7
CANN Rate	9%										0.0	0.0	8.7	2.9
Code-3 Break	12%										6.3	2.3	4.3	4.3
12-Hour Fix	75%										0.0	100.0	50.0	50.0
Abort Rate	12%										6.3	5.0	4.3	5.2
Repeat/Recur Rate	N/A										0.0	0.0	0.0	0.0

2004 Lockheed C-130J Super Hercules Maintenance Indicators ³⁰³

Metric	AETC Standard	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg.
SSE Rate	80%	71.7	97.0	87.2	83.9	95.7	96.7	86.3	94.0	91.9	85.9	89.2	92.9	89.4
MSE Rate	95%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	98.5	97.4	99.5	99.6
MC Rate	75%	58.5	91.1	87.2	72.0	62.8	91.7	90.3	89.9	90.7	75.5	77.4	80.7	80.7
TNMCM Rate	22%	32.6	7.7	7.7	18.2	34.4	8.2	7.4	7.2	6.9	20.9	20.6	18.8	15.9
TNMCS Rate	10%	19.6	1.2	5.1	16.6	28.9	4.9	4.8	3.4	2.8	6.0	6.0	3.7	8.6
CANN Rate	9%	6.0	2.8	0.0	2.6	2.0	3.0	2.0	0.0	1.6	5.7	3.0	1.7	2.5
Code-3 Break	12%	2.0	0.0	4.9	2.6	0.0	1.5	4.1	0.0	6.5	9.5	9.5	10.0	4.2
12-Hour Fix	75%	100.0	N/A	100.0	100.0	N/A	100.0	100.0	N/A	75.0	72.0	76.6	88.9	90.3
Abort Rate	12%	2.0	0.0	0.0	10.7	0.0	1.6	2.1	0.0	6.3	12.1	12.6	8.2	4.6
Repeat/Recur Rate	N/A	0.0	0.0	7.7	0.0	0.0	0.0	2.2	0.0	5.3	2.3	2.6	1.5	1.8

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2005 Lockheed C-130J Super Hercules Maintenance Indicators ³⁰⁴

Metric	AETC Standard	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg.
SSE Rate	85%	97.6	86.1	98.7	100.0	98.8	95.0	96.1	100.0	98.9	100.0	99.3	97.5	97.3
MSE Rate	95%	100.0	77.6	100.0	100.0	100.0	100.0	100.0	100.0	96.3	100.0	98.8	100.0	97.7
MC Rate	75%	87.2	87.8	93.1	91.1	80.6	80.2	96.1	88.8	80.7	95.7	95.6	95.2	89.3
TNMCM Rate	22%	6.2	9.0	6.8	5.5	18.3	18.3	0.7	6.7	10.2	4.3	3.6	4.1	7.8
TNMCS Rate	10%	6.6	9.0	6.8	5.5	18.3	18.3	3.3	7.0	9.9	0.0	0.9	1.6	7.3
CANN Rate	9%	1.8	0.0	2.5	2.4	4.8	2.9	4.5	6.3	6.0	0.0	4.2	1.3	3.1
Code-3 Break	12%	7.1	0.0	1.3	4.9	0.0	3.9	1.5	2.1	3.0	1.2	0.7	1.3	7.1
12-Hour Fix	75%	100.0	N/A	N/A	100.0	N/A	25.0	100.0	100.0	100.0	N/A	100.0	100.0	90.6
Abort Rate	12%	4.8	0.0	1.3	2.9	1.2	5.0	5.7	2.6	1.1	1.2	1.4	2.5	2.5
Repeat/Recur Rate	4%	0.0	0.0	0.0	3.4	0.0	3.6	2.7	0.0	0.0	0.0	1.4	0.0	0.9

2006 Lockheed C-130J Super Hercules Maintenance Indicators ³⁰⁵

Metric	AETC Standard	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg.
SSE Rate	85%	97.8	85.6	87.2	91.0	85.0	75.2	65.4	86.7	88.6	95.5	92.6	91.9	86.9
MSE Rate	95%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	92.4	100.0	100.0	100.0	100.0	99.4
MC Rate	75%	89.8	97.1	89.4	89.7	84.3	78.0	83.1	84.4	87.1	98.7	95.1	89.3	88.8
TNMCM Rate	22%	7.6	1.3	5.6	6.2	8.9	13.0	12.9	14.1	10.9	0.5	2.5	3.0	7.2
TNMCS Rate	10%	4.5	1.6	2.5	4.1	9.5	9.0	7.8	6.4	2.1	0.7	2.4	7.8	4.9
CANN Rate	9%	2.2	1.0	0.0	4.5	9.3	2.5	1.1	3.9	4.5	0.9	0.8	0.9	2.6
Code-3 Break	6%	0.0	4.2	2.4	5.6	6.5	0.8	6.5	3.9	2.2	1.8	3.3	2.7	3.3
12-Hour Fix	75%	N/A	100.0	100.0	100.0	85.7	0.0	83.3	60.0	100.0	100.0	100.0	100.0	84.5
Abort Rate	6%	2.2	4.1	0.8	1.1	4.5	1.7	5.4	5.4	2.2	0.9	4.7	5.2	3.2
Repeat/Recur Rate	4%	2.2	2.8	2.6	2.2	5.7	2.6	0.0	1.3	4.0	0.0	3.0	2.2	2.4

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2007 Lockheed C-130J Super Hercules Maintenance Indicators ³⁰⁶

Metric	AETC Standard	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg.
SSE Rate	85%	92.6	91.0	93.8	90.7	31.1	82.1	89.6	84.1	91.3	89.9	92.8	93.6	85.2
MSE Rate	95%	100.0	100.0	100.0	98.9	99.7	100.0	100.0	100.0	100.0	100.0	100.0	100.0	99.9
MC Rate	80%	80.1	92.3	86.4	91.0	84.8	94.2	89.3	83.9	88.6	86.7	80.3	89.8	87.3
TNMCM Rate	15%	11.5	7.7	11.6	8.2	8.3	5.3	6.8	13.3	5.9	12.5	13.0	8.3	9.4
TNMCS Rate	8%	13.5	2.6	6.8	3.3	7.6	0.5	3.9	10.1	5.5	2.8	11.5	7.0	6.3
CANN Rate	5%	6.8	1.7	1.5	3.4	1.9	0.0	0.8	0.8	0.0	0.9	3.1	0.0	1.7
Code-3 Break	6%	2.6	0.0	5.1	5.4	5.1	6.0	6.8	7.4	2.3	2.8	6.3	3.9	4.5
12-Hour Fix	75%	100.0	100.0	85.7	100.0	75.0	75.0	75.0	88.9	100.0	100.0	83.3	66.7	87.5
Abort Rate	6%	0.9	0.8	3.6	2.6	4.4	5.1	3.4	4.0	2.3	1.2	3.1	3.9	2.9
Repeat/Recur Rate	4%	1.7	1.7	0.0	0.0	1.5	5.1	7.2	7.4	0.0	0.0	1.7	2.9	2.4

2008 Lockheed C-130J Super Hercules Maintenance Indicators ³⁰⁷

Metric	AETC Standard	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg.
SSE Rate	85%	93.2	87.2	81.4	88.2	90.7	91.3	91.7	87.1	92.7	89.2	92.5	90.8	89.7
MSE Rate	95%	100.0	100.0	92.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	95.7	100.0	99.0
MC Rate	80%	97.5	88.8	83.8	87.5	88.7	88.6	91.9	88.9	84.3	91.9	92.9	86.0	89.2
TNMCM Rate	15%	0.6	3.3	11.0	10.0	10.7	5.9	5.4	6.6	6.3	6.6	4.1	11.1	6.8
TNMCS Rate	8%	2.0	8.2	7.6	2.9	1.6	6.4	3.0	6.5	9.9	3.2	3.6	7.2	5.2
CANN Rate	5%	1.3	2.4	5.3	3.0	0.0	1.4	0.9	0.9	9.1	4.3	5.0	6.0	3.3
Code-3 Break	6%	5.1	2.4	9.6	3.0	3.0	0.7	5.2	0.9	5.0	2.2	6.9	7.2	4.3
12-Hour Fix	75%	100.0	50.0	77.8	50.0	75.0	0.0	83.3	0.0	0.0	100.0	85.7	100.0	60.1
Abort Rate	5%	5.1	3.6	6.2	1.8	2.2	4.0	4.3	2.6	1.6	2.1	3.0	1.2	3.1
Repeat/Recur Rate	4%	0.0	10.3	3.8	1.7	5.0	0.0	2.4	0.0	1.6	3.4	2.7	0.0	2.6

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2009 Lockheed C-130J Super Hercules Maintenance Indicators ³⁰⁸

Metric	AETC Standard	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg.
SSE Rate	85%	98.9	91.9	87.2	87.0	84.3	91.0	96.6	95.7	93.4	85.4	91.3	94.1	91.4
MSE Rate	95%	96.1	99.2	100.0	99.7	100.0	99.2	100.0	100.0	100.0	98.9	100.0	100.0	99.4
MC Rate	80%	84.9	81.6	83.2	92.3	82.2	93.2	72.4	91.7	79.4	83.4	87.3	90.9	85.2
TNMCM Rate	15%	13.6	14.3	9.4	5.8	11.2	12.8	25.1	7.7	17.6	10.1	7.5	5.1	11.7
TNMCS Rate	8%	2.7	10.1	8.5	2.3	8.7	4.2	12.6	1.1	4.3	11.5	5.8	4.0	6.3
CANN Rate	5%	0.0	0.0	3.6	0.9	3.0	1.5	4.2	0.9	0.0	3.0	0.9	0.0	1.5
Code-3 Break	6%	5.4	3.4	3.6	2.6	5.0	7.6	6.3	2.7	8.4	2.7	6.2	3.5	4.8
12-Hour Fix	75%	80.0	100.0	100.0	33.3	80.0	60.0	66.7	66.7	50.0	50.0	100.0	71.4	71.5
Abort Rate	6%	3.2	3.4	4.0	4.5	8.4	3.8	5.4	2.6	4.9	8.4	6.9	6.0	5.1
Repeat/Recur Rate	4%	0.0	1.9	0.0	0.0	0.0	8.5	1.7	7.8	4.8	1.5	4.4	2.2	2.7

2010 Lockheed C-130J Super Hercules Maintenance Indicators ³⁰⁹

Metric	AETC Standard	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg.
SSE Rate	85%	95.8	95.7	90.5	98.6	95.0	96.8	95.6	96.1	99.3	96.5	96.0	96.1	96.0
MSE Rate	95%	100.0	99.8	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	99.9
MC Rate	80%	90.9	75.5	90.2	85.8	73.8	85.3	89.5	90.7	90.4	90.5	82.6	89.6	86.2
TNMCM Rate	15%	5.1	20.4	7.7	12.2	16.5	13.7	8.8	6.2	7.9	7.4	13.0	8.4	10.6
TNMCS Rate	8%	4.0	7.6	2.3	4.4	14.9	3.7	4.5	3.0	2.1	2.6	4.9	3.7	4.8
CANN Rate	5%	0.0	0.9	0.7	1.4	2.5	4.6	1.5	0.7	1.4	0.7	2.4	0.0	1.4
Code-3 Break	6%	3.5	10.4	5.7	5.5	2.5	6.0	5.2	7.3	4.8	0.7	4.7	2.4	4.9
12-Hour Fix	75%	75.0	66.7	75.0	87.5	66.7	88.9	71.4	90.9	85.7	100.0	16.7	66.7	74.3
Abort Rate	6%	4.3	6.0	5.6	2.1	1.7	2.6	2.2	3.9	3.4	1.4	3.9	3.8	3.4
Repeat/Recur Rate	4%	4.9	0.0	2.9	6.8	3.6	3.4	2.4	4.9	3.9	1.6	8.3	2.3	3.8

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2011 Lockheed C-130J Super Hercules Maintenance Indicators ³¹⁰

Metric	AETC Standard	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg.
SSE Rate	85%	97.3	92.7	95.4	97.6	93.7	91.8	92.8	94.9	89.4	93.5	94.2	95.6	94.1
MSE Rate	95%	100.0	100.0	99.1	100.0	100.0	100.0	100.0	99.4	100.0	100.0	100.0	100.0	99.9
MC Rate	80%	90.9	88.3	84.1	84.7	80.3	80.3	78.6	80.8	85.1	90.8	88.8	83.7	84.7
TNMCM Rate	15%	6.9	10.3	11.7	11.7	13.3	15.1	16.2	15.2	9.7	7.2	9.7	14.6	11.8
TNMCS Rate	8%	2.2	1.5	5.3	7.8	7.4	6.4	12.2	7.2	7.0	4.6	1.6	1.9	5.4
CANN Rate	5%	0.0	0.0	0.0	0.0	2.6	4.2	2.1	0.6	1.9	2.0	0.6	2.3	1.4
Code-3 Break	6%	1.4	0.7	4.2	4.2	2.6	5.8	3.4	2.3	2.5	4.6	5.8	4.6	3.5
12-Hour Fix	75%	100.0	100.0	66.7	100.0	20.0	45.5	40.0	50.0	25.0	0.0	11.0	0.0	46.5
Abort Rate	6%	1.4	2.7	4.6	1.8	2.6	4.1	3.3	1.1	1.9	5.2	3.8	2.3	2.9
Repeat/Recur Rate	4%	5.7	11.9	3.7	3.3	2.4	3.9	2.0	0.0	2.9	2.8	0.0	0.0	3.2

2012 Lockheed C-130J Super Hercules Maintenance Indicators ³¹¹

Metric	AETC Standard	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg.
SSE Rate	85%	95.5	95.3	94.5	94.1	91.9	93.4	93.3	92.7	88.8	93.8	90.3	89.6	92.8
MSE Rate	95%	100.0	100.0	100.0	100.0	96.1	99.5	100.0	96.5	100.0	100.0	100.0	100.0	99.3
MC Rate	80%	81.0	90.0	81.4	92.0	92.0	90.6	87.8	74.8	88.0	90.8	91.0	91.6	87.6
TNMCM Rate	15%	17.2	6.2	15.9	7.5	7.4	8.4	10.0	17.8	9.4	8.1	8.7	7.9	10.4
TNMCS Rate	8%	6.3	4.8	3.4	1.1	0.6	1.4	2.3	8.7	2.9	1.0	1.3	1.5	2.9
CANN Rate	5%	0.6	2.8	1.0	0.5	0.0	0.0	2.4	4.4	0.6	2.3	0.0	0.9	1.3
Code-3 Break	6%	3.2	5.5	5.0	3.8	7.6	5.0	4.9	8.2	5.6	4.0	9.8	4.6	5.6
12-Hour Fix	75%	0.0	0.0	0.0	100.0	0.0	0.0	50.0	40.0	55.6	28.6	42.9	0.0	26.4
Abort Rate	6%	3.2	4.0	4.9	2.7	5.2	5.3	4.8	2.7	4.3	3.9	4.2	2.7	4.0
Repeat/Recur Rate	4%	0.0	0.0	1.0	5.8	1.0	1.2	2.8	3.9	5.4	5.4	4.2	0.0	2.6

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2013 Lockheed C-130J Super Hercules Maintenance Indicators³¹²

Metric	AETC Standard	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg.
SSE Rate	85%	94.7	91.9	98.3	90.5	98.0	90.7	94.8	97.4	90.2	93.3	93.7	96.2	94.1
MSE Rate	95%	100.0	100.0	100.0	91.9	100.0	100.0	100.0	100.0	99.0	97.3	100.0	100.0	99.0
MC Rate	80%	91.9	92.8	85.9	84.1	89.2	81.4	71.7	81.7	66.2	76.8	87.2	90.3	83.3
TNMCM Rate	15%	7.6	7.2	13.3	11.4	8.3	18.6	26.6	16.3	25.8	16.8	10.3	9.7	14.3
TNMCS Rate	8%	0.6	0.0	2.1	6.2	2.5	0.4	7.9	2.6	12.3	7.1	3.2	3.2	4.0
CANN Rate	5%	0.0	0.6	0.0	1.7	0.5	0.0	2.4	1.6	0.6	0.5	2.8	1.0	1.0
Code-3 Break	6%	5.6	6.0	5.7	5.5	6.0	7.6	7.1	5.9	3.1	4.3	3.5	4.9	5.4
12-Hour Fix	75%	12.5	90.0	40.0	50.0	66.7	66.7	75.0	90.9	100.0	75.0	20.0	100.0	65.6
Abort Rate	6%	2.1	4.7	2.8	4.3	4.0	3.8	5.8	2.7	3.0	4.7	4.7	1.9	3.7
Repeat/Recur Rate	4%	4.8	1.6	1.5	1.4	2.4	3.3	4.2	7.2	3.8	0.0	6.5	2.1	3.2

2014 Lockheed C-130J Super Hercules Maintenance Indicators³¹³

Metric	AETC Standard	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg.
SSE Rate	85%	95.5	95.0	95.0	96.3	93.1	95.7	92.6	93.6	95.1	94.6	97.5	97.1	95.1
MSE Rate	95%	100.0	98.6	99.3	100.0	99.2	96.4	100.0	98.0	100.0	98.8	100.0	100.0	99.2
MC Rate	80%	87.3	85.8	82.5	90.1	86.1	75.9	86.0	82.1	82.2	85.9	87.7	86.2	84.8
TNMCM Rate	15%	12.3	13.0	17.3	8.9	12.5	19.8	12.8	14.6	16.3	12.6	12.2	11.5	13.7
TNMCS Rate	8%	2.7	1.9	2.3	2.5	2.3	7.1	2.7	4.0	2.8	3.3	3.4	5.1	3.3
CANN Rate	5%	3.4	0.5	1.0	1.6	0.4	4.4	0.0	0.5	0.5	0.6	0.7	0.4	1.2
Code-3 Break	6%	6.9	5.4	5.0	4.1	4.1	2.5	4.4	3.3	4.1	1.7	1.4	1.8	3.7
12-Hour Fix	75%	50.0	80.0	80.0	60.0	50.0	70.0	85.7	57.1	44.4	50.0	50.0	80.0	63.1
Abort Rate	6%	3.4	5.9	4.4	2.8	4.1	1.8	3.5	3.2	4.0	1.4	2.8	2.8	3.3
Repeat/Recur Rate	4%	5.5	6.3	5.8	5.5	4.0	6.8	5.2	3.0	0.9	1.8	7.2	2.6	4.6

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2015 Lockheed C-130J Super Hercules Maintenance Indicators ³¹⁴

Metric	AETC Standard	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg.
SSE Rate	90%	97.2	98.9	94.9	97.0	96.6	95.3	95.9	96.8	96.5	97.0	94.3	97.0	96.5
MSE Rate	95%	95.2	100.0	92.3	96.5	99.4	100.0	100.0	100.0	100.0	100.0	100.0	97.3	98.4
MC Rate	80%	88.9	77.5	75.9	79.8	80.4	79.9	78.2	76.9	84.8	79.8	76.3	74.1	79.4
TNMCM Rate	15%	9.0	15.5	18.8	18.9	17.9	17.2	18.1	19.2	13.8	15.1	20.9	19.5	17.0
TNMCS Rate	8%	3.1	7.8	6.5	4.5	5.6	3.6	4.5	5.5	1.6	6.6	4.8	10.9	5.4
CANN Rate	2%	0.8	0.0	0.8	0.8	0.3	0.2	0.0	1.1	0.6	0.3	0.8	0.3	0.5
Code-3 Break	6%	2.5	1.1	2.5	2.3	2.1	2.7	3.2	4.1	0.9	2.0	3.1	0.9	2.3
12-Hour Fix	75%	77.8	66.7	55.6	54.5	100.0	63.6	60.0	66.7	66.7	66.7	87.5	66.7	69.4
Abort Rate	6%	3.0	2.1	3.8	2.5	1.2	3.8	2.6	3.2	2.2	1.6	4.1	1.8	2.7
Repeat/Recur Rate	4%	3.3	3.0	4.9	2.1	2.0	5.4	4.4	1.0	3.8	0.0	2.7	3.0	3.0

2016 Lockheed C-130J Super Hercules Maintenance Indicators ³¹⁵

Metric	AETC Standard	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg.
SSE Rate	92%	98.3	96.7	97.1	93.7	98.4	97.6	96.2	93.0	94.4	C-130J operations transferred to the 62d Airlift Squadron effective 30 September 2016.			96.2
MSE Rate	95%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0				100.0
MC Rate	80%	66.5	72.5	78.0	74.9	77.1	71.6	78.1	69.1	81.6				74.4
TNMCM Rate	15%	24.5	24.0	19.6	20.1	19.3	22.0	18.8	24.5	15.3				20.9
TNMCS Rate	8%	17.0	9.8	4.7	5.3	7.8	9.6	6.3	7.5	3.7				8.0
CANN Rate	2%	3.1	1.0	0.0	1.4	0.5	1.1	0.7	0.3	0.0				0.9
Code-3 Break	6%	2.4	1.5	2.2	1.4	1.9	2.7	2.4	4.8	3.0				2.5
12-Hour Fix	75%	42.9	50.0	55.6	40.0	71.4	50.0	71.4	53.3	66.7				55.7
Abort Rate	6%	1.7	1.9	1.7	1.4	1.1	1.6	1.4	4.4	3.0				2.0
Repeat/Recur Rate	4%	1.6	3.6	3.0	2.0	1.6	6.6	5.7	5.5	1.3				3.4

APPENDIX F (Cont.)
Legacy of the 48th Airlift Squadron
Maintenance Indicators
1 December 2003 – 4 November 2016

SSE Rate: Sortie Schedule Effectiveness Rate – The rate of efficiency in executing the sortie schedule or scheduled lines. Each scheduled line represents a mission, which may have multiple sorties.

MSE Rate: Maintenance Schedule Effectiveness Rate – The rate of efficiency in executing the maintenance schedule, such as inspections, washings, paintings, etc.

MC Rate: Mission Capable Rate – Percentage of aircraft at least partially mission capable.

TNMCM Rate: Total Non-Mission Capable for Maintenance Rate – Includes aircraft that are NMC for maintenance reasons, regardless of supply capability.

TNMCS Rate: Total Non-Mission Capable for Supply Rate – Includes aircraft that are NMC for supply reasons, regardless of maintenance capability.

CANN Rate: Cannibalization Rate – A percentage showing the number of aircraft-to-aircraft or engine-to-aircraft cannibalization actions per 100 sorties flown.

Code-3 Break Rate: The percentage of aircraft that land in NMC status.

12-Hour Fix Rate: The percentage of broken aircraft (landing status code three) that are returned to flyable status within 12 hours. Up is good.

Abort Rate: The percentage of missions aborted (ground and air aborts).

Repeat/Recur Rate: Percentage of missions not completed that had to be re-flown.

APPENDIX G
Legacy of the 48th Airlift Squadron
Student Production

1 December 2003 – 4 November 2016

Early Year J-model Graduation Numbers (FY04 – FY06) ³¹⁶

Fiscal Year (FY)	Pilots Graduated	Loadmasters Graduated
2004	31	11
2005	72	34
2006	110	45

Note: Until 2007, in part due to the infancy of the J-model training program, the 48th Airlift Squadron (AS) and the 714th Training Squadron tracked student production numbers without the benefit of a detailed tracking system like that of the E-model registrar. The 314th Operations Support Squadron provided basic metrics as available. With the changing curriculum and instructors spending a significant portion of their time as students themselves, more detailed graduation numbers were not kept.

APPENDIX G (Cont.)
Legacy of the 48th Airlift Squadron
Student Production

1 December 2003 – 4 November 2016

FY07 Lockheed C-130J *Super Hercules* Student Graduates ³¹⁷

Position	Courses	Graduated	Wash Back	Eliminated
Pilot	4	179	0	0
Loadmaster	3	95	0	1
Instructor Pilot	1	8	0	0
Instructor Loadmaster	1	6	0	0
Senior Officer Pilot	1	11	0	0
Total	10	299	0	1

FY08 Lockheed C-130J *Super Hercules* Student Graduates ³¹⁸

Position	Courses	Graduated	Wash Back	Eliminated
Pilot	4	198	0	0
Loadmaster	3	98	0	0
Instructor Pilot	1	12	0	0
Instructor Loadmaster	1	9	0	0
Senior Officer Pilot	1	4	0	0
Total	10	321	0	0

APPENDIX G (Cont.)
Legacy of the 48th Airlift Squadron
Student Production

1 December 2003 – 4 November 2016

FY09 Lockheed C-130J *Super Hercules* Student Graduates ³¹⁹

Position	Courses	Graduated	Wash Back	Eliminated
Pilot	4	159	0	0
Loadmaster	3	115	1	0
Instructor Pilot	1	21	2	0
Instructor Loadmaster	1	18	0	0
Senior Officer Pilot	1	9	0	0
Total	10	322	3	0

FY10 Lockheed C-130J *Super Hercules* Student Graduates ³²⁰

Position	Courses	Graduated	Wash Back	Eliminated
Pilot	5	324	0	0
Loadmaster	4	153	1	0
Instructor Pilot	1	34	0	0
Instructor Loadmaster	1	24	0	0
Senior Officer Pilot	1	3	0	0
Total	12	538	1	0

Note: The increase in J-model graduates in FY10 is partly due to a tracking anomaly. The Pilot Initial Qualification Course (PIQ3) and Loadmaster Initial Qualification Course (LIQ3) courses previously included both initial and mission qualification. The Formal Training Unit (FTU) divided the courses into separate initial and mission courses. Beginning in FY10, pilots previously going through the PIQ3 course began going through the Initial Qualification (PIQ1) and Mission Qualification (PIQ5) separately. Since the change, the program registrar counted students as graduates from the PIQ1 course and again as graduates from the PIQ5 course.

APPENDIX G (Cont.)
Legacy of the 48th Airlift Squadron
Student Production

1 December 2003 – 4 November 2016

FY11 Lockheed C-130J *Super Hercules* Student Graduates ³²¹

Position	Courses	Graduated	Wash Back	Eliminated
Pilot	5	192	0	0
Loadmaster	4	134	1	0
Instructor Pilot	1	31	0	0
Instructor Loadmaster	1	36	0	0
Senior Officer Pilot	1	11	0	0
Total	12	404	1	0

FY12 Lockheed C-130J *Super Hercules* Student Graduates ³²²

Position	Courses	Graduated	Wash Back	Eliminated
Pilot	6	211	2	0
Loadmaster	3	141	6	1
Instructor Pilot	3	44	0	0
Instructor Loadmaster	1	30	0	0
Senior Officer Pilot	1	6	0	0
Total	14	432	8	1

APPENDIX G (Cont.)
Legacy of the 48th Airlift Squadron
Student Production

1 December 2003 – 4 November 2016

FY13 Lockheed C-130J *Super Hercules* Student Graduates ³²³

Position	Courses	Graduated	Wash Back	Eliminated
Pilot	6	282	0	1
Loadmaster	3	203	4	2
Instructor Pilot	3	58	0	0
Instructor Loadmaster	1	45	0	0
Senior Officer Pilot	1	7	0	0
Total	14	595	4	3

FY14 Lockheed C-130J *Super Hercules* Student Graduates ³²⁴

Position	Courses	Graduated	Wash Back	Eliminated
Pilot	6	305	1	0
Loadmaster	4	258	4	1
Instructor Pilot	3	59	0	0
Instructor Loadmaster	1	43	0	0
Senior Officer Pilot	1	8	0	0
Total	15	673	5	1

APPENDIX G (Cont.)
Legacy of the 48th Airlift Squadron
Student Production

1 December 2003 – 4 November 2016

FY15 Lockheed C-130J *Super Hercules* Student Graduates ³²⁵

Position	Courses	Graduated	Wash Back	Eliminated
Pilot	12	216	4	0
Loadmaster	6	187	5	0
Instructor Pilot	4	52	0	0
Instructor Loadmaster	2	44	0	0
Senior Officer Pilot	1	12	0	0
Total	25	511	9	0

FY16 Lockheed C-130J *Super Hercules* Student Graduates ³²⁶

Position	Courses	Graduated	Wash Back	Eliminated
Pilot	12	306	3	0
Loadmaster	6	143	4	2
Instructor Pilot	4	59	0	0
Instructor Loadmaster	2	50	0	0
Senior Officer Pilot	1	6	0	0
Total	25	564	7	2

Note: Lockheed C-130J *Super Hercules* FTU functions shifted to the 62 AS effective 30 September 2016 in preparation for the inactivation of the 48 AS which occurred on 4 November 2016.

APPENDIX G (Cont.)
Legacy of the 48th Airlift Squadron
Student Production
 1 December 2003 – 4 November 2016

Lockheed C-130J *Super Hercules* International Student Graduates ³²⁷

Year	Pilot	Loadmaster	Maintenance
2004	0	0	0
2005	0	0	0
2006	0	0	0
2007	5	1	N/A
2008	16	0	N/A
2009		106	
2010		127	
2011		128	
2012		46	N/A
2013		31	N/A
2014		19	N/A
2015		17	N/A
2016		14	N/A

Note: International student metrics are recorded on the calendar year schedule and are also included in the fiscal year metrics in the tables above.

APPENDIX H
Legacy of the 48th Airlift Squadron
Course List

1 December 2003 – 4 November 2016

Lockheed C-130J *Super Hercules* Course List as of May 2004 ³²⁸

Course	Description
Pilot Initial Qualification	Authored, Large Group Try-Out (LGTO) complete
Pilot Instructor	Authored, LGTO complete
Pilot Senior Officer – Short	Authored, LGTO complete
Pilot Senior Officer – Long	Authored, LGTO complete
Loadmaster Initial Qualification	Authored, LGTO complete
Loadmaster Instructor	Authored, LGTO complete
Pilot Mission Qualification	Authored, Small Group Try-Out (SGTO) complete
Loadmaster Mission Qualification	Authored, SGTO complete
Conversion, Single-ship Tac	In development (314 OG)
Conversion, Formation Tac	In development (314 OG)
Conversion, Mission	In development (314 OG)
NVG Assault	In development (314 OG)
Cat II ILS	In development (314 OG)
Transition/Requalification	Not on Contract

Note: Lockheed Martin conducted initial pilot training for Air Force Reserve and Air National Guard units that operated the Lockheed C-130J *Super Hercules* prior to the activation of the 48th Airlift Squadron (AS) and decision to task it to grow into a C-130J Formal Training Unit (FTU). Upon receiving the their first two aircraft on loan from the 403d Wing, stationed at Keesler Air Force Base (AFB), Mississippi the initial cadre, assigned to the 45 AS at the time, began familiarizing themselves with the aircraft and drafting FTU curriculum. Following the FTU move from Keesler AFB to Little Rock AFB, Arkansas courses began the official process of being accredited and used to train the future instructor pilots and loadmasters.

APPENDIX H (Cont.)
Legacy of the 48th Airlift Squadron
Course List

1 December 2003 – 4 November 2016

Lockheed C-130J *Super Hercules* Course List as of January 2005 ³²⁹

Course	Description
C130JLIN3LP	C-130J Loadmaster Instructor Qualification
C130JLIQ1LP	C-130J Loadmaster Initial Qualification
C130JLMQ3LP	C-130J Loadmaster Initial & Mission Qualification
C130JLMQ5LP	C-130J Loadmaster Mission Qualification
C130JLXA3LP	C-130J Loadmaster Transition Long
C130JLXB3LP	C-130J Loadmaster Transition Short
C130JPIN3LP	C-130J Pilot Instructor Qualification
C130JPIQ1LP	C-130J Pilot Initial Qualification
C130JPIQ3LP	C-130J Pilot Initial and Formation Qualification
C130JPIQ5LP	C-130J Pilot Formation Qualification
C130JPXA1LP	C-130J Pilot Transition Long (Qualification)
C130JPXA3LP	C-130J Pilot Transition Long (Qualification and Mission)
C130JPXA5LP	C-130J Pilot Transition Long (Mission)
C130JPXB1LP	C-130J Pilot Transition Medium (Qualification)
C130JPXB3LP	C-130J Pilot Transition Medium (Qualification and Formation)
C130JPXB5LP	C-130J Pilot Transition Medium (Formation)
C130JPXC1LP	C-130J Pilot Transition Short (Qualification)
C130JPXC3LP	C-130J Pilot Transition Short (Qualification and Mission Re-Qualification)
C130JPXC5LP	C-130J Pilot Transition Short (Formation)
C130JSOP1LP	C-130J Senior Officer Course Initial Qual (Restricted)

Note: In 2005, the FTU offered a total of 20 courses for the C-130J. Lockheed handled the academics and the 48 AS provided the flying training. With the C-130J curriculum being developed in full view of the Mobility Pilot Development philosophy, the courses did not have to be tailored to address prior copilots trained under an older system. As such, there was no need to provide duplicate courses as seen in the E-model. The J-model featured 14 courses as opposed to 35 in the E-model. As the C-130J crew did not include a navigator or flight engineer, this further decreased the number of courses required to provide adequate formal training. Of the 20 courses, there were 14 for pilots and six for loadmasters, including instructor courses.

APPENDIX H (Cont.)
Legacy of the 48th Airlift Squadron
Course List

1 December 2003 – 4 November 2016

Lockheed C-130J *Super Hercules* Course List as of October 2014 ³³⁰

Course	Description
C130JPIQ1	C-130J Pilot Initial Qualification
C130JPIQ5	C-130J Pilot Initial Mission Qualification
C130JPNQ1	C-130J Pilot Non-MAF Initial Qualification
C130JPNQ5	C-130J Pilot Non-MAF Initial Mission Qualification
C130JPXA1	C-130J Pilot Transition Long Qualification
C130JPXA5	C-130J Pilot Transition Long Mission Qualification
C130JPXB1	C-130J Pilot Transition Short Qualification
C130JPXB5	C-130J Pilot Transition Short Mission Qualification
C130JPNB1	C-130J Pilot Transition Non-MAF Short Qualification
C130JPNB5	C-130J Pilot Transition Non-MAF Mission Qualification
C130JPXC1	C-130J Pilot Requalification Qualification
C130JPXC5	C-130J Pilot Requalification Mission Qualification
C130JPIN1LP	C-130J Pilot Instructor Course Basic Qualification
C130JPIN1ALP	C-130J Pilot Instructor Course Tactical Airland
C130JPIN2LP	C-130J Pilot Instructor Course Single-Ship Airdrop
C130JPIN3LP	C-130J Pilot Instructor Course Formation Airdrop
C130JSOP1LP	C-130J Senior Officer Course
C130JLIQ1LP	C-130J Loadmaster Initial Qualification
C130JLIQ3LP	C-130J LIQ3Q Loadmaster Initial Qualification
C130JLIQ3LP	C-130J LIQ3M Loadmaster Initial Flight and Mission Qualification
C130JLIQ5LP	C-130J Loadmaster Initial Mission Qualification
C130JLXA3LP	C-130J Loadmaster Transition Long Qualification and Mission
C130JLXB3LP	C-130J Loadmaster Transition Short Qualification & Mission
C130JLIN1LP	C-130J Loadmaster Instructor Basic Qualification
C130JLIN3LP	C-130J Loadmaster Instructor Mission Qualification

APPENDIX H (Cont.)
Legacy of the 48th Airlift Squadron
Course List

1 December 2003 – 4 November 2016

Lockheed C-130J *Super Hercules* Course List as of October 2015 ³³¹

Course	Description
C130JPIQ1	C-130J Pilot Initial Qualification
C130JPIQ5	C-130J Pilot Initial Mission Qualification
C130JPNQ1	C-130J Pilot Non-MAF Initial Qualification
C130JPNQ5	C-130J Pilot Non-MAF Initial Mission Qualification
C130JPXA1	C-130J Pilot Transition Long Qualification
C130JPXA5	C-130J Pilot Transition Long Mission Qualification
C130JPXB1	C-130J Pilot Transition Short Qualification
C130JPXB5	C-130J Pilot Transition Short Mission Qualification
C130JPNB1	C-130J Pilot Transition Non-MAF Short Qualification
C130JPNB5	C-130J Pilot Transition Non-MAF Mission Qualification
C130JPXC1	C-130J Pilot Requalification Qualification
C130JPXC5	C-130J Pilot Requalification Mission Qualification
C130JPIN1LP	C-130J Pilot Instructor Course Basic Qualification
C130JPIN1ALP	C-130J Pilot Instructor Course Tactical Airland
C130JPIN2LP	C-130J Pilot Instructor Course Single-Ship Airdrop
C130JPIN3LP	C-130J Pilot Instructor Course Formation Airdrop
C130JSOP1LP	C-130J Senior Officer Course
C130JLIQ1LP	C-130J Loadmaster Initial Qualification
C130JLIQ3LP	C-130J LIQ3Q Loadmaster Initial Qualification
C130JLIQ3LP	C-130J LIQ3M Loadmaster Initial Flight and Mission Qualification
C130JLIQ5LP	C-130J Loadmaster Initial Mission Qualification
C130JLXA3LP	C-130J Loadmaster Transition Long Qualification and Mission
C130JLXB3LP	C-130J Loadmaster Transition Short Qualification & Mission
C130JLIN3LP	C-130J Loadmaster Instructor Mission Qualification
C130JSOP2	C-130J Senior Officer Initial & Mission Qualification Course (Restricted)

Note: The 714th Training Squadron discontinued the Loadmaster Instructor Basic Qualification Course (C130JLIN1LP) and began to offer the Senior Officer Initial & Mission Qualification Course (Restricted) (C130JSOP2) effective fiscal year 2015.

APPENDIX I
Legacy of the 48th Airlift Squadron
Aircraft Utilization

1 December 2003 – 4 November 2016

2003 Lockheed C-130J *Super Hercules* Aircraft Utilization ³³²

Metric	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Flying Hours					N/A					79.4	125.2	117.6	322.2
Sorties													
Sorties Scheduled					N/A					33	43	46	122
Sorties Flown					N/A					32	39	45	116
Aborts													
Air					N/A					2	1	0	3
Ground					N/A					0	1	2	3
Actual Utilization Rate					N/A						N/A		N/A

Note: J-model Aircraft Utilization not tracked until fiscal year 2004. Hourly Aircraft Utilization rates unavailable due to incomplete data.

APPENDIX I (Cont.)
Legacy of the 48th Airlift Squadron
Aircraft Utilization

1 December 2003 – 4 November 2016

2004 Lockheed C-130J Super Hercules Aircraft Utilization ³³³													
Metric	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Flying Hours	109.0	95.7	106.5	112.9	123.6	145.9	123.7	161.3	188.2	153.0	164.0	199.8	1,683.6
Sorties													
Sorties Scheduled	55	34	44	33	49	60	53	52	64	51	61	47	603
Sorties Flown	49	32	34	26	48	60	48	51	62	49	42	51	552
Aborts													
Air	0	0	0	1	0	0	1	0	3	2	0	4	11
Ground	1	0	0	2	0	1	0	0	1	0	0	1	6
Actual Utilization Rate	N/A		106.5	112.9	123.6	150.8	127.8	161.3	188.2	153.0	164.0	199.8	N/A

Note: January and February 2004 Hourly Aircraft Utilization rates unavailable due to incomplete data.

APPENDIX I (Cont.)
Legacy of the 48th Airlift Squadron
Aircraft Utilization

1 December 2003 – 4 November 2016

2005 Lockheed C-130J Super Hercules Aircraft Utilization ³³⁴

Metric	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Flying Hours	154.8	116.6	246.8	223.1	217.4	281.5	209.3	305.8	258.8	191.2	296.9	218.7	2,720.9
Sorties													
Sorties Scheduled	48	36	76	69	84	99	51	79	90	83	114	81	940
Sorties Flown	56	42	80	82	84	103	67	95	100	83	144	80	1,016
Aborts													
Air	1	0	1	2	0	2	1	2	1	1	1	1	13
Ground	1	0	0	0	1	3	2	0	0	0	1	1	9
Actual Utilization Rate	51.6	58.3	112.2	69.7	47.3	54.1	53.7	63.7	52.8	34.1	43.0	39.1	56.6

2006 Lockheed C-130J Super Hercules Aircraft Utilization ³³⁵

Metric	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Flying Hours	264.6	289.1	428.6	281.5	275.9	313.0	300.3	398.9	269.7	305.0	315.9	347.6	3,790.1
Sorties													
Sorties Scheduled	89	90	125	89	109	117	107	130	89	117	122	111	1,295
Sorties Flown	89	96	124	89	107	118	92	128	89	113	123	111	1,279
Aborts													
Air	0	2	0	1	0	0	4	5	1	1	1	2	17
Ground	2	2	1	0	5	2	1	2	1	0	5	4	25
Actual Utilization Rate	48.1	57.8	87.5	56.3	57.5	62.6	60.1	66.5	42.1	53.5	52.7	51.1	58.0

APPENDIX I (Cont.)
Legacy of the 48th Airlift Squadron
Aircraft Utilization

1 December 2003 – 4 November 2016

2007 Lockheed C-130J Super Hercules Aircraft Utilization ³³⁶

Metric	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Flying Hours	347.3	347.6	425.6	414.3	385.6	363.5	314.5	354.5	93.0	294.2	273.0	194.4	3,807.5
Sorties													
Sorties Scheduled	124	129	148	158	167	140	126	133	93	99	97	81	1,495
Sorties Flown	117	117	137	149	156	133	118	122	86	83	96	76	1,390
Aborts													
Air	1	0	2	2	5	4	4	2	0	0	2	2	24
Ground	0	1	3	2	2	3	0	3	2	1	1	1	19
Actual Utilization Rate	56.2	54.1	67.6	66.6	66.0	57.7	54.2	56.3	36.7	46.7	43.3	30.9	53.0

2008 Lockheed C-130J Super Hercules Aircraft Utilization ³³⁷

Metric	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Flying Hours	190.8	229.5	244.4	367.1	340.3	382.7	334.3	308.7	312.7	253.8	277.3	230.2	3,471.8
Sorties													
Sorties Scheduled	88	92	112	124	105	128	121	120	135	95	106	107	1,333
Sorties Flown	78	82	94	113	92	121	115	114	121	93	100	83	1,206
Aborts													
Air	3	1	3	1	2	1	3	0	1	0	2	1	18
Ground	1	2	3	1	0	4	2	3	1	2	1	0	20
Actual Utilization Rate	31.3	36.4	44.4	62.2	55.8	60.7	53.1	49.0	53.9	53.2	43.5	32.9	48.0

APPENDIX I (Cont.)
Legacy of the 48th Airlift Squadron
Aircraft Utilization

1 December 2003 – 4 November 2016

2009 Lockheed C-130J Super Hercules Aircraft Utilization ³³⁸

Metric	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Flying Hours	237.6	242.3	278.9	304.4	273.7	383.8	340.9	329.8	313.0	231.9	290.2	316.4	3,542.9
Sorties													
Sorties Scheduled	104	92	129	118	106	135	152	117	124	124	115	121	1,437
Sorties Flown	92	87	122	109	100	131	144	113	119	99	111	113	1,340
Aborts													
Air	2	2	3	3	2	3	5	0	3	1	3	3	30
Ground	1	1	2	2	7	2	3	3	3	8	5	4	41
Actual Utilization Rate	34.5	35.8	41.4	49.5	38.7	54.8	48.7	47.2	49.9	39.3	41.5	45.6	43.9

2010 Lockheed C-130J Super Hercules Aircraft Utilization ³³⁹

Metric	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Flying Hours	290.9	316.6	397.3	379.0	277.8	388.1	347.6	357.5	389.7	354.5	320.4	342.6	4,162
Sorties													
Sorties Scheduled	131	132	153	146	125	154	140	152	143	149	133	127	1,685
Sorties Flown	114	115	141	146	119	151	134	151	146	137	127	127	1,608
Aborts													
Air	2	6	5	3	0	4	1	5	5	1	5	2	39
Ground	3	1	3	0	2	0	2	1	0	1	0	3	16
Actual Utilization Rate	41.6	48.4	60.7	63.4	55.2	60.6	49.7	50.4	56.0	50.9	46.0	48.9	52.7

APPENDIX I (Cont.)
Legacy of the 48th Airlift Squadron
Aircraft Utilization

1 December 2003 – 4 November 2016

2011 Lockheed C-130J Super Hercules Aircraft Utilization ³⁴⁰

Metric	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Flying Hours	393.9	395.5	552.1	419.4	495.5	491.8	374.0	424.8	404.6	384.5	406.6	321.5	5,064.2
Sorties													
Sorties Scheduled	157	177	225	183	199	200	152	180	161	155	157	137	2,083
Sorties Flown	147	145	216	165	189	191	146	176	161	151	155	130	1,972
Aborts													
Air	2	0	7	1	2	2	1	1	2	5	5	2	30
Ground	0	4	3	2	3	6	4	1	1	3	1	1	29
Actual Utilization Rate	49.2	43.9	60.4	44.4	50.2	51.7	38.9	48.2	41.9	40.2	45.5	37.3	46.0

2012 Lockheed C-130J Super Hercules Aircraft Utilization ³⁴¹

Metric	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Flying Hours	422.4	414.9	544.2	547.4	515.8	508.8	458.1	504.2	473.7	507.9	399.8	290.1	5,083.1
Sorties													
Sorties Scheduled	162	162	214	184	173	181	164	196	168	180	155	121	2,060
Sorties Flown	154	145	199	185	170	181	164	183	160	176	143	108	1,968
Aborts													
Air	2	0	6	2	6	4	7	1	3	3	5	0	39
Ground	3	6	4	3	3	6	1	4	4	4	1	3	42
Actual Utilization Rate	46.9	46.7	61.1	62.0	60.6	56.6	50.9	62.4	58.3	61.5	50.4	31.5	54.1

APPENDIX I (Cont.)
Legacy of the 48th Airlift Squadron
Aircraft Utilization

1 December 2003 – 4 November 2016

2013 Lockheed C-130J Super Hercules Aircraft Utilization ³⁴²

Metric	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Flying Hours	411.3	424.4	489.0	493.3	527.8	477.8	473.4	553.6	523.2	527.9	424.9	320.1	5,646.7
Sorties													
Sorties Scheduled	176	189	183	194	202	162	174	192	173	196	153	120	2,114
Sorties Flown	143	166	176	181	200	157	168	187	160	184	144	102	1,968
Aborts													
Air	2	5	3	5	8	6	7	5	1	3	1	1	47
Ground	1	3	2	3	0	0	3	0	4	6	6	1	29
Actual Utilization Rate	45.7	53.1	61.5	56.0	60.3	49.5	48.3	59.7	52.3	46.2	35.4	24.6	49.4

2014 Lockheed C-130J Super Hercules Aircraft Utilization ³⁴³

Metric	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Flying Hours	527.7	524.7	559.2	629.2	582.0	623.4	530.0	594.9	607.5	559.0	419.7	439.0	6,596.3
Sorties													
Sorties Scheduled	185	191	230	251	231	233	200	219	225	354	285	281	2,885
Sorties Flown	174	184	200	244	239	225	193	213	222	358	283	277	2,812
Aborts													
Air	2	8	3	2	6	1	1	4	6	2	4	2	41
Ground	4	3	6	5	4	3	6	3	3	3	4	6	50
Actual Utilization Rate	42.9	40.4	43.3	48.5	44.9	48.0	40.8	50.4	52.7	46.4	40.0	48.8	45.6

APPENDIX I (Cont.)
Legacy of the 48th Airlift Squadron
Aircraft Utilization

1 December 2003 – 4 November 2016

2015 Lockheed C-130J Super Hercules Aircraft Utilization ³⁴⁴

Metric	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Flying Hours	548.8	413.7	553.4	631.0	482.8	604.6	493.1	555.3	576.2	526.1	407.4	415.7	6,208.1
Sorties													
Sorties Scheduled	363	305	377	472	320	408	316	372	315	309	277	337	4,171
Sorties Flown	364	283	361	473	328	413	310	369	317	306	258	332	4,114
Aborts													
Air	6	3	5	7	3	7	6	10	2	3	3	5	60
Ground	5	3	9	5	1	9	2	2	5	2	8	1	52
Actual Utilization Rate	61.0	39.4	61.5	63.1	48.3	50.4	41.1	46.3	48.0	52.6	40.7	41.6	50.3

2016 Lockheed C-130J Super Hercules Aircraft Utilization ³⁴⁵

Metric	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total			
Flying Hours	427.1	495.9	555.4	508.3	484.8	587.3	453.8	544.8	524.2	C-130J operations transferred to the 62d Airlift Squadron effective 30 Sep 2016.			4,581.6			
Sorties																
Sorties Scheduled	317	424	440	377	372	373	286	311	303				3,203			
Sorties Flown	295	413	415	354	372	367	286	311	301				3,114			
Aborts																
Air	5	3	3	2	2	2	1	6	6				30			
Ground	0	5	4	3	2	4	3	8	3	32						
Actual Utilization Rate	42.7	49.6	55.5	50.8	48.5	58.7	45.4	54.5	52.4				50.9			

GLOSSARY

<u>Term</u>	<u>Definition</u>
AB	Air Base
ACC	Air Combat Command
ADP	Area Development Plan
AE	Aeromedical Evacuation
AETC	Air Education and Training Command
AF	Air Force
AFB	Air Force Base
AFHRA	Air Force Historical Research Agency
AFOTEC	Air Force Flight Test Center
AFR	Air Force Reserve
AFRC	Air Force Reserve Command
AG	Airlift Group
AMC	Air Mobility Command
AMCAOS	Air Mobility Command Air Operations Squadron
AMP	Aircraft Modernization Program
AMXS	Aircraft Maintenance Squadron
ANG	Air National Guard
ARB	Air Reserve Base
ARC	Air Reserve Component
AS	Airlift Squadron
ASMT	Avionics System Management Trainer
ATS	Aircraft Training System
AW	Airlift Wing
BRAC	Base Realignment and Closure
CAP	Coordinated Aircraft Positioning System
CAT	Crisis Action Team
CBT	Computer Based Training
CCAT	Critical Care Air Transport
CDS	Container Delivery System
CES	Civil Engineer Squadron
CNI-MU	Communications, Navigation & Identification Management Unit
CPT	Cockpit Procedures Trainer
CRM	Crew Resource Management
CWR	Center Wing Box Replacement
Det	Detachment

GLOSSARY (Cont.)

<u>Term</u>	<u>Definition</u>
DoD	Department of Defense
DZ	Drop Zone
EBH	Equivalent Baseline Hours
EFB	Electronic Flight Bag
EFH	Estimated Flight Hours
FAA	Federal Aviation Administration
FAR	Federal Acquisition Regulation
FCT	Flight Control Trainer
FLIP	Flight Information Publications
FTU	Formal Training Unit
FuT	Fuselage Trainer
FY	Fiscal Year
GAT	Ground Aircraft Trainer
GPS	Global Positioning System
HAWC	Health and Wellness Center
HE	Heavy Equipment
HQ ACC	Headquarters Air Combat Command
HQ AETC	Headquarters Air Education and Training Command
HQ AFRC	Headquarters Air Force Reserve Command
HQ AMC	Headquarters Air Mobility Command
HQ USAFE	Headquarters United States Air Forces in Europe
HQ	Headquarters
IMC	Instrument Meteorological Conditions
ITC	Interim Training Center
JAI	Joint Airdrop Inspection
JMATS	C-130J Maintenance and Aircrew Training System
JPADS	Joint Precision Aerial Delivery System
JWIC	J-model Weapons Instructor Course
LGTO	Large Group Try-Outs
LMSTS	Lockheed Martin Simulation, Training and Support
LRS	Logistics Support Squadron
LZ	Landing Zone
MFTD	Multi-Functional Task Display
MILCON	Military Construction
MSG	Mission Support Group
MTD	Maintenance Training Device

GLOSSARY (Cont.)

<u>Term</u>	<u>Definition</u>
MTF	Maintenance Training Facility
MXG	Maintenance Group
MXS	Maintenance Squadron
NVG	Night Vision Goggles
O&M	Operations and Maintenance
OG	Operations Group
OSS	Operations Support Squadron
OT&E	Operational Test and Evaluation
PA	Public Affairs
PAA	Primary Aircraft Authorized
PCS	Permanent Change of Station
PD&E	Procedures Development and Evaluation
PFT	Programmed Flying Training
PMP	Progressive Maintenance Program
P-Plan	Programming Plan
PTT	Part Task Trainers
RFIQ	Reduced Flying Initial Qualification
RFT	Ready for Training
ROM	Rough Order of Magnitude
SATAF	Site Action Task Force
SGTO	Small Group Try-Outs
SKE	Station Keeping Equipment
SOW	Special Operations Wing
TACC	Tanker Airlift Control Center
TAS	Tactical Airlift Squadron
TCG	Troop Carrier Group
TCS	Troop Carrier Squadron
TOLD	Mission Computer Take-Off and Landing Data
TRS	Training Squadron
TX	Transition (program)
USAFE	United States Air Forces in Europe
UTE	Utilization
VMC	Visual Meteorological Conditions
WG	Wing
WIC	Weapons Instructor Course
WR-ALC	Warner Robins Air Logistics Center
WST	Weapon System Trainer

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⁷ See Note Above.

⁸ See Note Above.

⁹ Rpt (FOUO), HQ AETC/XPPB, "Site Survey Report C-130J Beddown," 14 May 2001, SD 9303, (Info used is Unclassified); Brfg (FOUO), HQ USAF/XPPM, "Revised C-130J Beddown and C-130X Delivery," 27 Mar 2002, SD 9307, (Info used is Unclassified).

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¹⁵ See Note Above.

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⁹¹ See Note Above.

⁹² Captioned Digital Image, Mr. Benjamin D. Herrington, 314 AW/HO, “Hangar 282 fit the requirement of a corrosion control facility for the Lockheed C-130J *Super Hercules* mission. Completed in 2004, the modifications to the existing hangar included updates to the filtration system and a 15-foot 6-inch extension to the building,” 12 Dec 2018, SD 9909.

⁹³ Rpt, 314 AW/XP, “CC-130J Maintenance Issues,” ca. 01 Oct 2002, SD 9351; Rpt, 314 CES, “Wing Update,” 10 Jan 2003, SD 9353; Rpt, 314 CES, “Wing Update,” 03 Dec 2003, SD 9356; Rpt, 314 CES/CCE, “C-130J Construction,” 19 Dec 2003, SD 9357; BBP, 314 CES, “Engine Storage Facility,” 04 Oct 2001, SD 9358; BBP, 314 CES, “FuT Facility,” 04 Oct 2001, SD 9359; Rpts, 314 CES, “Weekly Activity Report,” 20 Dec 2002 – 19 Dec 2003, SD 9360; Interview, TSgt Devin P. Driskell, 314 AW/HO with Col Joseph M. Reheiser, 314 AW/CC, 04 Nov 2004, SD 9407; Interview, TSgt Devin P. Driskell, 314 AW/HO with Col Curtis L. Ross, 314 AW/CV, 22 Aug 2003, SD 9408; Brfgs, 314 AW/CCE, [2014 wing staff meeting slides], Jan-Dec 2004, SD 9415; Articles, 314 AW/PA, [various articles from the drop zone], Jan-Dec 2004, SD 9416; Rpt, 314 CES, “2004 WAR Reports,” Jan-Dec 2004, SD 9417; Rpt, 314 CES, “2004 WAR Reports,” Jan-Dec 2004, SD 9418; Rpt, 314 CES, “2014 314 CES Wing Update Briefings,” Jan-Dec 2004, SD 9419; Brfg, 314 OG/CD, “314 Airlift Wing C-130J Update Briefing,” 22 Jan 2004, SD 9420; Rpt, 314 CES/CCE, “C-130J Construction,” 19 Dec 2003, SD 9421; Rpts, 314 CES, “2005 314 CES Weekly Activity Reports,” Jan-Dec 2005, SD 9423.

⁹⁴ See Note Above.

⁹⁵ See Note Above.

⁹⁶ See Note Above.

⁹⁷ See Note Above.

⁹⁸ See Note Above.

⁹⁹ See Note Above.

¹⁰⁰ See Note Above.

¹⁰¹ See Note Above.

¹⁰² Captioned Digital Image, 314 AW/PA, "Construction commenced on the C-130J Maintenance Training Facility, with the C-130E schoolhouse and the new C-130J simulator facility in the background in December 2003," ca. 01 Dec 2003, SD 9888.

¹⁰³ Rpt, 314 AW/XP, "CC-130J Maintenance Issues," ca. 01 Oct 2002, SD 9351; Rpt, 314 CES, "Wing Update," 10 Jan 2003, SD 9353; Rpt, 314 CES, "Wing Update," 03 Dec 2003, SD 9356; Rpt, 314 CES/CCE, "C-130J Construction," 19 Dec 2003, SD 9357; BBP, 314 CES, "Engine Storage Facility," 04 Oct 2001, SD 9358; BBP, 314 CES, "FuT Facility," 04 Oct 2001, SD 9359; Rpts, 314 CES, "Weekly Activity Report," 20 Dec 2002 – 19 Dec 2003, SD 9360; Interview, TSgt Devin P. Driskell, 314 AW/HO with Col Joseph M. Reheiser, 314 AW/CC, 04 Nov 2004, SD 9407; Interview, TSgt Devin P. Driskell, 314 AW/HO with Col Curtis L. Ross, 314 AW/CV, 22 Aug 2003, SD 9408; Brfgs, 314 AW/CCE, [2014 wing staff meeting slides], Jan-Dec 2004, SD 9415; Articles, 314 AW/PA, [various articles from the drop zone], Jan-Dec 2004, SD 9416; Rpt, 314 CES, "2004 WAR Reports," Jan-Dec 2004, SD 9417; Rpt, 314 CES, "2004 WAR Reports," Jan-Dec 2004, SD 9418; Rpt, 314 CES, "2014 314 CES Wing Update Briefings," Jan-Dec 2004, SD 9419; Brfg, 314 OG/CD, "314 Airlift Wing C-130J Update Briefing," 22 Jan 2004, SD 9420; Rpt, 314 CES/CCE, "C-130J Construction," 19 Dec 2003, SD 9421; Rpts, 314 CES, "2005 314 CES Weekly Activity Reports," Jan-Dec 2005, SD 9423.

¹⁰⁴ See Note Above.

¹⁰⁵ See Note Above.

¹⁰⁶ Captioned Digital Image, 314 AW/PA, "The completed C-130J simulator facility in November 2003, one of the first major construction projects planned, awarded, and completed for the J-model Formal Training Unit," ca. 01 Nov 2003, SD 9889.

¹⁰⁷ Rpt, 314 AW/XP, "CC-130J Maintenance Issues," ca. 01 Oct 2002, SD 9351; Rpt, 314 CES, "Wing Update," 10 Jan 2003, SD 9353; Rpt, 314 CES, "Wing Update," 03 Dec 2003, SD 9356; Rpt, 314 CES/CCE, "C-130J Construction," 19 Dec 2003, SD 9357; BBP, 314 CES, "Engine Storage Facility," 04 Oct 2001, SD 9358; BBP, 314 CES, "FuT Facility," 04 Oct 2001, SD 9359; Rpts, 314 CES, "Weekly Activity Report," 20 Dec 2002 – 19 Dec 2003, SD 9360; Interview, TSgt Devin P. Driskell, 314 AW/HO with Col Joseph M. Reheiser, 314 AW/CC, 04 Nov 2004, SD 9407; Interview, TSgt Devin P. Driskell, 314 AW/HO with Col Curtis L. Ross, 314 AW/CV, 22

Aug 2003, SD 9408; Brfgs, 314 AW/CCE, [2014 wing staff meeting slides], Jan-Dec 2004, SD 9415; Articles, 314 AW/PA, [various articles from the drop zone], Jan-Dec 2004, SD 9416; Rpt, 314 CES, "2004 WAR Reports," Jan-Dec 2004, SD 9417; Rpt, 314 CES, "2004 WAR Reports," Jan-Dec 2004, SD 9418; Rpt, 314 CES, "2014 314 CES Wing Update Briefings," Jan-Dec 2004, SD 9419; Brfg, 314 OG/CD, "314 Airlift Wing C-130J Update Briefing," 22 Jan 2004, SD 9420; Rpt, 314 CES/CCE, "C-130J Construction," 19 Dec 2003, SD 9421; Rpts, 314 CES, "2005 314 CES Weekly Activity Reports," Jan-Dec 2005, SD 9423.

¹⁰⁸ See Note Above.

¹⁰⁹ Rpts, 314 CES, "2005 314 CES Weekly Activity Reports," Jan-Dec 2005, SD 9423; Rpts, 314 CES, "WAR Reports," 01 Mar 2007-30 Sep 2008, SD 9425; BBP, 314 AW/CCE, "314th Airlift Wing Issues – March 2005," ca. 01 Mar 2005, SD 9429; Rpts, 314 CES, "2006 314 CES Weekly Activity Reports," Jan-Dec 2006, SD 9434.

¹¹⁰ See Note Above.

¹¹¹ Captioned Digital Image, 314 AW/PA, "The inside of a Lockheed C-130J *Super Hercules* Weapons System Trainer used to provide realistic simulated flying training to J-model students," ca. 11 Jun 2011, SD 9893.

¹¹² Rpts, 314 CES, "2005 314 CES Weekly Activity Reports," Jan-Dec 2005, SD 9423; Rpts, 314 CES, "WAR Reports," 01 Mar 2007-30 Sep 2008, SD 9425; BBP, 314 AW/CCE, "314th Airlift Wing Issues – March 2005," ca. 01 Mar 2005, SD 9429; Rpts, 314 CES, "2006 314 CES Weekly Activity Reports," Jan-Dec 2006, SD 9434.

¹¹³ See Note Above.

¹¹⁴ Interview, TSgt Devin P. Driskell, 314 AW/HO with Col Joseph M. Reheiser, 314 AW/CC, 04 Nov 2004, SD 9407; Interview, TSgt Devin P. Driskell, 314 AW/HO with Col Curtis L. Ross, 314 AW/CV, 22 Aug 2003, SD 9408; Brfgs, 314 AW/CCE, [2014 wing staff meeting slides], Jan-Dec 2004, SD 9415; Articles, 314 AW/PA, [various articles from the drop zone], Jan-Dec 2004, SD 9416; Rpt, 314 CES, "2004 WAR Reports," Jan-Dec 2004, SD 9417; Rpt, 314 CES, "2004 WAR Reports," Jan-Dec 2004, SD 9418; Rpt, 314 CES, "2014 314 CES Wing Update Briefings," Jan-Dec 2004, SD 9419; Brfg, 314 OG/CD, "314 Airlift Wing C-130J Update Briefing," 22 Jan 2004, SD 9420; Rpt, 314 CES/CCE, "C-130J Construction," 19 Dec 2003, SD 9421; Rpts, 314 CES, "2005 314 CES Weekly Activity Reports," Jan-Dec 2005, SD 9423.

¹¹⁵ Interview, TSgt Devin P. Driskell, 314 AW/HO with Col Joseph M. Reheiser, 314 AW/CC, 04 Nov 2004, SD 9407; Interview, TSgt Devin P. Driskell, 314 AW/HO with Col Curtis L. Ross, 314 AW/CV, 22 Aug 2003, SD 9408; Brfgs, 314 AW/CCE, [2014 wing staff meeting slides], Jan-Dec 2004, SD 9415; Articles, 314 AW/PA, [various articles from the drop zone], Jan-Dec 2004, SD 9416; Rpt, 314 CES, "2004 WAR Reports," Jan-Dec 2004, SD 9417; Rpt, 314 CES, "2004 WAR Reports," Jan-Dec 2004, SD 9418; Rpt, 314 CES, "2014 314 CES Wing Update Briefings," Jan-Dec 2004, SD 9419; Brfg, 314 OG/CD, "314 Airlift Wing C-130J Update Briefing," 22 Jan 2004, SD 9420; Rpt, 314 CES/CCE, "C-130J Construction," 19 Dec 2003, SD 9421; Rpts, 314

CES, "2005 314 CES Weekly Activity Reports," Jan-Dec 2005, SD 9423; Interview, TSgt Devin P. Driskell, 314 AW/HO with Col Joseph M. Reheiser, 314 AW/CC, 04 Nov 2004, SD 9407; Interview, TSgt Devin P. Driskell, 314 AW/HO with Col Curtis L. Ross, 314 AW/CV, 22 Aug 2003, SD 9408; Brfgs, 314 AW/CCE, [2014 wing staff meeting slides], Jan-Dec 2004, SD 9415; Articles, 314 AW/PA, [various articles from the drop zone], Jan-Dec 2004, SD 9416; Rpt, 314 CES, "2004 WAR Reports," Jan-Dec 2004, SD 9417; Rpt, 314 CES, "2004 WAR Reports," Jan-Dec 2004, SD 9418; Rpt, 314 CES, "2014 314 CES Wing Update Briefings," Jan-Dec 2004, SD 9419; Brfg, 314 OG/CD, "314 Airlift Wing C-130J Update Briefing," 22 Jan 2004, SD 9420; Rpt, 314 CES/CCE, "C-130J Construction," 19 Dec 2003, SD 9421; Rpts, 314 CES, "2005 314 CES Weekly Activity Reports," Jan-Dec 2005, SD 9423; Brfg, 314 OG/OGV, "Operations During Runway Construction," 12 Feb 2004, SD 9422.

¹¹⁶ See Note Above.

¹¹⁷ Interview, TSgt Devin P. Driskell, 314 AW/HO with Lt Col David A. Kasberg, 48 AS/CC, *et al.*, 09 Jun 2004, SD 9177; Interview, TSgt Devin P. Driskell, 314 AW/HO with Col Joseph M. Reheiser, 314 AW/CC, 04 Nov 2004, SD 9407; Interview, TSgt Devin P. Driskell, 314 AW/HO with Col Curtis L. Ross, 314 AW/CV, 22 Aug 2003, SD 9408; Interview, TSgt Devin P. Driskell, 314 AW/HO with Lt Col Christopher Hair, HQ/AMC, 02 Feb 2004, SD 9409; Brfg, 314 OG/CC, "C-130J Update Briefing," 30 Sep 2003, SD 9410; Brfg, 314 OG/CD, "C-130J Update Briefing," 22 Jan 2004, SD 9411; Rpt (FOUO), 48 AS, "The C-130J Program at Little Rock AFB," 05 Jan 2005, SD 9412, (Info used is Unclassified); Brfg, 48 AS/ADO, "Procedure Development & Evaluation," 08 Jan 2004, SD 9413.

¹¹⁸ See Note Above.

¹¹⁹ Captioned Digital Image, 314 AW/PA, "A Lockheed C-130J *Super Hercules* from the 146th Airlift Wing, California Air National Guard, stationed at Channel Islands Air National Guard Station, arrives at Little Rock Air Force Base to participate in Procedures Development and Evaluation in February 2004," ca. 01 Feb 2004, SD 9892.

¹²⁰ Interview, TSgt Devin P. Driskell, 314 AW/HO with Lt Col David A. Kasberg, 48 AS/CC, *et al.*, 09 Jun 2004, SD 9177; Interview, TSgt Devin P. Driskell, 314 AW/HO with Col Joseph M. Reheiser, 314 AW/CC, 04 Nov 2004, SD 9407; Interview, TSgt Devin P. Driskell, 314 AW/HO with Col Curtis L. Ross, 314 AW/CV, 22 Aug 2003, SD 9408; Interview, TSgt Devin P. Driskell, 314 AW/HO with Lt Col Christopher Hair, HQ/AMC, 02 Feb 2004, SD 9409; Brfg, 314 OG/CC, "C-130J Update Briefing," 30 Sep 2003, SD 9410; Brfg, 314 OG/CD, "C-130J Update Briefing," 22 Jan 2004, SD 9411; Rpt (FOUO), 48 AS, "The C-130J Program at Little Rock AFB," 05 Jan 2005, SD 9412, (Info used is Unclassified); Brfg, 48 AS/ADO, "Procedure Development & Evaluation," 08 Jan 2004, SD 9413.

¹²¹ Interview, TSgt Devin P. Driskell, 314 AW/HO with Lt Col David A. Kasberg, 48 AS/CC, *et al.*, 09 Jun 2004, SD 9177; Interview, TSgt Devin P. Driskell, 314 AW/HO with Col Joseph M. Reheiser, 314 AW/CC, 04 Nov 2004, SD 9407; Interview, TSgt Devin P. Driskell, 314 AW/HO with Col Curtis L. Ross, 314 AW/CV, 22 Aug 2003, SD 9408; Interview, TSgt Devin P. Driskell, 314 AW/HO with Lt Col Christopher Hair, HQ/AMC, 02 Feb 2004, SD 9409; Brfg, 314 OG/CC,

“C-130J Update Briefing,” 30 Sep 2003, SD 9410; Brfg, 314 OG/CD, “C-130J Update Briefing,” 22 Jan 2004, SD 9411; Rpt (FOUO), 48 AS, “The C-130J Program at Little Rock AFB,” 05 Jan 2005, SD 9412, (Info used is Unclassified); Brfg, 48 AS/ADO, “Procedure Development & Evaluation,” 08 Jan 2004, SD 9413.

¹²² See Note Above.

¹²³ See Note Above.

¹²⁴ Interview, TSgt Devin P. Driskell, 314 AW/HO with Col Joseph M. Reheiser, 314 AW/CC, 04 Nov 2004, SD 9407; Interview, TSgt Devin P. Driskell, 314 AW/HO with Lt Col David A. Kasberg, 48 AS/CC, *et al.*, 09 Jun 2004, SD 9177; Brfg, 314 OG/CC, “C-130J Update Briefing,” 30 Sep 2003, SD 9335; Brfg, 314 OG/CD, “C-130J Update Briefing,” 22 Jan 2004, SD 9340; Rpt (FOUO), 48 AS, “The C-130J Program at Little Rock AFB,” 05 Jan 2005, SD 9412, (Info used is Unclassified); Factsheet, 314 OG, “C-130J,” ca. 01 Feb 2004, SD 9324; Brfg, HQ AMC/XP, “Mobility Air Forces Commanders’ C-130 Road Map,” 30 Jul 2003, SD 9330.

¹²⁵ See Note Above.

¹²⁶ See Note Above.

¹²⁷ See Note Above.

¹²⁸ See Note Above.

¹²⁹ See Note Above.

¹³⁰ See Note Above.

¹³¹ Brfg, 314 OG/CC, “C-130J Update Briefing,” 30 Sep 2003, SD 9335; Brfg, 314 OG/CD, “C-130J Update Briefing,” 22 Jan 2004, SD 9340; Rpt (FOUO), 48 AS, “The C-130J Program at Little Rock AFB,” 05 Jan 2005, SD 9412, (Info used is Unclassified).

¹³² See Note Above.

¹³³ See Note Above.

¹³⁴ See Note Above.

¹³⁵ See Note Above.

¹³⁶ See Note Above.

¹³⁷ See Note Above.

¹³⁸ Brfg, 314 AW, “C-130 Training Update,” 14 Aug 2006, SD 9151; Rpt, 314 OSS/OSFR, “FY 2004 Graduated Students,” 01 May 2006, SD 9435; Rpt, 314 OSS/OSFR, “FY 2005 Graduated Students,” 01 May 2006, SD 9436.

¹³⁹ Interview, TSgt Devin P. Driskell, 314 AW/HO with Col Joseph M. Reheiser, 314 AW/CC, 04 Nov 2004, SD 9407; Interview, TSgt Devin P. Driskell, 314 AW/HO with Lt Col David A. Kasberg, 48 AS/CC, *et al.*, 09 Jun 2004, SD 9177; Articles, 314 AW/PA, [various articles from the drop zone], Jan-Dec 2004, SD 9416; Brfg, 314 OG/CC, “C-130J Update Briefing,” 30 Sep 2003, SD 9410; Brfg, 314 OG/CD, “C-130J Update Briefing,” 22 Jan 2004, SD 9340; Rpt (FOUO), 48 AS, “The C-130J Program at Little Rock AFB,” 05 Jan 2005, SD 9412, (Info used is Unclassified); Rpt, 314 AW/CP, “C-130J Roll-Out Ceremony Sequence of Events,” ca. 01 Apr 2003, SD 9437.

¹⁴⁰ Captioned Digital Image, 314 AW/PA, “The first Lockheed C-130J *Super Hercules*, tail #0314, to be assigned to the 314th Airlift rolls out of a hangar after receiving a paint job at Lockheed Martin’s Marietta, Georgia plant,” ca. 01 Dec 2003, SD 9891.

¹⁴¹ Brfg, 48 AS, “WOT 510 C-130J Weapon System,” 01 Mar 2005, SD 9439; Rpt, 3 TRSS, “C-130J Courses,” ca. 01 Dec 2006, SD 9440.

¹⁴² Syllabus, HQ AETC, “C-130J Pilot Initial Qualification,” 01 Jul 2006, SD 9441; Syllabus, HQ AETC, “C-130J Pilot Mission Qualification,” 01 Jul 2006, SD 9442; Syllabus, HQ AETC, “C-130J Pilot Transition Qualification Short,” 01 Apr 2006, SD 9443; Syllabus, HQ AETC, “C-130J Pilot Transition Mission Short,” 01 Apr 2006, SD 9444.

¹⁴³ Rpt, 3 TRSS, “C-130J Courses,” ca. 01 Dec 2006, SD 9172.

¹⁴⁴ Rpt, 314 AW/CCE, “2005 Year in Review,” ca. 01 Dec 2005, SD 9438; Article, SrA Francesca Carrano, 95 ABW/PA, “Newest ‘Herk’ propelled through Phase 2 testing,” 13 Jan 2006, SD 9445; Rpt, DoD/IG, “Contracting for and Performance of the C-130J Aircraft (D-2004-102),” 23 Jul 2004, SD 9446.

¹⁴⁵ See Note Above.

¹⁴⁶ See Note Above.

¹⁴⁷ See Note Above.

¹⁴⁸ See Note Above.

¹⁴⁹ See Note Above.

¹⁵⁰ See Note Above.

¹⁵¹ Rpt (FOUO), AFOTEC, “C-130J/C-130J-30 Phase 2 QOT&E Report – AFOTEC Det 5 FR – 050-14,” 28 Apr 2006, SD 9490, (Info used is Unclassified); Interview, Mr. Chris Rumley, 314 AW/HO with Mr. Stan Ebner, 714 TRS, 13 Aug 2008, SD 9493.

¹⁵² See Note Above.

¹⁵³ Study, HQ AETC, “Operation Dragon Comeback,” ca. 01 Jun 2006, SD 9478.

¹⁵⁴ Spreadsheet, 314 AW/CP, “Mission Recap of amount of people, water, food and supplies moved,” 26 Sep 2005, SD 9469; Rpt (FOUO), 314 AW/CP, [katrina events log – crisis action team (30 aug-14 sep),” 14 Sep 2005, SD 9470, (Info used is Unclassified); Rpt (FOUO), 314 AW/CP, [katrina events log – mission support group (3 sep-13 sep),” 13 Sep 2005, SD 9471, (Info used is Unclassified); Rpt (FOUO), 314 AW/CP, [katrina events log – 463 airlift group (2 sep-10 sep),” 10 Sep 2005, SD 9472, (Info used is Unclassified); Msg, 314 AW, “Little Rock AFB Battle Gram,” 02 Sep 2005, SD 9479; Msg, 314 AW, “Little Rock AFB Battle Gram,” 03 Sep 2005, SD 9480; Msg, 314 AW, “Little Rock AFB Battle Gram - Update,” 03 Sep 2005, SD 9481; Msg, 314 AW, “Little Rock AFB Battle Gram,” 14 Sep 2005, SD 9483; Rpt, 314 AW, “Katrina Bullets,” ca. 01 Dec 2005, SD 9485; Brfg, 314 AW/CP, “Katrina Battle Rhythm,” 14 Sep 2005, SD 9484; Spreadsheet, 314 AW, “Katrina LRAFB Sheltered,” 11 Sep 2005, SD 9486; Slide, 314 MDG, “Katrina MDG Inputs,” 08 Sep 2005, SD 9487; Msg, 314 AW, “Little Rock AFB Battle Gram,” 07 Sep 2005, SD 9482; Msg, 314 AW, “Little Rock AFB Battle Gram,” 04 Sep 2005, SD 9447; Brfg, 314 AW/CP, [katrina crisis action team briefing], 01 Sep 2005, SD 9448.

¹⁵⁵ Captioned Digital Image, 314 AW/PA, “An Egyptian Air Force Lockheed C-130 *Hercules* sits parked on the flightline after delivering foreign aid to Little Rock Air Force Base, Arkansas in the wake of Hurricane Katrina. Little Rock became a focal point for evacuation assistance, associated support, and relief operations,” 08 Sep 2005, SD 9914.

¹⁵⁶ Spreadsheet, 314 AW/CP, “Mission Recap of amount of people, water, food and supplies moved,” 26 Sep 2005, SD 9469; Rpt (FOUO), 314 AW/CP, [katrina events log – crisis action team (30 aug-14 sep),” 14 Sep 2005, SD 9470, (Info used is Unclassified); Rpt (FOUO), 314 AW/CP, [katrina events log – mission support group (3 sep-13 sep),” 13 Sep 2005, SD 9471, (Info used is Unclassified); Rpt (FOUO), 314 AW/CP, [katrina events log – 463 airlift group (2 sep-10 sep),” 10 Sep 2005, SD 9472, (Info used is Unclassified); Msg, 314 AW, “Little Rock AFB Battle Gram,” 02 Sep 2005, SD 9479; Msg, 314 AW, “Little Rock AFB Battle Gram,” 03 Sep 2005, SD 9480; Msg, 314 AW, “Little Rock AFB Battle Gram - Update,” 03 Sep 2005, SD 9481; Msg, 314 AW, “Little Rock AFB Battle Gram,” 14 Sep 2005, SD 9483; Rpt, 314 AW, “Katrina Bullets,” ca. 01 Dec 2005, SD 9485; Brfg, 314 AW/CP, “Katrina Battle Rhythm,” 14 Sep 2005, SD 9484; Spreadsheet, 314 AW, “Katrina LRAFB Sheltered,” 11 Sep 2005, SD 9486; Slide, 314 MDG, “Katrina MDG Inputs,” 08 Sep 2005, SD 9487; Msg, 314 AW, “Little Rock AFB Battle Gram,” 07 Sep 2005, SD 9482; Msg, 314 AW, “Little Rock AFB Battle Gram,” 04 Sep 2005, SD 9447; Brfg, 314 AW/CP, [katrina crisis action team briefing], 01 Sep 2005, SD 9448.

¹⁵⁷ Spreadsheet, 314 AW/CP, “Mission Recap of amount of people, water, food and supplies moved,” 26 Sep 2005, SD 9469; Rpt (FOUO), 314 AW/CP, [katrina events log – crisis action team (30 aug-14 sep),” 14 Sep 2005, SD 9470, (Info used is Unclassified); Rpt (FOUO), 314 AW/CP,

[katrina events log – mission support group (3 sep-13 sep),” 13 Sep 2005, SD 9471, (Info used is Unclassified); Rpt (FOUO), 314 AW/CP, [katrina events log – 463 airlift group (2 sep-10 sep),” 10 Sep 2005, SD 9472, (Info used is Unclassified); Msg, 314 AW, “Little Rock AFB Battle Gram,” 02 Sep 2005, SD 9479; Msg, 314 AW, “Little Rock AFB Battle Gram,” 03 Sep 2005, SD 9480; Msg, 314 AW, “Little Rock AFB Battle Gram - Update,” 03 Sep 2005, SD 9481; Msg, 314 AW, “Little Rock AFB Battle Gram,” 14 Sep 2005, SD 9483; Rpt, 314 AW, “Katrina Bullets,” ca. 01 Dec 2005, SD 9485; Brfg, 314 AW/CP, “Katrina Battle Rhythm,” 14 Sep 2005, SD 9484; Spreadsheet, 314 AW, “Katrina LRAFB Sheltered,” 11 Sep 2005, SD 9486; Slide, 314 MDG, “Katrina MDG Inputs,” 08 Sep 2005, SD 9487; Msg, 314 AW, “Little Rock AFB Battle Gram,” 07 Sep 2005, SD 9482; Msg, 314 AW, “Little Rock AFB Battle Gram,” 04 Sep 2005, SD 9447; Brfg, 314 AW/CP, [katrina crisis action team briefing], 01 Sep 2005, SD 9448.

¹⁵⁸ Spreadsheet, 314 AW/CP, “Mission Recap of amount of people, water, food and supplies moved,” 26 Sep 2005, SD 9469.

¹⁵⁹ Slide, 314 AW, “C-130J Missions Complete,” ca. 08 Sep 2005, SD 9460.

¹⁶⁰ Brfg, 314 AW/CP, [katrina crisis action team briefing], 01-14 Sep 2005, SD 9448-9459; Slide, 314 AW, “C-130J Missions Complete,” ca. 08 Sep 2005, SD 9460; Spreadsheet, 314 AW/CP, “Mission Recap of amount of people, water, food and supplies moved,” 26 Sep 2005, SD 9469; Rpt (FOUO), 314 AW/CP, [katrina events log – crisis action team (30 aug-14 sep),” 14 Sep 2005, SD 9470, (Info used is Unclassified); Rpt (FOUO), 314 AW/CP, [katrina events log – mission support group (3 sep-13 sep),” 13 Sep 2005, SD 9471, (Info used is Unclassified); Rpt (FOUO), 314 AW/CP, [katrina events log – 463 airlift group (2 sep-10 sep),” 10 Sep 2005, SD 9472, (Info used is Unclassified); Rpt, 314 AW, “Hurricane Katrina Questionnaire,” ca. 01 Dec 2005, SD 9473.

¹⁶¹ Article, 314 AW/PA, “C-130J contract conversion announced,” 03 Nov 2006, SD 9491; Interview, Mr. Chris Rumley, 314 AW/HO with Maj Vincent Woods, 714 TRS/TRT, *et al.*, 15 May 2006, SD 9492.

¹⁶² Rpt, DoD, “Base Closure and Realignment Report, Volume 1, Part 1 of 2: Results and Process,” ca. 01 May 2005, SD 9496.

¹⁶³ *Ibid*

¹⁶⁴ Rpt, DoD, “Base Closure and Realignment Report, Volume 1, Part 1 of 2: Results and Process,” ca. 01 May 2005, SD 9496; Rpt, 314 AW/PA, “Department of Defense BRAC Talking Points,” ca. 01 Jan 2006, SD 9497.

¹⁶⁵ Rpt, 314 AW/PA, “Little Rock AFB, AR – BRAC 2005 Recommendations,” 13 May 2005, SD 9494.

¹⁶⁶ Brfg, 314 AW/CV, “Little Rock AFB Base Realignment and Closure and Post BRAC Action,” 18 Oct 2006, SD 9495.

¹⁶⁷ *Ibid*

¹⁶⁸ Brfg, 314 AW/CV, "Little Rock AFB Base Realignment and Closure and Post BRAC Action," 18 Oct 2006, SD 9495; Article, 314 AW/PA, "Base readies for BRAC build-up," 15 Sep 2006, SD 9503.

¹⁶⁹ Rpt (FOUO), HQ AETC, "SATAF I Report for Base Realignment and Closure 2005 – Little Rock AFB," 31 Mar 2006, SD 9498, (Info used is Unclassified); BBP, 314 AW/CCE, "314 AW Key Issues – 3rd Qtr," 29 Sep 2006, SD 9501; Brfg, HQ AMC/A8PI, "Little Rock AFB HQ AMC BRAC SATAF In-Brief," 22 Aug 2006, SD 9500.

¹⁷⁰ See Note Above.

¹⁷¹ See Note Above.

¹⁷² See Note Above.

¹⁷³ Brfg, 314 AW/CCEA, "Welcome Senator Lincoln," 12 Dec 2006, SD 9499; Rpt, 314 CES, "Weekly Activity Report," 22 Dec 2006, SD 9509.

¹⁷⁴ Brfg, 314 AW/CCEA, "Welcome Senator Lincoln," 12 Dec 2006, SD 9499.

¹⁷⁵ Hist of the 314 AW 20060101-20061231 (FOUO), 314 AW/HO, "714th Training Squadron (TRS)," pp. 18-19, ca. 31 Dec 2006, SD 9510, (Info used is Unclassified); SO G-06-8, HQ AETC, 25 May 2006, SD 9511.

¹⁷⁶ Interview, Mr. Christopher M. Rumley, 314 AW/HO with Col Patrick X. Mordente, 314 OG/CC, 28 Apr 2009, SD 9512; Rpt, HQ AMC, "Concept of Operations – Phase 1 for C-130J Aircraft Support for the C-130 Weapons Instructor Course (WIC)," 13 Feb 2009, SD 9521; Interview, Mr. Christopher M. Rumley, 314 AW/HO with Lt Col Todd Pavich, 48 AS/CC, 23 Apr 2009, SD 9514.

¹⁷⁷ See Note Above.

¹⁷⁸ See Note Above.

¹⁷⁹ See Note Above.

¹⁸⁰ See Note Above.

¹⁸¹ Spreadsheet, 714 TRS/TRE, [international student list], ca. 01 Feb 2009, SD 9160; Spreadsheet (FOUO), 714 TRS/STUI, "FY 2015 314 AW History International Student Production Data Tables 2-18-2-23," 26 Oct 2015, SD 9161, (Info used is Unclassified); Spreadsheet, 714 TRS/TRA, [cy graduates for 2009-2011], 11 Mar 2012, SD 9162; E-mail, Mr. James M. Metcalf, 714 TRS/STU to Mr. Mark Wilderman, 314 AW/HO, "Grad Information," 04 Feb 2015, SD 9156; Spreadsheet, 714 TRS/STU, "48 AS C-130J Graduate Production by Position

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²⁸⁶ See Note Above.

²⁸⁷ Captioned Digital Image, 48 AS, “The Lockheed C-130J *Super Hercules* flown by the 48th Airlift Squadron during the D-Day 72nd Anniversary Commemoration displaying the WWII-era Troop Carrier Squadron code in white chalk of the 62d Airlift Squadron. Ironically, only five months after the D-Day Commemoration, the 48 AS would inactivate and their C-130J Flying Training mission would transfer to the 62d,” 05 Jun 2016, SD 9838.

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³⁴⁰ Spreadsheet, 314 MOF, [fy11 maintenance indicators], ca. 01 Oct 2011, SD 9143; Spreadsheet, 314 MXG, [fy12 maintenance indicators], 20 Feb 2013, SD 9144.

³⁴¹ Spreadsheet, 314 MXG, [fy12 maintenance indicators], 20 Feb 2013, SD 9144; Spreadsheet, 314 MXG, [fy13 maintenance indicators], 07 Oct 2013, SD 9145.

³⁴² Spreadsheet, 314 MXG, [fy13 maintenance indicators], 07 Oct 2013, SD 9145; Spreadsheet, 314 MXG, [fy14 maintenance indicators], 28 Feb 2018, SD 9146.

³⁴³ Spreadsheet, 314 MXG, [fy14 maintenance indicators], 28 Feb 2018, SD 9146; Spreadsheet, 314 MXG, [fy15 maintenance indicators], 13 Oct 2015, SD 9147.

³⁴⁴ Spreadsheet, 314 MXG, [fy15 maintenance indicators], 13 Oct 2015, SD 9147; Spreadsheet, 314 MXG, [fy16 maintenance indicators], 11 Oct 2016, SD 9148.

³⁴⁵ Spreadsheet, 314 MXG, [fy16 maintenance indicators], 11 Oct 2016, SD 9148; Spreadsheet, 314 MXG, [fy17 maintenance indicators], 01 Mar 2017, SD 9149.

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A special study conducted by the 314th Airlift Wing History Office

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